



City of  
Kalgoorlie  
Boulder

City of Kalgoorlie-Boulder

# Annual Report

## 2023/2024





## Acknowledgment of Country

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

**Artwork:** Karlkurla Tjukurrpa (Silky Pear Dreaming)  
**Artist:** Regina Donaldson

### Where to get a copy

The City of Kalgoorlie-Boulder's Annual Report can be downloaded via the City's website ([www.ckb.wa.gov.au/annualreport](http://www.ckb.wa.gov.au/annualreport)) and is accessible in audio-visual format named 'The Year in Review' on the City's YouTube channel ([www.youtube.com/CityofKalBould](http://www.youtube.com/CityofKalBould)).

In line with the City's ongoing commitment to sustainability, a limited number of hard copies of the Annual Report are produced. These can be viewed by the public at the City's Main Administration Building and William Grundt Memorial Library.

Alternatively, a copy of the Report can be requested from our Customer Service team by calling the City on (08) 9021 9600.

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# 2023/2024 Annual Report

## Overview

This Annual Report for the City of Kalgoorlie-Boulder (referred to throughout this report as “the City”) offers a comprehensive overview of our accomplishments achieved during the 2023/2024 financial year.

These endeavours were guided by the City’s commitment to enhancing the well-being of our community, boosting the local economy, and ensuring a strong and sustainable future. The City’s guiding principles are centred by the Strategic Community Plan which sets out a series of community themes, goals and objectives which are linked to and guide Council’s decision-making.

These are as follows:



### Safe

1. We will be safe and free from harm and crime.
2. We will deliver a safe and activated community that can be used day and night.
3. We have safe, reliable and efficient public transport and road networks.
4. We support families and youth.



### Connect

1. We will be connected to our history, culture and community.
2. We provide public spaces that facilitate a diverse range of activities and strengthen social bonds within the community.
3. Culture, heritage and place are valued, shared and celebrated.
4. We deliver the community better connectivity with the rest of Australia and the world.



### Futuristic

1. We plan for the future proofing of our City by being a thinking and innovative society.
2. We have a thriving, diverse and resilient economy built on educational excellence and research.
3. We facilitate research into innovation and entrepreneurial activities to drive jobs, growth and economic diversification.
4. We are building Kalgoorlie-Boulder’s strategic linkages to international markets and investment opportunities.

Throughout this document, sections are highlighted with the specific Strategic Community Plan goal and objective they align with. *For example:*

## Example Title

 1. 2. 3. 4.  4.  1.  1. 2. 4.  1. 2. 4.  1. 3. 4.



### Sustainable

1. A green ecologically sustainable City for current and future generations.
2. We implement sustainable practices such as ensuring responsible use of water and other resources.
3. We educate the community on the value and importance of natural areas and biodiversity, and encourage community involvement in caring for our natural environment.
4. We advocate for the provision of land use.
5. Our unique natural environment is maintained, enhanced and connected.
6. Establishing appropriate forums and resources to coordinate and drive Aboriginal economic development.
7. We support opportunities for commercial and industrial land.



### Empowered

1. We continue to believe in the principles of representational democracy and are enabled to make decisions about our lives.
2. We ensure considered decision making based on collaborative, transparent and accountable leadership.
3. We provide opportunities for genuine engagement with the community to inform the Council's decision-making.
4. We are utilising diverse points of view to inform decision making and actions taken for the City.



### Capable

1. We will have the resources to contribute to our community and economy.
2. We promote and support local tourism opportunities including facilitating tourism infrastructure and services.
3. We are combating Fly-in Fly-out (FIFO) and targeting residential population growth of 3% per annum.
4. We are continuing to undertake appropriate risk management and assessment strategies.
5. We are exploring funding sources and revenue streams.





This year has seen the City's unwavering dedication to our residents, marked by a strong commitment to authentic community engagement and with a number of deliverables arising from the outcomes of the City's Community and Business Perception Surveys. Key 2023/2024 achievements highlighted in this Annual Report include:

- Delivery of a full calendar of diverse community events;
- Awards and recognition received by the City and its staff;
- Organisational cultural actions and initiatives;
- Improved corporate governance systems and processes including risk management, integrity practices and corporate performance requirements;
- Delivery of Local Government electoral reforms with a reduced number of Councillor positions following a community consultation process;
- Extensive financial and other support for community organisations through a range of sponsorships, grants and in-kind support;
- Launch of a number of new corporate strategies, plans and Local Planning Scheme 2 in full;
- Secured \$4m from the State Government's Infrastructure Development Fund to extend the City's main sewerage network to facilitate additional residential development at Hart Kerspien Drive;
- Secured \$2.1m in funding from Lotterywest for the Kingsbury Park Youth Precinct Redevelopment;
- Secured \$5m in funding for community-led initiatives for brokerage on behalf of the Department of Social Services;
- Launched a grant program specific to youth organisations with support from the Youth Council;
- Officially opened the Kal City Centre, the redevelopment of St Barbara's Square in the Kalgoorlie CBD;
- Transferred the management of the Ruby Tourist Tram to the Kalgoorlie-Boulder Visitor Centre; and
- Secured \$150,000 for the purchase of additional vehicles for the City's Safer Streets Patrol as part of an enhanced Community Safety Program.





## Purpose of this Annual Report

Under the *Local Government Act 1995*, the City is required to deliver an Annual Report by 31 December each year.

This document provides an overview of the performance of the City of Kalgoorlie-Boulder, including highlights of major works and activities throughout the year, the City's financial performance, and pertinent information regarding our adherence to governance and statutory requirements.

As a public document, this report also ensures transparency and accountability with our ratepayers and residents. Across all departments, we strive for continuous improvement across all the services delivered.

A copy of this report is available on the City's website.

# Message from the Mayor and CEO

The City of Kalgoorlie-Boulder's 2023/2024 Annual Report highlights a year of significant progress and achievement, showcasing the strong financial position the City is in with a local economy of almost \$15 billion in annual output.



Andrew Brien, Chief Executive Officer (Right), Glenn Wilson, Mayor City of Kalgoorlie-Boulder (Left)

The city continues to thrive, with almost 30,000 people calling Kalgoorlie-Boulder home. Along with more than 7,300 local businesses, the local economy was supported by 16,907 local jobs this year. Our city remains a hub of regional activity that supports industry and local businesses which strengthen our economic resilience.

This year, we continued to enhance our infrastructure, including significant upgrades to community and recreational facilities. We made strides in the new Kingsbury Park Youth Precinct redevelopment with support from the

State Government and Lotterywest, and the Karlkurla Park Nature Playground in partnership with the Kalgoorlie-Boulder Urban Landcare Group. To demonstrate our ongoing efforts to revitalise key areas of our central business districts, we significantly advanced our footpath project in Kalgoorlie and opened the long-awaited Kalgoorlie City Centre Revitalisation project, including what we believe is one of the largest outdoor displays of First Nations Art in Western Australia.





Our commitment to fostering vibrant community life was demonstrated through our sponsorship and support of major events. The City attracted and supported major sporting and arts events, providing over \$310,000 in sponsorship value. These included the 2023 annual WA PGA Championship, a major drawcard for international and interstate visitors, and local events such as the Desert Heart Song Fest, celebrating the cultural richness of our region. Such events play a vital role in boosting the local economy and bringing people together to celebrate our unique heritage.

In addition to these achievements, the City has invested in projects that align with our sustainability goals. In partnership with key stakeholders, we continued to progress our Waterwise initiatives, with the City receiving recognition for its efforts in water conservation. We also made advancements in preparing the city for climate change through our partnership with the Goldfields Voluntary Regional Organisations (GVROC) Regional Climate Alliance.

Our dedication to community safety and well-being remained a top priority, with ongoing investments in local infrastructure, including lighting and CCTV enhancements across key precincts. The City also secured \$150,000 towards the purchase of Safer Streets Vehicles to enhance patrols around the CBDs. These efforts contribute to creating a safer and more welcoming environment for all residents and visitors.

The local government elections were held in October 2023 which provided the opportunity for new elected members to join the Council; many who had previously been on Council and one new

member. A robust induction program spanning several weeks was delivered to ensure that all elected members were supported in their roles.

Looking ahead, the City will continue to advocate for our community, especially in relation to improvements in regional transport, water capture and power stability, ensuring Kalgoorlie-Boulder remains an attractive and accessible destination.

The City is dedicated to the community and strives to be a customer-focused, efficient and responsive local government. In May 2023, the City asked the community to share feedback on what is important and where the City should focus its attention. The Community Perception Survey is an independent study, also called the MARKYT Scorecard, which is run by an external agency. Over 1,300 responded with the City achieving an overall 82% positive rating as a place to live.

The achievements of 2023/2024 reflect the hard work of our Elected Members, Executive Leadership Team, and dedicated staff, as well as the active involvement of our community. Together, we will continue to build on this foundation, ensuring the City of Kalgoorlie-Boulder remains a leading regional centre in Western Australia.

*Mayor Glenn Wilson and  
Andrew Brien, Chief Executive Officer*

# About Kalgoorlie-Boulder

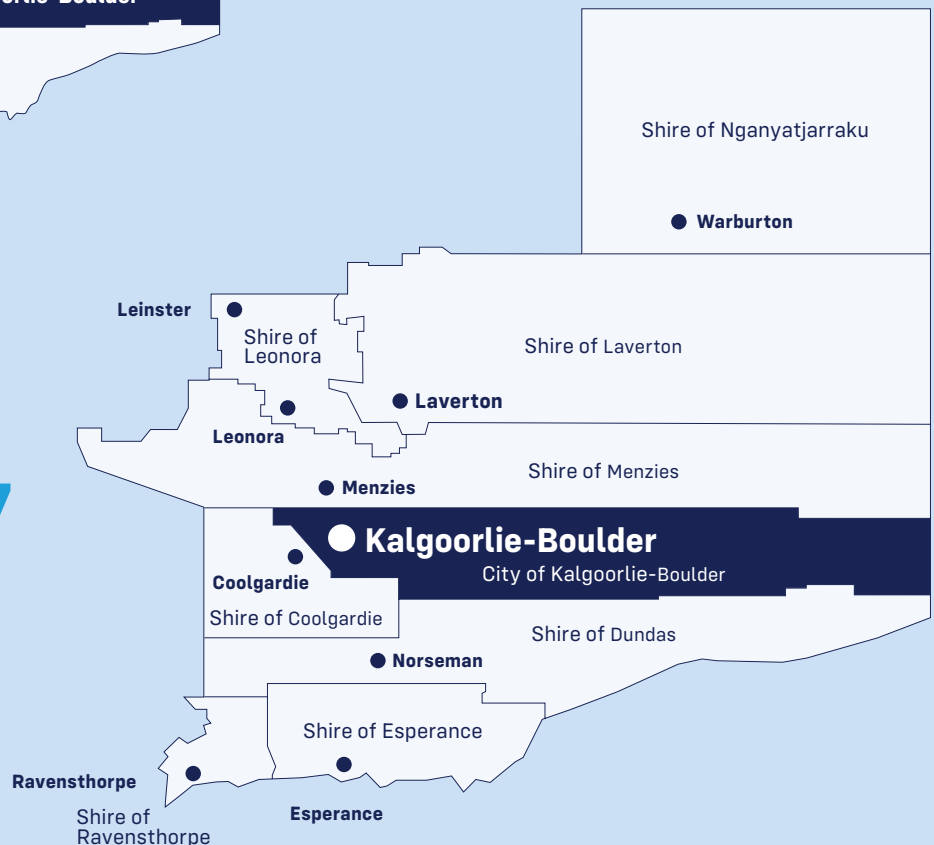
Kalgoorlie-Boulder is a regional city with a population of approximately 30,000 people. The city is located approximately 600km east of Perth and covers an area of 95,498.05km<sup>2</sup>.



The town site of Kalgoorlie-Boulder is 70km<sup>2</sup>, 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 area remaining in the world.

## Goldfields-Esperance Region



The name "*Kalgoorlie*" is derived from the First Nations word Karlkurla meaning "*place of the silky pears.*"

# Economic Profile

Kalgoorlie-Boulder has a rich mining history, having been established in 1893 during Australia's gold rush. In addition to the mining industry (major commodities being gold, nickel, cobalt and lithium deposits), the city's top employing industries are transport and logistics, construction, manufacturing, health care, retail and education and training. Emerging industries have also been identified and include renewable energy, rare earths, tourism, mining education and innovation and mining processing facilities.

The economic output is \$14.38 billion per year and between 2020/2021 and 2021/2022 economic growth was 20.8%. Labour growth has been 10.7% over three years from 2020 – 2023.



**\$14.38b**  
Economic Output



**16,907**  
Local jobs



**Mining**



**Manufacturing**



**Construction**



**\$2,324**  
Median weekly household income



**\$5.37b**  
Gross Regional Product



**1 in 2 jobs**

within Kalgoorlie-Boulder Economic Zone comes from the mining industry

## Community

Residents come from well over 50 nationalities, and 73% of Kalgoorlie-Boulder's population is comprised of families. The median age is 34 years, and the median weekly household income is \$2,324. The average annual temperature is 25 degrees and the city attracts 234,000 visitors per year.

Kalgoorlie-Boulder hosts a range of entertainment and activities that appeal to a variety of interests - residents get involved with sports, art and culture activities as well as enjoying the vast outdoor recreation

opportunities across the Goldfields region. Kalgoorlie-Boulder hosts 140 sporting organisations and 13 arts and culture organisations, and offers activities for young people, seniors, families and individuals alike. The City manages several contemporary community facilities, hosts a range of first-class events, and significantly invests in community grants and sponsorships.

Living in Kalgoorlie-Boulder is a one-of-a-kind experience, a place that people can call home.



**30.6k**  
Population



**35%**  
Residents born overseas



**12.5k**  
Dwellings



**28%**  
Couples with children



**16.6k**  
Electors



**95,500km<sup>2</sup>**  
Land Area






## About the City

The City employs approximately 400 people in outdoor and administrative roles across a number of business units.

The City operates several quality facilities including an airport, arts centre, recreation centre and a golf course; and actively invests in the community to ensure the prosperity and liveability of our city continues well into the future.



# History of the Council

- 
- 1893** Gold discovered by Hannan, Flanagan and Shea
- 1895** Municipality of Kalgoorlie gazetted
- 1896** North East Coolgardie Roads Board formed; Municipality of Kanowna gazetted; Municipality of Bulong gazetted; East Coolgardie Roads Board formed
- 1897** Municipality of Boulder gazetted; Municipality of Broad Arrow gazetted; Municipality of Paddington gazetted; East Coolgardie Roads Board renamed the Kalgoorlie Roads Board
- 1899** Bulong Road Board formed; Broad Arrow Road Board formed
- 1903** Municipality of Broad Arrow and Paddington amalgamate to form Board Arrow Paddington Municipality
- 1909** Municipality of Bulong is absorbed into the Bulong Roads Board
- 1910** Broad Arrow and Paddington Municipality formed into the Board Arrow Roads Board
- 1911** Bulong Roads Board is absorbed into the Kalgoorlie Roads Board
- 1917** North East Coolgardie Roads Board amalgamates with the Municipality of Kanowna to form the Kanowna Roads Board
- 1922** Broad Arrow Roads Board and Kanowna Roads Board are absorbed into the Kalgoorlie Roads Board
- 1961** Municipality of Kalgoorlie is renamed the Town of Kalgoorlie; Municipality of Boulder renamed the Town of Boulder; Kalgoorlie Roads Board renamed the Shire of Kalgoorlie
- 1969** Town of Boulder and the Shire of Kalgoorlie amalgamate to form the Shire of Boulder
- 1989** Town of Kalgoorlie and the Shire of Boulder amalgamate to form the City of Kalgoorlie-Boulder



An aerial, blue-tinted photograph of a town street. In the foreground, a palm tree stands in a circular median. To the left is a building with 'TELEGRAPH OFFICE' on its facade. In the center background, a church with a prominent bell tower is visible. To the right, a shop has a sign that reads 'STATIONERY BOOKS'. The street is lined with parked cars and trees.

# Awards and Recognition

The 2023/2024 financial year has seen the organisation and the City's staff recognised at national events and award ceremonies.

# City Awards and Recognition



## **Goldfields Oasis Recreation Centre re-accreditation with the AUSactive Quality Business Program and Quality Accredited Business of the Year award**

In August 2023, the City's Goldfields Oasis Recreation Centre was acknowledged for its continuous dedication to enhancing standards of the health and fitness industry, acquiring re-accreditation with the AUSactive Quality Business Program.

The Accreditation Program formally recognises when a business meets the criteria and quality standards for the health and fitness industry in Australia. The assessment is conducted by an independent accreditation body and looks at business processes, procedures, and standards of service. With a dedication to achieving the

highest level of service and quality, the Oasis was recognised for not only meeting the rigorous standards of the accreditation body but exceeding them.

In addition, in September 2023, the City's Goldfields Oasis Recreation Centre was announced as Quality Accredited Business of the Year at the 2023 AUSactive National Awards Gala. Commonly regarded as one of the most prestigious national awards, the Quality Accredited Business of the Year award recognises the business that received the highest score in the 2022-2023 AUSactive Quality Business Program, an accreditation that acknowledges extraordinary quality and service in the health and fitness industry.





### **2023 National Economic Development Award for Excellence (Economic Development Strategic Thinking)**

In August 2023, the City was awarded the prestigious 2023 National Economic Development Award for Excellence in the category of Economic Development Strategic Thinking. This award recognised the City's economic development project which led to the establishment of Lynas Rare Earths' \$730 million processing facility. This is the second award the City has won in two years in relation to this project.



### **2023 Western Australian Heritage Awards (Contribution by a Public or Private Organisation category)**

In October 2023, the City's Heritage Services team was announced as winners of the "Contribution by a Public or Private Organisation" category in the prestigious 2023 Western Australian Heritage Awards. This award recognised the team's exceptional work in heritage preservation, adaptive reuse, promotion and tourism.



### **Connecting Communities Award**

In November 2023, the City was awarded the Connecting Communities Award at the Local Government Professionals WA Awards night, acknowledging the City's hard work in improving its services to the senior community. The prestigious award recognises local governments that are taking proactive approaches to developing vibrant connected communities, focusing on initiatives that help create a Sense of Place.





### **2023 Most Accessible Community Awards WA (Public Open Spaces category)**

In December 2023, the City was announced as the winner of the Public Open Spaces category at the 2023 Most Accessible Community Awards WA. Recognising the City's commitment to inclusivity and accessibility, the Award celebrates the successful Outback on Ice – Pop-up Project, which saw the City bring an ice skating ring to Kalgoorlie-Boulder earlier this year. This is the second year in a row the City has won this award.



### **10 years of being a Waterwise Council**

In May 2024, the City was recognised for reaching 10 years of being a Waterwise Council at the annual Water Corporation's Waterwise Recognition evening. The City undertakes several water-saving initiatives, including:

- The use of treated effluent water to irrigate parks, reserves, gardens, and the Kalgoorlie Golf Course;
- Running an efficient watering schedule for parks and reserves which still utilise scheme water;
- Detecting and promptly responding to any water leaks across the City;
- The installation of waterless urinals at the Kalgoorlie-Boulder Airport, Eastern Goldfields Community Centre and Administration Building; and
- The installation of water-saving fittings on taps and showerheads at City facilities.

## **Staff Awards and Recognition**

### **Western Australian Local Government Associations 2023 Honours Program (Merit Award)**

In September 2023, the City's then Migration Agreement Officer and community advocate, Blessings Masuku, was commended with a Merit Award as part of the Western Australian Local Government Association's (WALGA) 2023 Honours Program. The award honours those who show dedication and commitment to their local government and community service.

### **Women in Technology WA (WiTWA) (Outstanding Senior Leadership Award)**

In November 2023, the City's then Manager of Information Communication & Technology, Alyce Spokes, was announced as the winner of the Outstanding Senior Leadership Award by Women in Technology WA (WiTWA). The WiTWA's Outstanding Senior Leadership Award recognises women in technology who demonstrate exceptional excellence in leadership, communication, and strategic vision.



# Grants Overview

# Annual Grants Program

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In June 2023, Council awarded 15 community organisations a share in \$502,091 of grants funding under the City's 2023/2024 Annual Grant Program (AGP). This amount was in addition to existing three-year service agreements, which when considered brings the City's current total AGP funding to \$768,041.

The successful funding recipients are set out below:		
Grant Applicant	Funding Description	Grant Amount
Golden Community Mile	Purchase of a trailer	\$6,975.00
Goldfields Equestrian Centre	Purchase of water tanks	\$7,209.09
Stage Left Theatre Troupe	Upgrade of theatrical lighting design and technology to enable real-life training	\$5,000.00
Two Up Two Down Community Choir	Singing Tuition Workshop	\$7,445.00
Goldfields Pride	Kalgoorlie-Boulder Pride Festival 2023	\$15,000.00
Hannans Club Inc.	Reimagining Hannans Club	\$35,000.00
Western Australian Police and Community Youth Council Inc. (PCYC Kalgoorlie)	Kalgoorlie PCYC Community Events and Music Leadership Program	\$46,364.70
Empowering People in Communities Inc. (EPIC)	Accommodation Accessibility Modifications	\$17,133.33
Kalgoorlie Bowling Club	Resurfacing Greens (A and B)	\$115,000.00
Tjuma Pulka Media Aboriginal Media Corporation	Tjuma Pulka Studio located at Central Regional TAFE Kalgoorlie Campus	\$20,000.00
Goldfields Repertory Club (1931) Inc.	Goldfields Repertory Club Theatre Rebuild – Consultancy Support	\$50,000.00
Boulder Bowling Club	Boulder Bowling Club – wages for a Greenskeeper	\$35,000 per annum Total: \$105,000 over 3 years
Kalgoorlie-Boulder Artisan Blacksmiths	Master Classes, Upskilling and administration costs	\$27,964 per annum Total: \$83,892.00 over 3 years
Kalgoorlie-Boulder Urban Landcare group	Operational Costs	\$99,000 per annum Total: \$297,000 over 3 years
Zero2Hero	Goldfields Young Heroes	\$15,000 per annum Total: \$45,000 over 3 years

## Grants Scheme

Grant Scheme	Applications Received	Successful applications	Total amount allocated (ex GST)
Annual Grant Program (as detailed above)	19	15	\$502,091.12 (exc existing 3YSA)
Community Grant Program	5	4	\$19,410.41
Waiver of Fee Hire	4		\$21,593.30
Outstanding Individual Grant	28	23	\$24,100
Youth Grant Program	2		\$4,000



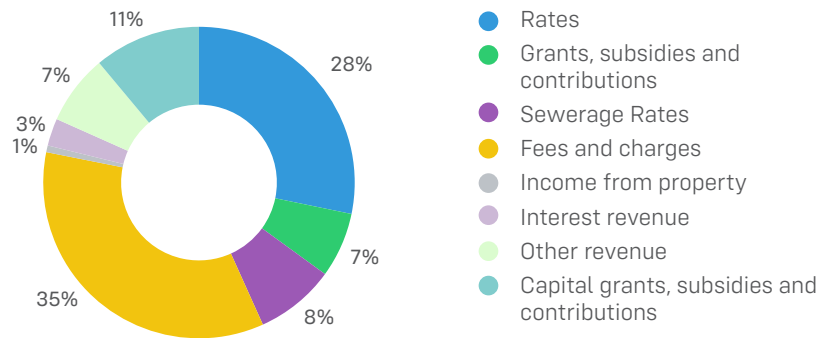


# Financial Summary

## Revenue

### Where does it come from?

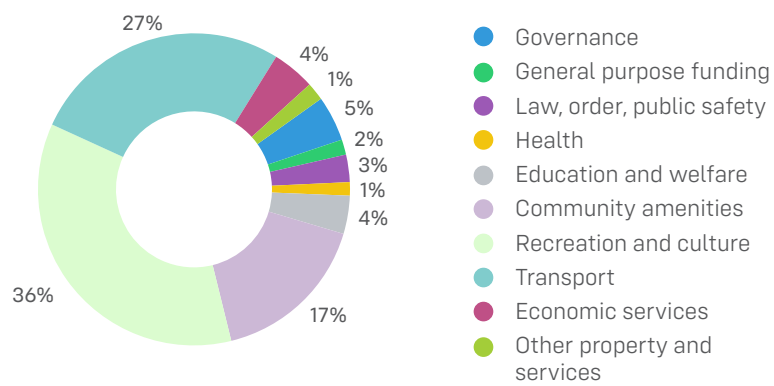
The City's revenue amounted to \$109m, largest contribution was from Rates and Sewerage charges which totalled \$40m;



## Expenses

### What did we spend it on?

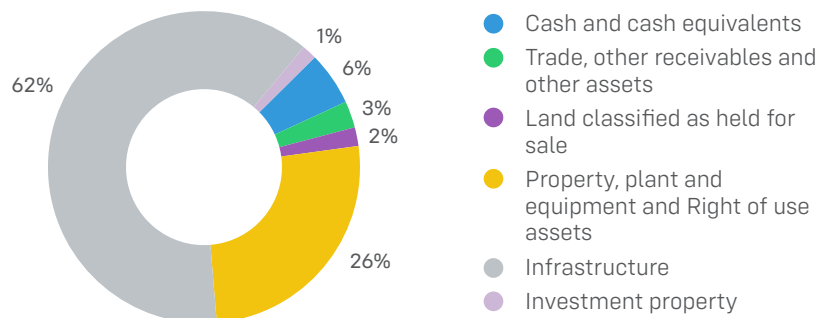
Expenditure amounted to \$97m between various operations and programs. Funds were applied to;



## Assets

### This is what we own

As at 30 June 2024 the City's assets were valued at \$721m. This includes the following classes of assets;



## Liabilities This is what we owe

At 30 June 2024 the City's liabilities totalled \$66.2m. This was principally made up of;

- Amounts owed to suppliers;
- Lease liabilities;
- Contract liabilities;
- Capital grants and contribution liabilities;
- Bonds and deposits held;
- Employee leave entitlements;
- Provision for tip rehabilitation; and
- Other liabilities.





# 2023/2024 Highlights and Achievements

# Overview

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This section provides a snapshot of the key achievements and work the City's many business units completed during the 2023/2024 financial year and identifies how these align with the City's Strategic Community Plan 2020-2030.

In addition to the activities of each business unit, highlights for the City included its organisation-wide response to the September 2023 storm and extended power outage in January 2024. These efforts included emergency management, street clean-up work, engagement and partnering with various external stakeholders and advocacy efforts of Council and the Chief Executive Officer in relation to ongoing power supply issues in the region.



## Eastern Goldfields Community Centre meals

Meals	7,317
Mains	3,027
Soups	1,833
Desserts	2,457



## Goldfields Oasis

Visits to Group Fitness Classes	21,904
Uses of the Swimming Pool	222,084
Uses of the Gym Facility	191,417
Creche bookings	7,693



## Kalgoorlie-Boulder Airport

Airport arrivals	211,420
Airport departures	209,558



## William Grundt Memorial Library

Visits to the Library	36,986
Books Borrowed	32,116



## Kalgoorlie Golf Course

Rounds of golf played	25,354
Golf Course "9 and dine" promotion	6,240
Golf Course functions held	91
Golf Course beverages consumed	86,424
Golf Course meals consumed	12,737



## Goldfields Arts Centre

Functions / Non-Theatre Events	114,117
Theatre Attendance	15,839
Gallery Visits	5,311





### Council

Number of Council Meetings	18
Number of Council Resolutions	212
Number of new citizens	198



### Admin

Emails received and processed by mailbag@ckb.wa.gov.au	33,100
Mail received and processed	3,345



### Roads

Road Asphalted	11.05km
Road Sealed or Re-Sealed	66.17km
Reconstructed Roads (Bitumen Stabilisation)	3.08km
Concrete Footpaths constructed	2.05km
Speckled concrete footpaths in CBD constructed	1182m2
Cycle Network – Red Asphalt Bike/Footpath	12.36km
Number of car parks renewed/upgraded	20
Public off-street parking constructed	12,779m2
Public on-street car park upgrades	10,781m2



### Waste

Waste accepted to landfill	95,215 tonnes
Waste collected kerbside residentially	9,306 tonnes
Recycling collected kerbside residentially	1,921 tonnes
10c containers diverted from general waste during City events	5,978
Lead Acid Batteries diverted from general waste	5.25 tonnes
Assorted Metal diverted from general waste	907.62 tonnes
E-waste diverted from general waste	770.31 tonnes
Oil and Water Based Paint diverted from general waste	12,310 litres
Motor Oil diverted from general waste	14,300 litres



### Planning

New Houses (Planning)	46
Commercial (Planning)	14
Non-habitable Structures (Planning)	34
Total development value for 23/24 FY (Planning)	\$156,831,144
New Houses (Building)	39
Commercial (Building)	11
Non-habitable Structures (Building)	141
Total development value for 2023/2024 FY (Building)	\$51,816,638



### Rangers

Abandoned vehicles	97
Off-Road vehicles	11
Camping inspections	18
Parking inspections	384
Litter inspections	124
Fire-hazard inspections	77
Impounded animals	1213



#### Waste Water

Wastewater received at the WWTP	2346915 KL
Liquid waste accepted at the WWTP (Tanker Services)	18,712 KL
Effluent to the Recycled Water System	1,100,898 KL



#### Safer Streets

Total business engagements by Safer Streets Patrol	11,360
Percentage of Safer Street Patrol time spent in central business districts (average per officer)	75%
Points of contact by Safer Street Patrol officers for antisocial behaviour	306
Street drinking attendances by Safer Street Patrol officers	50
Illegal camping attendances by Safer Streets Patrol officers	55



#### Environmental Health

Food Premises inspections	387
Public buildings inspections	92
Public swimming pools inspections	24
Hair and Beauty premises inspections	13
Caravan Parks inspections	7
Lodging houses inspections	37
Applications	228
Enquiries handled	325
Health nuisances/ complaints investigated	249

## Challenges in Meeting our Objectives

Over the course of 2023/2024, the City has encountered a number of challenges which have reduced its ability to deliver some services and projects in a timely manner and within budget. These challenges have included:

- Difficulty in recruiting in key positions including Planning and Development roles, Rangers, Safer Street Patrol Officers and Engineering roles;
- Contractor price variations resulting from changes to market conditions for the supply of goods and services required to complete major projects;
- Storm damage in November 2023 resulted in extensive recovery work from the City to manage power outages, support the community and clean up Kalgoorlie-Boulder;
- Extended power outage in January 2024 resulted in significant social and economic impacts across the Kalgoorlie-Boulder community and required a number of response efforts from the City;
- Increased Crime and Safety concerns of local businesses and community members requiring response from the City;
- Loss of retail diversity and reduced activation of central business districts from business closure and increased anti-social behaviour; and
- Attracting competitive tenders from companies that have the experience and resources to undertake works within required timeframes.



# Community Development

The teams within the Community Development directorate deliver services and projects which are linked to the Community Strategic Plan's principles of Connect, Safe, Empowered and Capable.

These include focusing on delivering programs to connect the community's Seniors, Youth and Families with a range of facilities and events across the year, as well as programs to fund and empower sporting clubs and community groups to develop stronger governance models and access alternative revenue to ensure long term growth and sustainability and support the Kalgoorlie-Boulder community.

## Eastern Goldfields Community Centre

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The Eastern Goldfields Community Centre offers a membership program for Kalgoorlie-Boulder seniors to attend and participate in a range of activities including Dizzy Fingers Craft, 65+ Exercise Classes, Seniors Indoor Bowling, Bingo, Boot Scooting Classes, Morning and Afternoon tea and Self Defence Classes.

### 2023/2024 achievements and highlights

- Continued provision of in-centre meals at the Eastern Goldfields Community Centre with 7,317 meals (1,833 soups, 3,027 mains, 2,457 desserts) served during the 2023/2024 FY;
- Celebration of one year of the in-centre meals program on 1 March 2024, with 80 seniors in attendance;
- The second Seniors Expo was held on 30 April 2024 with 150 attendees;
- Commencement of the Senior's excursion activities including a tour to Menzies and Lake Ballard; and
- EGCC's annual average monthly attendance grew from 647 in 2022/2023 FY to 778 in FY2023/24 with the maximum attendance in a single month 991 for May 2024.

## Goldfields Arts Centre

 2.  1. 2. 3. 4.  1.  1. 2.

The Goldfields Arts Centre is the only multi-functional arts venue in the Goldfields region. It boasts a 700-seat auditorium, multiple gallery spaces including a dedicated A-Class gallery, an ensemble room, function room, meeting rooms and dance studio. Owned by the Arts and Culture Trust and proudly operated by the City, the Goldfields Arts Centre offers spaces for hire and presents an annual program that seeks to provide unique cultural experiences and opportunities for the community.

### 2023/2024 achievements and highlights

- Installation of new stage infrastructure to create even loading across the stage area;
- Upgrade to the gallery workshop to hold the City's art collection in a controlled environment;
- Celebration of 30-year anniversary of the Goldfields Art Centre;
- Shows in the theatre were attended by 15,839 people; and
- 42 theatre events held during the financial year, with additional markets, workshops and sundowners also hosted.



## William Grundt Memorial Library

👍 2. 4. 💡 1. 2. 3. 4. 🚶 1. 🧑 1.

The William Grundt Memorial Library is a meeting place for all residents and visitors that is welcoming, non-exclusive and facilitates lifelong learning and resource provision, through a range of services. The library facilities include a children's area, young adult area, study tables and group seating, comfortable reading areas, and universally accessible toilets. In addition, the library's courtyard features a Sensory Garden, which is a lovely area to sit and read. There is also a children's playground and a green grassed area to enjoy.

### 2023/2024 achievements and highlights

- Rhyme Time (0-18months) was attended by 567 children and Story Time (18 months – 5 years) was attended by 1,399 children;
- Introduction of the Hublet 6-tablet borrowing station, which allows patrons to borrow a tablet to utilise within the library premise (similar to the public computers);
- Collaboration with the Men's Shed to run a combined stall at KidsFest 2024 which saw children of all ages participate in a children's community art project; and
- Library staff also travelled to provide programs to community groups including a reading and activity session with children at the Goldfields Child Care Centre, and the annual book week where a visiting author and library staff visit local schools.

## Community Development

👍 2. 4. 💡 1. 2. 3. 4. 🚶 1. 🧑 1.

The Community Development team is responsible for a variety of services to community members and groups including sporting clubs and associations. It facilitates grants under a number of the City's grant opportunities. The team is also responsible for the implementation of the City's Access and Inclusion Plan, Club Development Plan, Reconciliation Action Plan and related initiatives, including the provision of support to the Youth Council for its meetings, activities and events.

### 2023/2024 achievements and highlights

- Youth Council:
  - Facilitation of training and development opportunities for Youth Council;
  - Delivery of Youth Fest and Youth Awards night; and
  - Delivery of the inaugural Youth Grant Program which is an initiative of the Youth Council and provides financial support to groups and organisations that aim to empower young people in the region.
- Delivery of the inaugural Sports Carnival to encourage sign-up with sporting clubs which attracted over 300 people;
- Delivery of inaugural Men's Health week and RUOK? community events;
- Development and delivery of the pop-up skate park in Egan Street through a clinic delivered by Build Up Skateboarding; and
- Delivery of the inaugural International Day of Disabilities, "Meet and Greet to My Life, Our Community" bringing together disability service providers and community members.





## C.Y. O'Connor Men's Shed

2. 1. 2. 3. 4. 1. 4. 1. 4.

The C.Y O'Connor Men's Shed was founded in 2010 as a safe and inclusive space for community members. It has been recognised as one of Western Australia's most active Men's Sheds. The Men's Shed invites people to come together for socialisation and to be a part of their community. The Men's Shed houses an array of activities and projects open to anyone over the age of 18 to come along to find a new skill, work on a project or utilise our recreation area to relax and have a cuppa or read a book, socialise, play pool, use the on-site computers and internet or watch TV.

### 2023/2024 achievements and highlights

- Membership of the Men's Shed grew from 40 to 78 over the 2023/2024 financial year;
- The Men's Shed program of activities and events expanded to include Ladies in the Shed Afternoons, Basic Computer Classes, hosting service providers such as Kalability and Epic, as well as hosting regular workshops and presentations;
- Celebrated the 30th Anniversary of Men in Sheds with a BBQ and demonstration of woodturning; and
- Men's Shed average monthly attendance grew from 210 in 2022/2023 FY to 246 in 2023/2024 FY, with the total attendance in a single month being 300 for four consecutive months (March - June 2024).

## Media and Communication

1. 4. 1. 2. 3. 4.

The Media and Communications team is the liaison point for all media enquiries in relation to the City and its activities. The team develops publications and public notices, manages marketing and public relations matters and is responsible for managing the City's corporate website and social media platforms.

### 2023/2024 achievements and highlights

- After each Council Meeting, the City now publishes a wrap-up video featuring the Mayor and Councillors, providing updates on the meeting's outcomes. These videos have resonated well with the community, with nine videos published, reaching over 23,000 views on social media and YouTube;
- Delivery of the Mayor's inaugural Town Hall presentation for the community on 28 June 2024; and
- Delivery of the Community Perception Survey that attracted over 1,300 responses.



## Advocacy and Strategy

1. 4. 1. 2. 1. 5.

The City has had an increased focus on its advocacy and strategic initiatives over 2023/2024, which has included centralising and strategising regarding the City's grant and award opportunities and applications and developing detailed advocacy documents for senior staff and Elected Members prior to critical stakeholder meetings.

### 2023/2024 achievements and highlights

- Development of an Advocacy Strategy and relevant advocacy position papers for State and Federal governments;
- Commencement of the Boulder Camp Relocation project in consultation with the Tjuntjuntjara Community;
- Secured \$2.1m for the Kingsbury Park Youth Precinct Redevelopment through Lotterywest;
- Secured \$8m in funding for the Oasis Outdoor Pool Redevelopment through the Federal Government's Priority Community Infrastructure Program;
- Secured \$4m from the State Government's Infrastructure Development Fund to extend the City's main sewerage network to facilitate additional residential development at Hart Kerspien Drive; and
- Secured, established, and delivered a \$5m brokerage fund for the Community-led Support program through the Department of Social Services (Federal Government).

## History and Heritage

1. 2. 3. 4. 1.

The History and Heritage team is responsible for operating the City's Goldfields War Museum, conducting heritage tours in City facilities, including the Kalgoorlie Town Hall and Boulder Town Hall, and curation and maintenance of the City's archives, art, and historical collections.

### 2023/2024 achievements and highlights

- The Heritage Services Team won the Contribution by a Public or Private Organisation award;
- During The Australian Heritage Festival – the Heritage Team held a Kalgoorlie Town Hall Open Day on 11 May, which attracted 130 visitors;
- The City's local historian was invited to participate in two schools' Anzac Day Memorial Services at which he spoke to 1,155 children;
- The Heritage Services team hosted four school holiday programs that activated Burt Street, with children and caregivers on scavenger hunts of various themes to find clues and complete puzzles to earn a prize; and
- The opening of the inaugural Smallest Gallery at the Boulder Town Hall was held on 15 April 2024. The launch brought artists together to celebrate World Art Day.



# Corporate and Commercial

The business units that comprise the Corporate and Commercial directorate provide functions that are linked to the Strategic Community Plan's priorities of Safe, Capable, Connected, Sustainable, Empowered, and Futuristic.

Key project development of Masterplans for the Airport and Goldfields Oasis Recreation Centre highlights the City's work to connect and engage with the community to seek feedback and provide transparency in relation to major infrastructure decision-making.

These projects also demonstrate our commitment to sustainability both in the environment and in our strategic direction. This is in line with the desire to future-proof the City through effective asset growth and management.

## Kalgoorlie-Boulder Golf Course

 1. 2. 3. 4.  1. 2. 3.  4.  1. 2. 5.

The Kalgoorlie Golf Course is a premier, 18-hole grass golf course designed by top course designer Graham Marsh. As at January 2024, it is ranked #24 in Australia's top 100 public access courses. In addition to course facilities, the City operates the Waterhole Bar and Bistro for meals, drinks, and events.

### 2023/2024 achievements and highlights

- The City hosted the WA PGA Australasian Tour Event which has been held in Kalgoorlie since 2012;
- The City committed to hosting the WA PGA Australian Tour Event for a further three years, meaning the event will be held at the Kalgoorlie Golf Course until 2026;
- The City appointed its first-ever Brand Ambassador for the Kalgoorlie Golf Course in Connor Fewkes. The partnership assists the Kalgoorlie Golf Course in being featured on the International Stage, with Connor representing Australia in the 2023 Asia Pacific Golf Championships held at Royal Melbourne and telecast worldwide. This is a tournament that has the best Amateur Golfers from the Asia-Pacific region playing for a spot in the US Masters and the British Open; and
- The City supported charitable golf days, including the Variety Club Goldfields and Full Circle Therapies, which allows the charities to continue supporting the community they serve.

## Goldfields Oasis Recreation Centre

 2. 4.  1. 2. 3. 4.  2.  
 2. 3. 4.  1. 3. 5.

The Goldfields Oasis is a multi-facility venue owned and operated by the City. It offers a range of group fitness classes, gym facilities, personal training options, an Olympic-sized swimming pool, a recreational pool, spa, and sauna facilities. The Goldfields Oasis also provides swimming classes, a creche, indoor and outdoor courts, and facilities for hire by community members and groups.

### 2023/2024 achievements and highlights

- On 11 April 2024, the Goldfields Oasis celebrated 25 years of dedicated service to the Kalgoorlie-Boulder community, highlighting the City's enduring commitment to promoting health, wellness, and active lifestyles in Kalgoorlie-Boulder and beyond;
- From 2-3 March 2024, the Goldfields Oasis hosted the Kalgoorlie Amateur Swimming Club's 65th Annual Country Pennants competition, which was supported through the City's sponsorship program. This event was held over two days, with 25 regional teams travelling from all over the state to compete across five grades. There were 494 races, and eight dedicated multiclass events, with six events for those eight years old and under; and
- Community consultation for Stage 1 of the Master Plan was conducted in January 2024, the general outcome being that the community engaged in the consultation was happy with the proposed concept designs.

## Kalgoorlie-Boulder Airport

 1. 2. 3.  4.  1. 4.  5.  
 2.  1. 2. 4. 5.

The Kalgoorlie-Boulder Airport is owned and operated by the City, and services domestic commercial and chartered flights as well as air freight services. It also provides facilities for car hire, light aircraft, and the Royal Flying Doctor Service.

### 2023/2024 achievements and highlights

- Baggage belt delivery system completed and now with an introduced maintenance schedule;
- Installation of car parking ticket machines completed;
- New advertising screens implemented – three new lightbox displays have been installed and all are being leased;
- A new PA system has been installed for the terminal; and
- Additional CCTV cameras have been installed at the Airport and Western Australian Police have access to all cameras.

## Information and Communication Technology

 1. 2.  2. 4.  1.  1. 4. 5.

The City's Information and Communication Technology team is responsible for managing software and hardware across the organisation, as well as internal services, including cyber security functions, information management and record keeping, post and email mailbag functions, and Freedom of Information applications. In addition, the team works with the Western Australian Police to manage Kalgoorlie-Boulder's various public CCTV security cameras and infrastructure.

### 2023/2024 achievements and highlights

- Commencement of CCTV expansion program across numerous City facilities and WA Police requested areas of the City;
- Commencement of the City's new ICT Risk and Compliance Team, which focuses on ICT Departmental risk, compliance with regulations and statutory requirements, and additional response for cyber security response and mitigation; and
- Significant work has been undertaken to improve the City's operating security including Intune rollout and MDM (Enterprise Device Management).



# Engineering

The Engineering department delivers projects and services that are linked with the Strategic Community Plan's principles of Safe, Connected, Sustainable, and Futuristic.

The department is responsible for major road, footpath, and cycleway infrastructure projects as well as project management for critical urban development. The Water, Waste, and Sustainability functions and general asset maintenance and management for all of the City's gardens, parks, reserves, facilities, and buildings are also core to the team's operations.

## Snap, Send, Solve

 1. 2.  2.  1. 2. 3.  4.

Snap, Send, Solve is a free app that community members can use to report issues to the City. The app can send photos of an issue or incident, including general enquiries, graffiti, litter, parking, pavement, road, street cleaning or tree-related issues.

### 2023/2024 achievements and highlights

The City received 1,476 notifications via Snap Send Solve, including as follows:

Abandoned Vehicles	38
Damaged Road	39
Damaged Street Signs	20
Dumped Rubbish	78
Fallen Trees	51
Relating to Graffiti	57
Litter	31
Overgrown Vegetation	101
Illegal parking	134
Relating to Pavement	206
Playground Equipment	71
Street Gutters / Storm Water	25
Syringes	108

## Water, Waste and Sustainability

 3.  1.  1. 2. 3.  3. 4.  1. 4. 5.

The City's Water, Waste, and Sustainability team is responsible for managing and providing services related to key infrastructure, including sewage treatment, rubbish collection, and tip services. In addition, the team provides sustainability functions to the organisation and community, including education programs, funding opportunities, and initiatives to develop Kalgoorlie-Boulder into a more environmentally sustainable city.

### 2023/2024 achievements and highlights

- Delivery of numerous Waste and Sustainability workshops to the community from composting to soap making;
- Facilitation of Waste Stations at the three Sunset Concerts, Kids Fest, and Multicultural Festival to redirect recyclable material out of land fill;
- Delivery of information sessions at schools and local day care centres to teach waste education;
- Supported Kalgoorlie-Boulder Urban Landcare Group at the Kalgoorlie-Boulder Clean Up Australia Day and Tree Planting Day events.

## Engineering

 2. 3.  2. 4.  1.  1. 5.

The City's engineering team is responsible for the design and implementation of road and footpath maintenance, repair and construction programs and related grant funding, as well as asset management for all of the City's infrastructure and properties.

### 2023/2024 achievements and highlights

- Design of a new Airport Access Road to minimise future traffic and provide access to new developments within the area;
- Development of the Storm Water Management Plan for the City, with completion of Storm Water Infrastructure Surveys; and
- Progressing design works for the upgrade of the Great Eastern Highway /Johns Road Intersection to provide a safe and functional intersectional for all.

## Project Management Office

 2. 3. 4.  1. 2. 3.  1.  
 1. 2. 3.  1. 2. 4. 5.

The City's Project Management team is responsible for managing all of the City's major infrastructure projects, including developing the project scope of works, undertaking procurement requirements to engage contractors, liaising with contractors, and providing progress reports to Council and the community.

### 2023/2024 achievements and highlights

- Grand opening of Kal City Centre project in December 2023 with final activities including installation of shade clothes over the playground, repair works to the playground, and art installations to be completed over 2024;
- Commencement of the Kingsbury Park Youth Precinct Redevelopment project; and
- Completion of the Johnston/Maxwell intersection upgrade, including the installation of a roundabout and shared-use paths.

## Depot

 1. 2. 3.  1. 2. 3.  1. 2.  1. 4.

The City's depot team maintains all of the City's gardens, parks, and outdoor recreational facilities, undertakes street cleaning and other beautification activities and performs minor roadworks and footpath works, and other civil construction work.

### 2023/2024 achievements and highlights

- Donation of the Vietnam Veteran's Memorial located at Centennial Park by the Kalgoorlie-Boulder Vietnam Veterans. The City will become caretaker of the memorial, with the City's depot crew to undertake ongoing gardening and maintenance works at this important site;
- Storm response in 2023: The depot crews all came together during this time of unexpected storm damage, the crews working to clean up Kalgoorlie-Boulder following the storm, not only in the afternoon and into the night but over the following weeks;
- Emergency response in 2024: The depot crews all responded well, working with all departments and the public during this time. They once again diversified their skillsets to achieve the necessary results in responding to extended power outages in January 2024; and
- St Barbara's parade: Staff worked on the setup and pack-up of the annual St Barbara's parade. This included setting up 860 crowd control barriers in record time, managing crowd control throughout the event, and packing up and cleaning the streets ready for business on Monday morning.



# Development and Growth

The Development and Growth's Environmental Health team is focused on delivering projects aligned with the Strategic Community Plan priority of Safe – including the delivery of Safer Streets Patrol and Ranger services as well as community food and environmental health and safety programs.

In addition, the Planning and Development, Economic Development, and Policy, Research and Workforce Development teams deliver services and projects which align to the pillars of Capable, Futuristic, Empowered, and Sustainable. They focus on investment opportunities for the City and Kalgoorlie-Boulder, implementation of the new Local Planning Scheme No 2, land use strategies to optimise housing and commercial development, and support the growth and sustainability of the region.

## Planning and Building services

 2.  1. 3.  1.  1. 2. 4. 6.  
 2. 3.  1. 4.

Planning and Building Services ensures that land use and development align with the City's strategic plans, regulations, and community needs. The Department assesses and approves development applications, provides advice on zoning and compliance, and oversees building standards.

### 2023/2024 achievements and highlights

- Launch of Local Planning Scheme No 2 in November 2023 including extensive public communications and information sessions; and
- A package of Planning and Development policies was developed and adopted by Council.

## Economic Development

 1.  1. 3. 4.  1. 2. 3. 4.  
 2. 4. 5. 6.  2. 4.  1. 2. 3. 4. 5.

Economic Development focuses on fostering economic growth and improving local business and industry. It supports local businesses and industry stakeholders, attracts new investment, and promotes job creation through strategic initiatives and partnerships.

### 2023/2024 achievements and highlights

- Delivery of the City's sponsorship program of \$222,292.49 in cash sponsorship and \$89,829.40 of in-kind support including facility hire, crowd control barrier hire and more;
- Delivery of small business activities, including the popular business over coffee, scan and win initiative, photography and website workshops, Christmas grotto, and yarnbombing in Boulder;



- The E-Scooter trial program was launched by Beam between 29 March 2023 and April 2024 (with Bird briefly also conducting a trial program). By the end of February 2024 the total number of trips recorded was 85,118 with a total distance travelled of 116,445 km and total emissions savings of 28,330kg of carbon dioxide; and
- During 2023/2024 the City awarded two grants totalling \$54,322.11 under its Heritage Funds Grant program.
- The Goldfields Designated Area Migration Agreement (DAMA) was extended for another year, providing Goldfields employers with a continued tool to bring in skilled workers to the region. The Shire of Laverton and another 20 occupations were also added to the employer-sponsored visa program, which now incorporates eight Goldfields LGAs. The Goldfields DAMA now has 145 occupations with a range of concessions for employers and will run until April 2025; and
- Launch of 2024 Education Guide in January 2024; this is a comprehensive resource designed to show the high quality primary and secondary education facilities in Kalgoorlie-Boulder.

## Policy, Research and Workforce Development Team

💡 1. 4. 🧑 1. 2. 3. 🧑 4. 🧑 2. 🧑 1. 5.

The Policy, Research and Workforce Development team oversees the Goldfields Designated Area Migration Agreement (DAMA) program and projects such as the Investment Prospectus, Education Guide, and early childhood education and care initiatives

### 2023/2024 achievements and highlights

- Completion of the delivery of the two-year Childcare Educator Scholarship Program with the City celebrating 16 new recipients of the latest round of Early Childhood Education and Care scholarships in October 2023. The scholarship funding was made possible by a \$20,700 Department of Communities grant to assist the City in supporting students completing a Certificate III or Diploma in Early Childhood Education and Care at Central Regional TAFE's Kalgoorlie campus;
- Development and launch of Investment Prospectus 2024 at the KBCCI's What's Down the Track Forum in November 2023 and the AUSIMM Critical Minerals Conference in Perth;

## Rangers

🧑 1. 2. 4. 💡 1. 3. 🧑 2. 3. 🧑 1. 4.

Rangers are responsible for enforcing local laws, regulations, and community safety standards. They also oversee animal control, parking management, and environmental protection, ensuring public spaces are safe and well-maintained. The team plays a key role in managing emergency response and educating the community on compliance issues.

### 2023/2024 achievements and highlights

- Successful grant application to obtain services of an animal behaviouralist to carry out dog behaviour training at Animal Management Facility for Community Rangers team and a sterilisation program for animals;
- Community Rangers visited primary schools and delivered educational sessions; and
- Community Rangers assisted with the RSPCA WA Community Action Day.





## Safer Streets patrol

👍 1. 2. 4. 💡 1. 3. 🗣️ 2. 3. 🧑 1. 4.

The Safer Streets Patrol focuses on enhancing public safety and reducing antisocial behaviour in the community. Patrol officers work closely with police and other agencies to monitor public areas, provide a visible presence, and address safety concerns. The team engages with residents and businesses to promote a sense of security and encourage crime prevention.

### 2023/2024 achievements and highlights

- Council endorsement of the City's Community Safety and Crime Prevention Plan on 18 December 2023;
- Re-established the Liquor Accord and commenced meetings in May 2024; and
- Regular presence and engagement with the Summer Response Strategy's Return to Country bus departure centre to provide support to service providers.

## Environmental Health

👍 1. 2. 4. 💡 1. 2. 🧑 1. 🧑 1. 2. 3. 🗣️ 3. 🧑 1. 4. 5.

The Environmental Health team is dedicated to protecting public health by monitoring and managing environmental factors through upholding safe food practices, conducting inspections of businesses and public facilities, and enforcing health regulations.

### 2023/2024 achievements and highlights

- The Public Health Plan was launched at the Lorna Mitchell Spring Festival in October 2023. The City had a stall at the event and visitors were provided with handouts on the Public Health Plan, made themselves healthy smoothies using the blender bikes, and physical activities were promoted. The launch was also supported by a comprehensive promotion plan that included traditional print and social media;
- Check-ins and assistance to food businesses impacted by the power and storm outages;
- Introduction of the Food Safety Supervisor requirements for certain food businesses; and
- Food Safety presentation to family day care providers.

# Finance Achievements

💡 4. 🚶 1. 👥 2. 🏢 2. 3. 4. 🧑 1. 4. 5.

The Finance team's work aligns with the Strategic Community Plan's priorities of Empowered, Capable, and Futuristic.

The team has worked extensively to improve transparency and accountability by improving data available to inform internal and Council decision-making, as well as ensuring the accounting standards, procurement practices, and future planning are compliant with regulatory requirements and enabling the City's long-term future sustainability and success.

- Expansion of the standard reporting to Council and Audit and Risk Committee, with the development of new quarterly reports for oversight by the Audit and Risk Committee in relation to debt recovery and procurement;
- Development and implementation of new directorate dashboards to maintain live data in relation to each directorate's key areas of responsibility and improve budget oversight; and
- Setting up the City's operating systems and development of staff training opportunities to improve capabilities and staff capacities.





# Governance Achievements

💡 4. 👥 2. 🏢 1. 2. 3. 4. 🧑 1. 4.

The work of the Governance team aligns with the Strategic Community Plan's principles of Empowered and Capable.

The team works to continuously improve the means by which the City shares information, makes well-informed decisions and manages risk, compliance, and integrity to the highest standards.

- Development and facilitation of Elected Member Induction program, including coordination of presentations and a suite of PDF induction module content;
- Development and implementation of a new Corporate Performance Framework with report requirements and templates;
- Development of a new Major Project Catalogue detailing current endorsed major capital expenditure projects as well as pipeline projects;
- Development of a new Business Services Catalogue detailing services and functions provided by the City in accordance with the City's operational expenditure budget;
- Development and endorsement of new Risk Management Framework corporate documentation including updated Risk Register, Risk Management Strategy and Risk Management Procedure, and introduction of new software program; and
- Development and endorsement of a new Integrity Framework and framework for reporting to the Audit and Risk Committee in relation to the City's integrity mechanisms.



# People and Culture Achievements

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The People and Culture team supports the City's delivery of the Strategic Community Plan through its recruitment, performance management and training and development requirements – the City's success is dependent on its people who are highly valued.

The People and Culture team's efforts directly contribute to the Community Strategic Plan priorities of Connect, Empowered, Capable and Futuristic.

- The City's Enterprise Bargaining Agreement was approved by the Industrial Relations Commission on 23 January 2024;
- Development and implementation of organisational culture and staff attraction and retention initiatives throughout the 2023/2024 financial year, including scheduling regular staff surveys across a calendar year, increased training and development opportunities, endorsement of new Reward and Recognition Management Guidelines to recognise staff commitment and tenure and facilitation of monthly Values and Safety awards;
- Implementation of new Human Resources software application including performance management platform, recruitment and personnel modules; and
- Appointment of a new Employee Assistance Program provider for employees to obtain support services.







# Our Events



## 2023/2024 Calendar of Community Events

👍 1. 2. 4. 💡 1. 2. 3. 🧑 1. 🧑 2. 🧑 2. 3. 4. 🧑 1. 2. 3. 4. 5.

In 2023/2024, the City delivered a total of nine major events for the Kalgoorlie-Boulder community. A summary of attendance at the City's major events is below:

Date	Event	Estimated Attendance
2023		
September	Art Prize Awards Night	228
November	Christmas Street Party	8,000
December	Seniors Christmas Lunch	352
2024		
January	Australia Day Breakfast, Awards	800
	Soundshell Concert 1	3,000
February	Soundshell Concert 2	2,000
	Soundshell Concert 3	4,000
April	KidsFest	7,009
June	Multicultural Festival	7,000



# Other Events and Awards

## Kalgoorlie-Boulder Art Prize September 2023

The City's Art Prize is an annual event which in 2023 attracted 158 artists entering the competition. The City hosted an awards evening on 15 September 2023, with approximately 228 attendees gathering to celebrate the year's entrants and the grand opening of the exhibition. There were 1,366 visitors during the exhibition.

The 2023 guest judges were:

**Abdul-Rahman Abdullah**  
*Peel Region of WA – Artist*

**Annika Kristensen**  
*Perth – Curator*

**Dr Theo Costantino**  
*Perth – now former Executive Director of ART  
ON THE MOVE*



**Kamela by Aaron Pei Pie**  
**Acquisitional Major Prize (\$20,000 cash)**



## The 2023 category winners were:

### **Acquisitional Major Prize (\$20,000 cash)**

*Kamela by Aaron Pei Pie*

### **First Nations Art Award**

*Sweating, shaking on Dingo Rock by  
Emma-Lee Maher*

### **Best Artwork by a Kalgoorlie-Boulder Artist Award**

*Diane by Melissa Drummond*

### **Emerging Young Artist Award**

*Self Doubt is Never Right by Chloe Richards*

### **Emerging Artist Award**

*You say something? by Paige Davey*

### **Best Painting Award**

*Friday by Royce Newton*

### **Best Photography Award**

*In my dreams... I am dirty, broke, beautiful  
and free by David Cossini*

### **Best Works on Paper Award**

*Between layers by Tatiana Amaral*

### **Best 3D Works Award**

*Inner-city Gold by David Chambers*

### **Best Mixed Media and Textile Award**

*Beverley by Jenelle Basten*

### **Golden Hands Award**

**(selected by curating team)**

*Fly in, Fly out town by John Scott*

## Civic Reception for KBCCI September 2023

From time to time, the City facilitates the Mayor hosting a Civic Reception to recognise a major milestone or achievement of a community group, to welcome a high-profile dignitary to Kalgoorlie-Boulder, or at the request of a local community group if the CEO and Mayor agree it is appropriate to do so.

In September 2023, the then Mayor, John Bowler, hosted a Civic Reception to recognise and celebrate the Kalgoorlie-Boulder Chamber of Commerce achieving its 120-year anniversary. The formal event included speeches and canapes and was held in the Kalgoorlie Town Hall's Banquet Room with 78 people attending.

This was the only Civic Reception held in 2023/2024.

## Christmas Street Party November 2023



## Seniors Christmas Lunch December 2023





## Australia Day Award Recipients January 2024

Each year, local community members and one local community group or event in Kalgoorlie-Boulder are recognised as part of the Australia Day Awards, which are presented at the City's Australia Day event, held at Centennial Park on 26 January 2024.

In choosing the recipients, regard is to be given to the nominee's achievements in the previous calendar year as well as their past achievements and ongoing contribution to the community.

Nominees for the individual award categories (Community Citizen of the Year, Young, Senior, and Volunteer) must demonstrate active positive community engagement and meet the following criteria:

- Significant contribution to the local community;
- Demonstrated leadership on a community issue resulting in the enhancement of community life;
- Undertaken a significant initiative which has brought about positive change and added value to community life; and
- Demonstrated inspiring qualities as a role model for the community.
- Group/event that creates community engagement; and
- Created significant initiative/s that brought positive change.

### The 2024 Australia Day winners were:

**Stuart Fleming**  
Citizen of the Year

**Emilee Stewart**  
Young Citizen  
of the Year

**Cassandra Bender**  
Volunteer of the Year

**Rotary Club of Boulder**  
Community Group/ Event  
of the Year



## Walk of Fame

### January 2024

In 2011, a plaque was placed outside the Museum of Kalgoorlie-Boulder, honouring Patrick Hannan, the man whose discovery of gold prompted Australia's most famous gold rush - right here in Kalgoorlie-Boulder. Each year, more influential individuals join Patrick Hannan on the City's Walk of Fame, receiving recognition for the significant contribution they have made to Kalgoorlie-Boulder, as well as nationally or internationally.

The Walk of Fame is located on the southern side of Hannan Street. Annually, the Walk of Fame Working Group will welcome at least one new inductee into the Walk of Fame, commemorated by the unveiling of their plaque.

In 2024, the following people were inducted into the Walk of Fame, recognising their contributions as set out below:



### Jeff and Faye Jones

In recognition of their significant contributions to beautifying Kalgoorlie-Boulder through their dedication to community improvement projects. Their efforts, particularly the installation of 100 geranium pots along Burt Street and generous donations of plants to local institutions, revitalised public spaces and left a lasting, positive impact on the city's landscape and community spirit.



### George Spencer Compton (1891 – 1971)

In recognition of his distinguished career in mining education and his lasting contributions to the field of geology in Western Australia. His service in both World Wars, coupled with his pivotal roles as a lecturer at the Western Australian School of Mines and as a founding member of the Eastern Goldfields Historical Society, cemented his legacy in the industry and the region's history.

## Citizenship Ceremonies

### 2023/2024

The City plays a critical role in the process of officially becoming an Australian Citizen. Local Governments facilitate the final requirement in the process, which is to conduct citizenship ceremonies and to present candidates with their citizenship certificates.

In 2023/2024, the City:

- Held four Citizenship Ceremonies at the Kalgoorlie Town Hall;
- Held one Citizenship Ceremony at Centennial Park for the Australia Day;
- Held two Citizenship Ceremonies at the Boulder Town Hall; and
- Facilitated 198 people to officially receive their Australian citizenship.



## Soundshell Concerts

January/February 2024



## KidsFest

April 2024





## Youth Awards June 2024

The annual Kalgoorlie-Boulder Youth Awards took place on Friday, 28 June 2024. This is the sixth year where the event has been hosted by our local Kalgoorlie-Boulder Youth Council, with support from the City's Community Development team, and held at the Kalgoorlie Town Hall.

This year's awards received 46 eligible nominations across six categories. On the awards night, 150 community members and nominees filled the Kalgoorlie Town Hall to celebrate and acknowledge the achievements of young people and those working with young people.

### The 2024 winners were:

**Nakita Mereyato**  
Young Cultural Leader

**Madaline Keast**  
Young Community Champion

**Abbey Cullen**  
Young Achiever Awards

**Leeanne Fasitua**  
Youth Worker or Volunteer of the Year

**WA Police and Community Centre (Kalgoorlie PCYC)**  
Youth Organisation of the Year

**William Hayes**  
Young Tradesperson or Apprentice of the Year



## Multicultural Festival June 2024







# Our People



## Role of CEO and Administration

The Chief Executive Officer (CEO) is employed by the Council and is responsible for the employment of all other staff members.

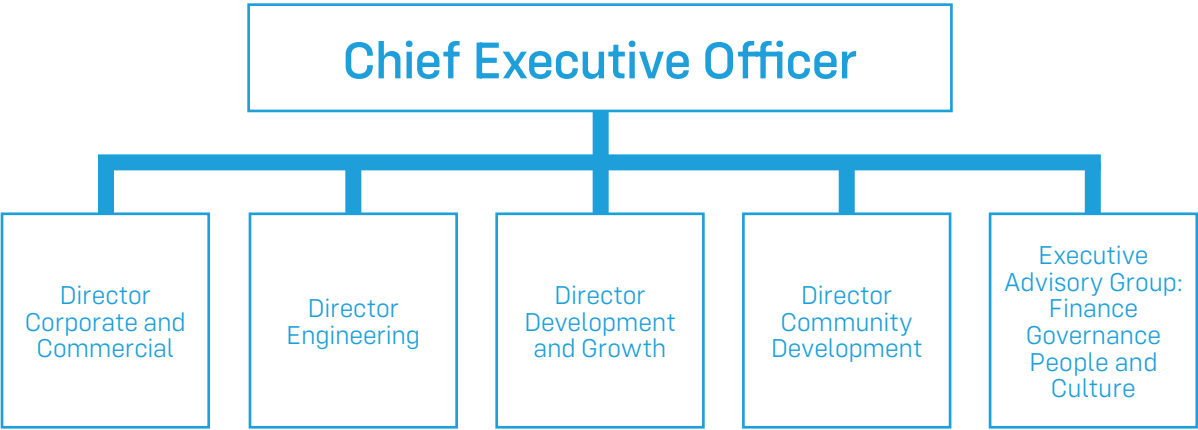
The CEO and/or other employees undertake administrative responsibilities including:

- Preparing reports and providing advice and recommendations to Council regarding the nature of decisions that are required for the affairs of the City;
- Implementing policies and resolutions of Council;
- Delivering services to the community including managing resources and facilities;
- Administering local laws and performing other local government regulatory functions; and
- Managing day-to-day operations of the organisation.



# Organisation Structure

During 2023/2024, the CEO was supported by the Executive Leadership Team in the structure set out below.



The Executive Leadership Team develops strategic priorities for the City and has oversight of the City's operations. The Executive Leadership Team is responsible for the management of the following 2023/2024 directorates and departments within the City of Kalgoorlie-Boulder:

**Community Development**

Marketing, arts and culture services, youth services, seniors' services, club development, events and customer service.

**Corporate and Commercial**

Goldfields Oasis Recreation Centre and golf course operations, airport operations, and information and communication technology management.

**Development and Growth**

Community safety, ranger services, environmental health services, economic development, strategic planning and business development, building and planning services and policy and research.

**Engineering**

Waste management and sustainability, fleet management, civil maintenance and construction, horticulture and reserve management, property management, and engineering design.

**Finance**

Rates and other income collections, debt management, budget, long-term financial plan, procurement and tender management and accounting compliance.

**Governance and Risk Services**

Corporate and individual compliance, risk management, corporate performance, policy review and development, Council administration.

**People and Culture**

Recruitment, performance management, training and development, industrial relations, organisational culture, workplace health, and safety management.

# Executive Leadership Team Profiles



## Chief Executive Officer Andrew Brien

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

Throughout his career, Andrew has led six councils, driving significant reforms that have improved service delivery, financial performance, and staff engagement. His leadership was pivotal during the amalgamation of four councils into the Fraser Coast Regional Council, where he played

a key role in managing complex transitions. His time as CEO of the City of Bayswater and Bunbury City Council further solidified his standing as a leader dedicated to community engagement and collaborative governance. Currently, at the City of Kalgoorlie-Boulder, Andrew has overseen critical cultural and structural changes, improved staff morale, and reduced staff turnover.

Beyond his CEO role, Andrew is actively involved in professional organisations, including the Institute of Public Administration Australia (WA) and the Western Australian State Government's Housing First Homelessness Advisory Group, where his leadership continues to influence local government and community development in Western Australia.





## Director Community Development

### Mia Hicks

Mia Hicks is the Director of Community Development for the City and a mother of two children. With a robust background in business and strategic planning, grants acquisition, and community development, Mia brings extensive expertise to her role. She holds a Bachelor of Arts with a major in English and was awarded the National Women in Local Government Award in 2023.

She oversees a diverse portfolio of seven departments and leads a team of over 60 staff, playing a pivotal role in setting the direction for community development, implementing evidence-based strategies, and enhancing organisational culture. In addition to her five years in local government, Mia is a skilled grants writer and the founder of MH Consulting, where she successfully secured over \$50 million in private and government funding for her clients. As a consultant Mia worked closely with several local governments, providing funding support and strategic advice for over seven years.

Mia's commitment to community service is evident through her involvement with various not-for-profit organisations, including the Goldfields Women's Health Care Centre, and her current position on the board of the Goldfields-Esperance Community Trust. She also actively participates in the Council Planning Network with LG Professionals WA.

Her dedication to community development, strategic vision, and leadership make her a valuable asset to the City, driving positive change and fostering a thriving community.



## Director Corporate and Commercial

### Glenda Abraham

Glenda Abraham is a seasoned senior executive with over two decades of experience in financial services. She has worked extensively with boards, industry regulators, government bodies, and national projects, including overseeing the administration and licensing of a multi-billion-dollar industry superannuation fund. Glenda's versatile leadership skills allowed her to seamlessly transition sectors, serving as an interim CEO for an Indigenous NGO and consulting for several Indigenous boards.

During her tenure as Director Corporate and Commercial at the City of Kalgoorlie-Boulder, Glenda leveraged her expertise in finance and Information Technology to drive efficiency and innovation across the City's commercial operations.

Glenda holds an MBA and qualifications from AICD, Deakin University, and INSEAD Business School, along with memberships in various professional organisations. Beyond her professional achievements, Glenda is passionate about travel, enjoys walking and baking feasts inspired by her German heritage.



## Director Development and Growth

### Alex Wiese

Alex Wiese has been with the City of Kalgoorlie-Boulder for over 22 years in a range of senior leadership roles including Director of Development and Growth. Alex has led various teams in planning and building, economic development, and environmental sectors. He holds a Bachelor of Science in Environmental Health and an Executive Master of Business Administration, which complement his extensive professional background.

Throughout his career, Alex has been pivotal in industrial land development, industry attraction, and economic transformation projects for the City. He has played a key role in advancing major initiatives such as the Kalgoorlie-Boulder Growth Plan, the attraction of Lynas Rare Earths' \$730m processing facility, and the Kalgoorlie Rail Realignment project. Alex's leadership and strategic vision have significantly contributed to the city's development and growth, fostering a thriving economic environment.

His expertise and dedication to sustainable development continues to drive the City of Kalgoorlie-Boulder towards a prosperous future. On weekends, Alex enjoys quality time with his family, often seen refereeing his son's soccer games or tending to his flourishing garden.



## Director Engineering

### Lui Camporeale

Luigi (Lui) Camporeale is a highly experienced professional with over 30 years of dedicated expertise in environmental, emergency, and community-focused initiatives. His career has been marked by continuous growth, learning, and leadership development, culminating in his current role as the Director of Engineering for the City of Kalgoorlie-Boulder.

Lui's strengths lie in leadership, collaboration, project delivery, and strategic thinking. He excels in motivating and managing diverse teams, innovative problem-solving and empowering staff through mentorship. Lui's collaborative skills include effective communication and bringing parties together to find common solutions. He is proficient in project management and has a proven track record of delivering projects on time, within budget and meeting quality standards.

As the Director of Engineering, Lui oversees various teams and manages in excess of \$100m budget, handling operations, engineering, property management, waste and water, and project management. His ability to foster strong relationships has been critical in achieving successful project outcomes and ensuring stakeholder buy-in. Lui has dedicated over two decades to the local government sector, receiving the 2017 Employee of the Year award, and being appointed the Chair of the LG Professionals—Goldfields-Esperance Branch. He has also been instrumental in attracting and securing major elite-level sporting events in Kalgoorlie-Boulder.

Lui's commitment extends well beyond his professional responsibilities. He is deeply involved in his community, holding long-standing leadership roles in various volunteer organisations. On weekends, you'll often find him enjoying quality time with his family or honing his skills on the golf course.





## Executive Manager Finance

### Xandra Curnock

Xandra Curnock is the Executive Manager of Finance for the City of Kalgoorlie-Boulder. With a robust background in finance and accounting, Xandra has accumulated extensive experience over her 19-year career. She has spent five years in local government with the City of Kalgoorlie-Boulder, six years in various industry sectors including roles at Toll and Metro Trains Melbourne, and eight years at a mid-tier accounting firm, where she worked in the external audit and business services departments.

A Chartered Accountant (FCA), Xandra is a valued member of the City's Executive Leadership Team, bringing her comprehensive knowledge and strategic financial acumen to the organisation. Her professional journey is marked by her ability to adapt and excel in diverse environments, consistently delivering high-quality financial management and oversight, and supporting team members to achieve their potential.

Beyond her professional achievements, Xandra is a dedicated mother to her son and two fur babies. She has a passion for travel and good food and enjoys staying active at the gym. Her well-rounded lifestyle and commitment to both her career and personal life make her a dynamic and influential leader.



## Executive Manager Governance and Risk Services

### Frances Liston

Frances Liston is the Executive Manager of Governance and Risk Services for the City of Kalgoorlie-Boulder. She holds an LLB (Hons) and a BA (International Studies), bringing a wealth of knowledge and expertise to her role. With 13 years of experience in the legal industry, Frances has developed a strong foundation in governance, compliance, and risk management.

Since joining the City in July 2022, Frances has leveraged her extensive background to enhance the City's governance and risk frameworks, ensuring robust and effective management practices. Her commitment to excellence is evident in her strategic approach and attention to detail.

In her personal life, Frances has been highly involved in the local community for over 15 years. Her experience and commitment make her a valuable asset to the City of Kalgoorlie-Boulder, where she continues to drive positive change and uphold the highest standards of governance and risk management. She has played significant roles at the Goldfields Children Child Care Centre Inc. serving as Treasurer and Vice President before becoming the President of the management committee. Her leadership and professional acumen have been instrumental in the organisation's expansion and continued success.



## Executive Manager People and Culture Paul Barrett

An accomplished Human Resources professional, Paul has a proven record of success in establishing best practice outcomes, industrial relations solutions, and organisational cultural change. Paul's extensive 22 years of professional experience in the human resources industry have seen him lead multi-faceted teams to deliver on strategic and operational objectives, always striving for continuous improvement.

He has worked across the Tourism, Retail, and Government Sectors, overseeing all human resources functions for a 2000+ employee base.

Paul currently serves as the Executive Manager of People and Culture for the City of Kalgoorlie-Boulder, having most recently finalised its current Employee Bargaining Agreement and continuing work with the Executive Leadership Team on enhancing organisational culture. Paul has strong business acumen, high-level experience, and comprehensive knowledge of change principles, recruitment, retention, policy interpretation, and performance management.

He is highly respected amongst colleagues and clients, having established strong, trusting relationships through his ability to provide contemporary expert advice.





# Diversity

## Diversity in Leadership

### Executive Leadership Team

#### Gender diversity

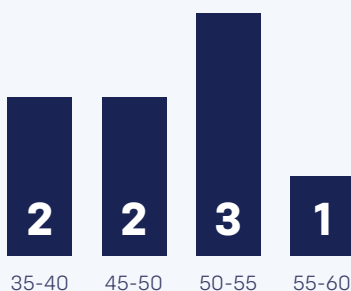


**50%**  
male



**50%**  
female

#### Age diversity



### Management Team

#### Gender diversity



**58%**  
male



**42%**  
female

#### Age diversity



## Diversity across the workforce



Full Time



Part Time



Casual



Total Employees



Baby Boomers\*



Gen X\*



Gen Y\*



Gen Z\*



Management



Aboriginal or Torres Strait Islander

Male

Female

\*Baby Boomer (1943-1966), Gen X (1967-1980), Gen Y Millennials (1981-1994), Gen Z (post 1994)

Note: The City does not require staff to disclose gender diversity.

# Staff Turnover

In the 2023/2024 financial year:

**27.73%**

Annual turnover  
rate for FY2024

**417**

Employees at  
30.06.2024

**89**

People left  
the City

**96**

New employees  
started at the City

Staff turnover



Number of people who exited the City



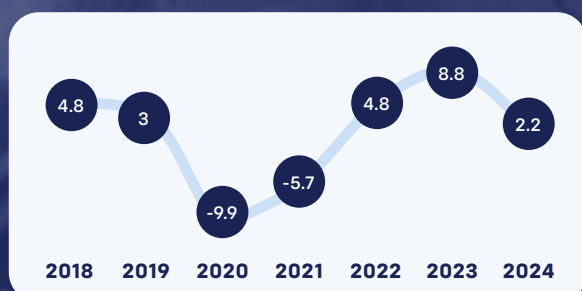
New starters at the City



Vacant Full Time Employee positions (%)



Growth in Full Time positions



Full Time Employees per number of  
Kalgoorlie-Boulder residents





# Employee Benefits

The City offers a number of incentives to attract and retain staff and ensure its ongoing ability to deliver services and projects for the benefit of the community. These include:

- Salary sacrificing opportunities;
- Flexibility in working arrangements and a monthly Rostered Day Off for eligible staff;
- A host of health and well-being initiatives, including the Employee Assistance Program;
- Generous Superannuation contributions with the City matching up to 3% voluntary additional contributions depending on length of service;
- Training and development opportunities, including study support;
- Subsidised gym/leisure centre membership at the Goldfields Oasis;
- \$300 annual facilities reimbursement for attendance at, or use of, City owned facilities;
- Childcare subsidy;
- On-site after-school and vacation care for primary school-aged children;
- Relocation allowance for eligible staff;
- Temporary Housing for eligible staff;
- Induction and on-boarding;
- First day of school leave;
- Income protection insurance;
- Private health discounts;
- Corporate Uniform allocation; and
- Purchase of additional leave.



# Performance Management

The City is committed to continuous improvement and has regular reviews for new starters and annual staff performance reviews to ensure that all staff understand their roles, and the expectations around their performance and behaviour, are given objective feedback, and have an opportunity to develop and access support.

With the support of management levels and the People and Culture team, Key Performance Indicators are developed and reviewed. Behaviours are assessed, and opportunities are given for self-reflection. Structures are also in place to equip managers and supervisors who undertake performance management review meetings so that these meetings are effective, fair and consistent.





## Reward and Recognition

As part of the City's commitment to organisational cultural improvement, over 2023/2024 a number of initiatives were implemented to increase staff reward and recognition. These initiatives include:

- Development and implementation of new Reward and Recognition Management Guidelines which create mechanisms to acknowledge long-standing service of employees, create a values award system, and enable tenure-dependent gifts for employees on their departure from the organisation in recognition of their service;
- Development and implementation of Team Building and Development Management Guidelines and small budget allocation to allow teams to undertake team building and development activities over a financial year;
- Implementation of Quarterly Services Awards Ceremony which over 2023/2024 recognised:

- 20 staff members who had worked for the City for five years;
- Three staff members who had worked for the City for 10 years;
- Three staff members who had worked for the City for 15 years; and
- One staff member who had worked for the City for 20 years or more.

Implementation of bolstered Values Awards program and selection criteria, which over 2023/2024 recognised:

- 33 staff members for their Values-focused behaviour;
- Six teams for their Values-focused behaviour; and
- 12 staff members and one team for positive Workplace Health and Safety activities.



# Training and development

The People and Culture team has facilitated and delivered comprehensive staff training and development opportunities throughout 2023/24, including:

Training	Number of attendees
Team Leader Skill Set Training	34
Emotional Intelligence Training	30
Chainsaw course	29
Time management	8
Fire Warden training	16
First aid completed	60
First aid two day course (depot)	8
Mental Health first aid	18
Traffic management	12
Working at heights	7
Chemical training	16
White card	6
Traffic control	10
Goldfields LGPRO Branch Forum	27
Dealing with difficult customers	24
Resilience Training	100
Snake Handling	7
Active Bystanders (train the trainer)	3
Pathology	7
Hone your negotiation techniques	5
Time management (David Price)	70
Communication skills (David Price)	42
ICam Lead Investigator	2
Report writing	19
Managing difficult behaviours	50
Understanding psychosocial hazards	7
Psychological safety and psychosocial risk	2
Manual handling	26
Sexual harassment and active bystanders training	40
Four by four driving course	4
Having difficult conversations	48
Investigation training	13
Mental Health Workshop for Manager	20
Corporate day one induction	132
Coaching and development opportunities for the Executive Leadership Team with an external provider	8

# Work Health and Safety

## Work Health and Safety initiatives

- The City organised and ran several health and wellness programs in 2023/2024. This included offering:
  - A City-wide influenza vaccination program in which 77 staff participated;
  - A City-wide skin screening program in which 60 staff participated;
  - A City-wide health screening program in which 50 staff participated;
  - The opportunity to participate in Tai Chi every fortnight with an average of three staff participating;
  - A week to acknowledge R U OK and encourage managers to spend time with their teams through team bonding sessions including 11 morning teas and other team events held during the week of 11th – 15th of September 2023;
  - The Employee assistance program was reviewed, and a new provider was selected and launched, with the City increasing its allocation of sessions from five sessions per staff member to be shared with their immediate family, to five sessions per staff member and each family member that resides with them; and
  - Hosting providers, such as Medibank Private.
- During the course of 2023/2024 the City launched several psychosocial safety initiatives, several of which have already been described. The City also completed a People at Work Survey. This survey is a proactive approach to managing psychological hazards in the workplace. The

survey asks questions on areas such as job demands, job resources, workplace bullying and psychological health outcomes. A total of 191 employees completed the survey with the results overall encouraging, with a number of strengths identified; and

- During the 2023/2024 financial year, the Health & Safety Committee has expanded to include representatives from the majority of the City's sites and from seven worker representatives to 11. The committee meets bi-monthly, and during these meetings safety issues are discussed and policies/procedures are reviewed. The Committee can discuss items such as LGIS Audit elements and monthly incidents.

### Work Health and Safety Statistics

- A total of 403 incidents were reported in the 2023/2024 financial year, being 7.3% less than in 2022/2023;
- A total of 230 hazards were identified and reported in the 2023/2024 financial year, an increase of 87% from 2022/2023;
- The increase in hazard reporting can in part be attributed to Skytrust inductions and training of staff to identify and report hazards, as well as the City's culture of openly encouraging reporting;
- There were 74 reported injuries in the 2023/2024 financial year, with 24.32% being Depot staff. This is in comparison to 76 staff injuries reported in the 2022/2023 financial year, with 38.16% being Depot staff;
- The 2023/2024 financial year has recorded an increase of 231.43% from 2022/2023 in the use of the City's Employee Assistance Program (EAP) provider, with 116 sessions being held;
- The increase in EAP usage is attributed to proactive communication to destigmatise mental health. Information sessions have been carried out around the City, and group debriefing sessions are held on a regular basis in key areas of the City.

## Incidents

**403**

2023 / 2024

↙ **7.3%**

**437**

2022 / 2023

## Hazards

**203**

2023 / 2024

↗ **87%**

**123**

2022 / 2023

## Injuries

**74**

2023 / 2024  
24.32% Depot Staff

↙ **2.6%**

**76**

2022 / 2023  
38.16% Depot Staff





## Chief Executive Officer Remuneration

The Chief Executive Officer was employed in March 2022, with performance reviewed annually by the Performance Review Committee.

In 2023, no changes were made to the package other than to increase superannuation in accordance with legislative requirements and add an additional one week of leave.

With effect from the date of Council's adoption on 22 April 2024, the CEO Performance Review Committee recommended (and Council adopted) the following salary package:

1. 5% increase of base salary (calculated against total current salary and superannuation);
2. Increase in regional allowance from \$15,000 per annum to \$30,000 per annum; and
3. Addition of one day non-cumulative personal leave per month.

Remuneration Package	2023/24 FY
Chief Executive Officer	\$480,943.86*

\*Remuneration includes salary, superannuation, car, housing and location allowance

## Salary Range

	Female	Male	Grand Total
\$130,000 - \$139,999	7	1	8
\$140,000 - \$149,999	0	4	4
\$150,000 - \$159,999	1	4	5
\$160,000 - \$169,999	0	0	0
\$170,000 - \$179,999	0	2	2
\$180,000 - \$189,999	0	0	0
\$190,000 - \$199,999	1	1	2
\$200,000 - \$209,999	1	0	1
\$210,000 - \$219,999	0	1	1
\$220,000 - \$229,999	0	1	1
\$230,000 - \$239,999	1	0	1
<b>Total</b>	<b>11</b>	<b>14</b>	<b>25</b>
	<b>44%</b>	<b>56%</b>	

# Chief Executive Officer 2023/2024

## Key Performance Indicators

On 23 August 2023, the CEO Performance Review Committee recommended that Council adopt the Key Performance Indicators (KPIs) for the 2023/2024 financial year. These were referred to the new Council for adoption following the 2023 Local Government Election and were adopted by Council on 30 October 2023.

Key Performance Indicator Focus – Employee satisfaction		
Key Performance Indicator	Assessment criteria	Reporting Timeframe
Employee satisfaction rates how happy employees are with areas of the business, including culture, internal processes, communication, and leadership.	<ul style="list-style-type: none"> <li>Staff surveys</li> <li>Culture Assessment</li> <li>Staff turnover</li> <li>Cultural Change Program</li> </ul>	Six monthly
Key Performance Indicator Focus – Legislative compliance		
Key Performance Indicator	Assessment criteria	Reporting Timeframe
Legislative compliance reports on the statutory requirements that apply to all local governments and the additional components identified by Council for increased focus on an annual basis.	<ul style="list-style-type: none"> <li>Annual CAR</li> <li>Annual Review of Delegations</li> <li>Review of Local Laws</li> <li>Implementation of Local Government Act reforms</li> <li>Governance Framework Review</li> <li>Internal Audit Plan</li> </ul>	Quarterly
Key Performance Indicator Focus – Financial Performance		
Key Performance Indicator	Assessment criteria	Reporting Timeframe
Financial performance ensures that the current operations and projects along with the forward planning for the organisation are aligned with Council expectations. This includes the timely development of the budget and long-term financial plan and regular reporting of variances to Council.	<ul style="list-style-type: none"> <li>Financial Health Indicators</li> <li>Budget and Long-Term Financial Plan</li> <li>Monthly Finance Reports</li> <li>Annual Audit and implementation of any approved recommendations</li> </ul>	Quarterly
Key Performance Indicator Focus – Service Delivery		
Key Performance Indicator	Assessment criteria	Reporting Timeframe
Service delivery is focused on overall performance of the organisation in delivering against the projects and objectives contained in the Council's Corporate Business Plan and Council resolutions.	<ul style="list-style-type: none"> <li>Implementation of Council resolutions</li> <li>Actioning of Elected Member Requests</li> <li>Performance against the Corporate Business Plan</li> <li>Community Perceptions Survey</li> <li>Business Perceptions Survey</li> <li>Key Project performance</li> <li>Service Standards</li> <li>Reporting on outcomes of external associations that the City is involved in.</li> </ul>	Quarterly

The City's Executive Manager Governance and Risk Services reported to the CEO Performance Review Committee in relation to the progress of the delivery of these Key Performance Indicators on two occasions during the 2023/2024 financial year. On 11 July 2024, the CEO Performance Review Committee received a recommendation that these KPIs had been satisfied and were "business as usual" activities for the Chief Executive Officer and the City. New KPIs were subsequently developed and adopted by Council in respect of the 2024/2025 financial year.





TOWN

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HALL

Our  
Council

# Electoral Reform and background to reduced Council positions at 2023 election

In 2023, the *Local Government Amendment Bill 2023* was passed by the State parliament, introducing changes which affected the composition of the City's Council. With Kalgoorlie-Boulder's overall population being between 5 – 75,000 residents, the State Government mandated that the number of Council members reduce from 13 (including the Mayor), to between 5 and 9 (including the Mayor).

At a Special Council Meeting held on 11 October 2022, Council determined to adopt a "Voluntary Pathway" for electoral reform, whereby it conducted a Ward and Representation Review and determined its preference regarding the number of Council members to be elected to Council from 23 October 2023. Two decisions were required to be made:

1. How many Council members should sit on the City of Kalgoorlie-Boulder Council? The options available were 5, 7 or 9 including the Mayor.
2. What is the most effective way to reduce the number of Elected Members?

The options available were for all seats to be declared vacant at the next election, or stagger the reduction over two elections (over a four year period).

Following this decision, the City conducted an extensive consultation program seeking feedback from the community in relation to the two decisions to be made. In late 2022, seventy-five submissions were received from the community with the results of nine Elected Members and a declaration of all offices as vacant being the most popular choices.

The results were presented to Council at the 19 December 2022 Ordinary Council Meeting and at that time, Council was unable to determine either of the two decisions by the required absolute majority. Accordingly, the two decisions were referred to the Local Government Advisory Board for determination.

In May 2023, the City was notified that Council would be reduced from 13 Elected Members (including the Mayor) to nine Elected Members (including the Mayor), and that all seats would be declared vacant on 21 October 2023 to complete the reduction in 2023.



# 2023 Local Government Election

The ordinary election cycle requires Councillors to be elected for overlapping four-year terms, with half of the Council members usually elected every two years. The Mayor is elected every four years.

The City's election was conducted by the Western Australian Electoral Commission and on 21 October 2023, all seats on Council were declared vacant, with nine seats (including the Mayor) requiring election. To continue the election cycle of overlapping terms, the four candidates with the

highest votes received four-year terms expiring in October 2027, and the next four candidates received two-year terms expiring in October 2025.

The 2023 election was also the first time that optional preferential voting was introduced to Western Australian local government elections, being another of the reforms introduced by the State government.

The City had 16 candidates for election, with the final outcomes as follows:			
Candidate	First Preference Votes	Votes at Last Count	Length of Term
Wayne Johnson	414	703	4 years
Kyran O'Donnell	1404	700	4 years
Nardia Turner	249	487	2 years
Ellen Henderson	180	0	n/a
Linda McLerie	217	0	n/a
Sasha Chambers	235	0	n/a
Deborah Botica	416	701	2 years
Terrence Winner	419	701	2 years
Maddison McIntosh	238	0	n/a
Umer Saleem	172	0	n/a
David Oates	192	0	n/a
Kirsty Dellar	776	700	4 years
Linden Brownley	488	702	4 years
Kim Eckert	247	0	n/a
Mick McKay	265	0	n/a
Carla Viskovich	385	703	2 years

The City had three candidates for Mayor, with the final outcomes as follows:			
Candidate	First Preference Votes	Votes at Last Count	Length of Term
Glenn Wilson	3458	3458	4 years
Gloria Moyle	2095	2095	n/a
Linden Brownley	690	690	n/a

The Elected Members were officially sworn into office at a Special Council Meeting held on Monday 23 October 2023. During that Special Council Meeting, Councillor Kirsty Dellar was elected to the position of Deputy Mayor for a two-year term.

# Retirement of Elected Members

As at 21 October 2023, the following Elected Members retired or were not re-elected:



**Councillor  
Mandy Reidy**  
2011 - 2023



**Mayor  
John Bowler**  
2015 - 2023



**Councillor  
David Grills**  
2019 - 2023



**Councillor  
John Matthews**  
2020 - 2023



**Councillor  
Amy Astill**  
2021 - 2023



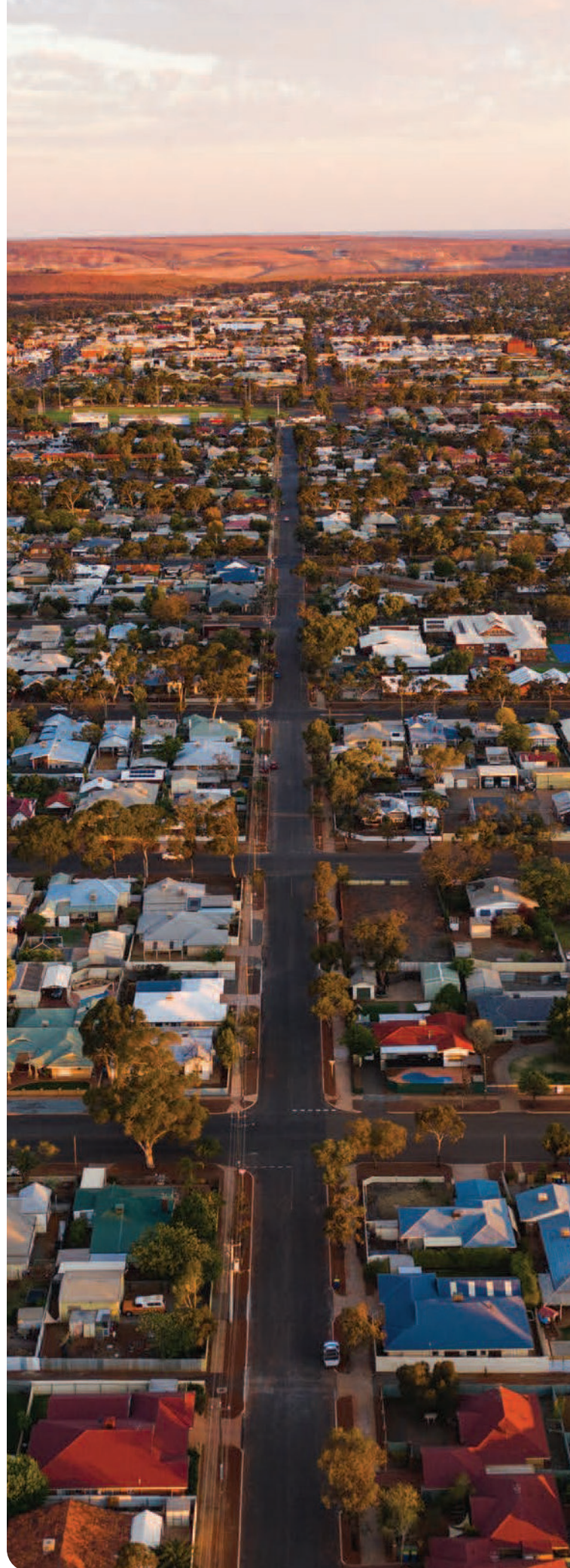
**Councillor  
Kim Eckert OAM**  
2021 - 2023



**Councillor  
Michael McKay**  
2021 - 2023



**Councillor  
Suzie Williams**  
2021 - 2023



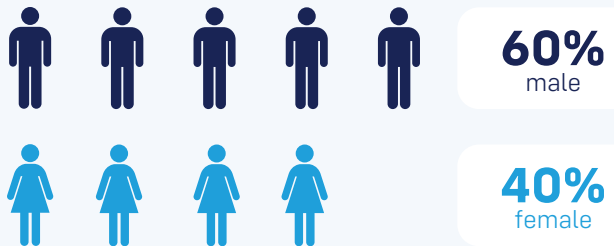




## Elected Member Profiles



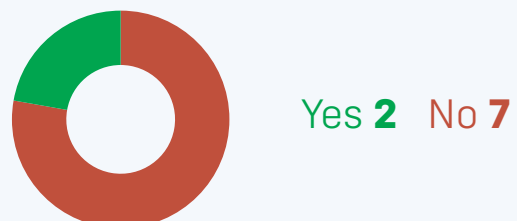
### Gender diversity



### Age diversity



### Aboriginal or Torres Strait Islander





## Mayor Glenn Wilson

**Elected to Council:** 2015-

**Elected as Deputy Mayor:** 2021

**Elected as Mayor:** 2023

**Age bracket:** 35-44

**Country of birth:** Australia

**Gender:** Male

**Linguistic background:** English

**Identifies as Aboriginal or Torres Strait**

**Islander:** No

**Email:** Glenn.Wilson@ckb.wa.gov.au

Mayor Glenn Wilson was elected Mayor of the City of Kalgoorlie-Boulder in 2023, following his service as Deputy Mayor since 2021 and his initial election to Council in 2015. A digital media professional with deep ties to the Goldfields, Mayor Wilson has worked extensively within the media, mining, and resources sectors.

His career began in radio broadcasting, where he built a solid reputation locally and nationally with Southern Cross Austereo, showcasing his communication and leadership skills.

A proud advocate for the local community, Mayor Wilson works closely to support economic development and drive growth within the Goldfields region. His passion for Kalgoorlie-Boulder extends beyond his professional achievements, having been actively involved in the community for many years, fostering strong connections and promoting local initiatives.

Mayor Wilson is committed to serving his community with integrity and dedication. Outside of his public duties, he enjoys spending time with his partner and their two young children.





## Deputy Mayor Kirsty Dellar

**Elected to Council:** 2021-

**Elected as Deputy Mayor:** 2023

**Age bracket:** 45-54

**Country of birth:** Australia

**Gender:** Female

**Linguistic background:** English

**Identifies as Aboriginal or Torres Strait**

**Islander:** No

**Tertiary qualifications:** Masters in Business Administration; Graduate Diploma in Management; Graduate Certificate in Leadership and Strategy

**Email:** [Kirsty.Dellar@ckb.wa.gov.au](mailto:Kirsty.Dellar@ckb.wa.gov.au)

Deputy Mayor Kirsty Dellar has been a dedicated member of the City of Kalgoorlie-Boulder Council since 2021 and was elected Deputy Mayor in 2023, a role few other women have held in the history of Council. With over two decades of experience as a local business owner, Kirsty has proudly operated Salty's Surf and Skate shop in Kalgoorlie for 20 years and has steadily grown the brand's global online presence.

Her entrepreneurial spirit and leadership are further reflected in her academic achievements, holding a Master of Business Administration, a Graduate Diploma in Management, and a Graduate Certificate in Leadership and Strategy.

Originally from northern New South Wales, Kirsty grew up surrounded by sun and surf but embraced the desert lifestyle after moving to Kalgoorlie 25 years ago. Prior to her career in business, she worked in real estate, where she earned recognition as Rookie of the Year.

Kirsty is committed to enhancing local services and amenities. Her priorities on Council include driving stakeholder engagement and championing the community's priorities through advocacy work.

Beyond her professional and civic roles, Kirsty is passionate about sports, particularly hockey, which she has played, coached, and mentored for over 45 years. She has recently taken up cycling and completed the Kalgoorlie Pipeline Half Marathon twice. Kirsty enjoys travelling and spending time with her husband, Merv, and their three children.



## Councillor Deborah Botica

**Elected to Council:** 1995-

**Age bracket:** 64+

**Country of birth:** Australia

**Gender:** Female

**Linguistic background:** English & Croatian

**Identifies as Aboriginal or Torres Strait**

**Islander:** No

**Tertiary qualifications:** Bachelor of Social Science; Bachelor of Nursery; Post graduate studies in Gerontology; Cert IV Age Care; Diploma Occupational Health & HR; Cert IV in English 2nd Language; Cert IV in Support Services; Cert IV in Travel

**Email:** Deborah.Botica@ckb.wa.gov.au

Councillor Deborah Botica has been a dedicated member of the City of Kalgoorlie-Boulder Council since 1995, serving the community for nearly three decades. With a strong academic background, she holds a Bachelor of Social Science and a Bachelor of Nursing, alongside postgraduate studies in Gerontology. Her qualifications also include a Certificate IV in Aged Care, Occupational Health & Human Resources, English as a Second Language, Support Services, and Travel.

Born in Australia and fluent in both English and Croatian, Councillor Botica has brought a wealth of experience and knowledge to her role as an Elected Member, particularly in areas related to health and community services. She has been an active member of several important committees, including the Goldfields Women's Health Care Centre, RSL Boulder, Goldfields Women's Refuge, and Drug & Alcohol Service. These positions reflect her passion for supporting vulnerable populations and supporting the well-being of her community.

Outside of her professional commitments, Deborah enjoys reading, exploring history, walking, and travelling, and spending time with her family.





## Councillor Terrence Winner

**Elected to Council:** 2019-

**Age bracket:** 35-44

**Country of birth:** Australia

**Gender:** Male

**Linguistic background:** English

**Identifies as Aboriginal or Torres Strait**

**Islander:** Aboriginal

**Tertiary qualifications:** Graduate Diploma of Strategic Leadership; Advanced Diploma of Marketing; Advanced Diploma of Human Resource Management; Advanced Diploma of Leadership & Management; Diploma of Counselling; Diploma of Work & Health Safety; Diploma of Management; Diploma of Community Services Coordination

**Email:** Terrence.Winner@ckb.wa.gov.au

Councillor Terrence Winner has been a dedicated member of the City of Kalgoorlie-Boulder Council since 2019, bringing a wealth of experience and passion to his role. With an extensive background in leadership, he holds a Graduate Diploma of Strategic Leadership, as well as Advanced Diplomas in Marketing, Human Resource Management, and Leadership & Management. He also has Diplomas in Counselling, Work Health & Safety, Management, and Community Services Coordination.

Terrence is the CEO of the Goldfields Individual and Family Support Association (GIFSA), where he works tirelessly to promote disability equality and inclusion. A respected Justice of the Peace, he is also the Chair of both the Goldfields-Esperance Development Commission and the District Leadership Group. His involvement extends to numerous other community groups, where he holds various chair and committee positions.

Terrence's passion for youth engagement, Aboriginal economic empowerment, and partnerships is evident in his commitment to creating opportunities for all. He is equally dedicated to enhancing tourism, supporting small to medium businesses, and improving community liveability and sustainability.

An avid sports enthusiast, Terrence plays, coaches, and supports various sports within the region, reflecting his belief in the importance of physical activity for well-being. His vision for a safer, more inclusive community drives his work on Council, where he continues to advocate for meaningful change across the Goldfields region.



## Councillor Wayne Johnson

**Elected to Council:** 2011-2015, 2021-

**Age bracket:** 64+

**Country of birth:** Australia

**Gender:** Male

**Linguistic background:** English

**Identifies as Aboriginal or Torres Strait**

**Islander:** No

**Tertiary qualifications:** Diploma of Teaching; Teachers Higher Certificate; Bachelor of Education

**Email:** Wayne.Johnson@ckb.wa.gov.au

Councillor Wayne Johnson has a long and dedicated history of service to the City of Kalgoorlie-Boulder, having served as a Councillor for 16 years across multiple terms. A proud long-term resident of Boulder, where he grew up on Burt Street, Wayne has deep roots in the region.

He holds a Diploma in Teaching, a teacher's Higher Certificate, and a Bachelor of Education. Wayne's career as a primary school teacher began in Warburton Rangers and Laverton District High School, followed by teaching positions at several schools in Kalgoorlie-Boulder, including the Kalgoorlie School of the Air, Kalgoorlie Central Primary, North Kalgoorlie Primary, and Boulder Primary. He also served as an Education Officer at the Goldfields District Education Office and as Manager of the Goldfields Camp School.

Beyond education, Wayne has managed the ground handling services for Virgin Airlines in Kalgoorlie-Boulder and currently works with remote communities, handling water samples for testing to ensure safe drinking water. Additionally, he provides ground handling and Aerodrome Reporting Officer (ARO) services at Kambalda Airport and owns Goldfields Mini Sweeper Services.

Wayne is an active member of the community, serving as the Chairperson of the Kalgoorlie-Boulder Cemetery Board. His passion for sports includes involvement in volleyball, cricket, and umpiring local football.





## Councillor Kyran O'Donnell

**Elected to Council:** 2013-2017, 2023-

**Age bracket:** 64+

**Country of birth:** Australia

**Gender:** Male

**Linguistic background:** English

**Identifies as Aboriginal or Torres Strait**

**Islander:** No

**Email:** [Kyran.O'Donnell@ckb.wa.gov.au](mailto:Kyran.O'Donnell@ckb.wa.gov.au)

Councillor Kyran O'Donnell was elected to the City of Kalgoorlie-Boulder Council in 2023, bringing decades of diverse experience to his role. Kyran has a strong connection to the local community and a passion for public service. After completing his high school studies, he embarked on a career in hospitality and joined the police force in 1982, where he served the community with dedication.

His commitment to public service led him to become a Member of Parliament from 2017 to 2021. Since then, Kyran has transitioned to small business ownership, where he continues to advocate for the local economy and community development.

Kyran is an active member of the Boulder Rotary Club, reflecting his deep involvement in community service. Demonstrating his long-standing support and passion for local sports, he holds the position of Vice Chairman of the Goldfields Football League and often serves as an umpire.

Kyran's diverse background, from law enforcement to politics and business, equips him with a unique perspective on the needs and opportunities of Kalgoorlie-Boulder.



## Councillor Linden Brownley

**Elected to Council:** 2017-2021, 2023-

**Age bracket:** 35-44

**Country of birth:** Australia

**Gender:** Male

**Linguistic background:** Wongutha

**Identifies as Aboriginal or Torres**

**Strait Islander:** Aboriginal (Waljen & Ngaanyatjarra)

**Email:** [Linden.Brownley@ckb.wa.gov.au](mailto:Linden.Brownley@ckb.wa.gov.au)

Councillor Linden Brownley was re-elected to the City of Kalgoorlie-Boulder Council in 2023 and is a passionate advocate for Aboriginal empowerment and youth leadership. A Kalgoorlie-Boulder-based business owner and director, he co-founded Indigenous Personnel and Training, a labour-hire and civil contracting business which employs local people to build careers in the mining, civil, and construction industries. Linden also owns and runs Bush Ghoodhu Wongutha Tours, offering cultural experiences that highlight his connection to the land.

Linden's commitment to leadership began in his mid-teens when he became involved in youth leadership activities. His talents and dedication have been recognised on the global stage, having been selected as one of 200 young leaders worldwide to attend the inauguration of U.S. President Barack Obama in Washington in 2009.

Linden is deeply invested in forging strong cross-cultural relationships and advocating for a vibrant and safe community.





## Councillor Nardia Turner

**Elected to Council:** 2017-2021, 2023-

**Age bracket:** 45-54

**Country of birth:** Australia

**Gender:** Female

**Linguistic background:** English

**Identifies as Aboriginal or Torres Strait**

**Islander:** No

**Email:** [Nardia.Turner@ckb.wa.gov.au](mailto:Nardia.Turner@ckb.wa.gov.au)

Councillor Nardia Turner was re-elected to the City's Council in 2023, having previously served for four years in 2017. A lifelong resident of the region, Nardia is deeply committed to the Kalgoorlie-Boulder community and brings her passion for local development and community well-being to her role as an Elected Member.

With three adult sons and two grandchildren, Nardia is proud to see her family live and work locally, continuing the strong ties to the community that she has fostered over the years. Her involvement in various sports and community groups underpins her dedication to supporting healthy, active lifestyles and promoting engagement across all ages.

Nardia is passionate about representing the needs and interests of residents, particularly in areas of community liveability, family support, and local opportunities. As an active community member, she remains focused on ensuring Kalgoorlie-Boulder continues to grow as a vibrant and thriving place for families, businesses, and future generations.



## Councillor Carla Viskovich

**Elected to Council:** 2023-

**Age bracket:** 35-44

**Country of birth:** Australia

**Gender:** Female

**Linguistic background:** English

**Identifies as Aboriginal or Torres Strait**

**Islander:** No

**Tertiary qualifications:** Certificate in  
Business; Diploma in Real Estate

**Email:** [Carla.Viskovich@ckb.wa.gov.au](mailto:Carla.Viskovich@ckb.wa.gov.au)

Councillor Carla Viskovich was elected to the City of Kalgoorlie-Boulder Council in 2023 and is a dynamic leader with a strong commitment to the community. Originally hailing from Warrnambool, Victoria, Carla moved to Kalgoorlie-Boulder on her own in 2007, drawn by the opportunity to forge her own path. Since then, she has become a successful businesswoman and the founder of Elite Choice Real Estate, which she established in 2012. Her entrepreneurial spirit and expertise in the property market have made her a respected figure in the local business community.

Carla holds a Certificate in Business and a Diploma in Real Estate, credentials that have underpinned her success in the real estate industry. Beyond her professional achievements, Carla is an active participant in the local community, serving as the President of both the Rookies Netball Club and The Franchise Basketball Club.

In addition to her community involvement, Carla is a devoted wife and proud mother of three children. Her passion for family life is matched by her enthusiasm for sports, camping, and event organisation. Carla is also a property investor and is currently studying Croatian, further expanding her skill set.



# Role of Council

The Council, as the overall decision-making body, is responsible under the *Local Government Act 1995* for:

- Governing the City's affairs (strategic planning for continued sustainability and monitoring of such strategies);
- Performing the City's functions (including developing mechanisms such as delegated authority and overseeing executive functions such as providing services and facilities (and regularly reviewing the same);
- Overseeing the allocation of the City's finances and resources; and
- Determining the City's policies.

Council receives reports, advice and recommendations from the Chief Executive Officer and administrative staff regarding decisions needed to be made. Council may resolve to adopt, amend, reject or defer a recommendation put to them by the Chief Executive Officer and administrative staff. The decisions made by Council are then implemented by the Chief Executive Officer and relevant department(s) of the City's administration team.

# Role of Elected Members

As individuals, Elected Members do not have any decision-making authority and cannot make representations on behalf of the City.

The *Local Government Act 1995* provides that Elected Members are to:

- Represent the interests of electors, ratepayers and residents of Kalgoorlie-Boulder;
- Provide leadership and guidance to the community in the district;
- Facilitate communication between the community and the City;
- Participate in the City's decision-making processes at Council and Committee meetings; and
- Perform such other functions as are given to an Elected Member by the *Local Government Act 1995* or any other written law.

Elected Members should focus on outcomes, policy and strategy and are expected (under the *Local Government Act 1995*, regulations, Elected Member's Code of Conduct and best practices) to:

- Avoid damage to the reputation of the City;
- Debate issues in an informed, open and honest manner;
- Work cooperatively with others and respect diversity;
- Act in good faith and not for improper or ulterior motives;
- Undertake their role with reasonable care and diligence;
- At all times act in accordance with the *Local Government Act 1995* and regulations, including in respect of obligations such as submitting returns, disclosing gifts, completing training and disclosing conflicts of interest;
- At all times act within the law generally;
- Keep the entire community in mind when considering issues and making decisions;
- Model leadership and good governance;
- Actively seek out and engage in training and development opportunities to improve the performance of their role;
- Attend and participate in briefings, workshops and training sessions provided or arranged by the local government in relation to the performance of their role; and
- Raise community or policy issues without becoming involved in the administrative or operational aspects of the issue.

## Role of Mayor

The *Local Government Act 1995* provides that the Mayor's role is to (in addition to all of the obligations and duties of an Elected Member set out below):

- Preside at Council meetings;
- Provide leadership and guidance to the community;
- Carry out civic and ceremonial duties on behalf of the City;
- Speak on behalf of the City;
- Perform such other functions as are given to the Mayor by the *Local Government Act 1995* or any other written law; and
- Liaise with the Chief Executive Officer on City affairs and the performance of its functions.

The Mayor also:

- Ensures decision-making processes including the conduct of Council meetings, are fair, equitable and inclusive;
- Models good behaviour and ethics;
- Complies with legislation, Elected Member's Code of Conduct and other policies and procedures;
- Manages Council meetings and ensures compliance with the City's Standing Orders Local Law (2013); and
- Provides strong leadership.

## Role of Deputy Mayor

The Deputy Mayor is elected by the Council for a two-year term, immediately following a local government election.

The *Local Government Act 1995* provides the Deputy Mayor's role is to perform the functions of the Mayor if:

- The Mayor's role is vacant; or
- The Mayor is not available or is unable or unwilling to perform the functions of the Mayor.

As with the Mayor, the Deputy Mayor:

- Ensures decision-making processes are fair, equitable and inclusive;
- Models good behaviour and ethics;
- Complies with legislation, Elected Member's Code of Conduct and other policies and procedures; and
- Provides strong leadership.



# Elected Member Induction Program

In 2023, the City developed and conducted a detailed induction program for all Elected Members. The program included a number of modules for which presentations and handbooks were developed.

Topic areas included:

- About the City;
- Becoming an Elected Member;
- Elected Member Behaviour, Roles and Responsibilities;
- Governance;

- Finance;
- Planning for the City;
- External Agencies and Authorities; and
- Media and Communication.

In addition to the Executive Leadership Team running presentations and workshop sessions through the induction program, the City engaged local government expert consultants Garry Hunt, David Julian Price and Craig Slarke to present to Council.

## Allowances for Elected Members

Allowances for Elected Members								
	Mayor Allowance	Deputy Mayor Allowance	Sitting Fee	IT Allowance	Travel	Training	Cab Charge	Total
Mayor John Bowler	\$27,232.51		\$9,611.56	\$306.44	\$1,014.00	\$2,771.46	\$151.04	<b>\$41,087.01</b>
Deputy Mayor/ Mayor Glenn Wilson	\$61,631.45	\$6,808.12	\$31,364.04	\$999.96	\$18,384.50	\$726.11	\$72.25	<b>\$119,841.93</b>
Cr Kirsty Dellar		\$15,407.84	\$31,364.04	\$999.96	\$17,806.00	\$3,044.04		<b>\$68,621.88</b>
Cr Deborah Botica			\$31,364.04	\$999.96				<b>\$32,364.00</b>
Cr Amanda Reidy			\$9,611.56	\$306.44	\$2,781.95			<b>\$12,699.95</b>
Cr David Grills			\$9,611.56	\$306.44				<b>\$9,918.00</b>
Cr Terrence Winner			\$31,364.04	\$999.96	\$76.00			<b>\$32,440.00</b>
Cr John Matthews			\$9,611.56	\$306.44				<b>\$9,918.00</b>
Cr Amy Astill			\$9,611.56	\$306.44	\$1,008.00	\$461.91		<b>\$11,387.91</b>
Cr Mick McKay			\$9,611.56	\$306.44				<b>\$9,918.00</b>
Cr Wayne Johnson			\$31,364.04	\$999.96	\$458.62			<b>\$32,822.62</b>
Cr Suzie Williams			\$9,611.56	\$306.44				<b>\$9,918.00</b>
Cr Kim Eckert			\$9,611.56	\$306.44	\$4,852.00	\$1,181.66		<b>\$15,951.66</b>
Cr Kyrán O'Donnell			\$21,752.48	\$693.52				<b>\$22,446.00</b>
Cr Linden Brownley			\$21,752.48	\$693.52				<b>\$22,446.00</b>
Cr Carla Viskovich			\$21,752.48	\$693.52	\$8,802.00	\$5,039.09		<b>\$36,287.09</b>
Cr Nardia Turner			\$21,752.48	\$693.52	\$10,419.00	\$6,239.61		<b>\$39,104.61</b>
All members						\$25,576.63		<b>\$25,576.63</b>
	<b>\$88,863.96</b>	<b>\$22,215.96</b>	<b>\$320,722.60</b>	<b>\$10,225.40</b>	<b>\$65,602.07</b>	<b>\$45,040.51</b>	<b>\$78.79</b>	<b>\$527,172.66</b>

# Statutory Council Committees

Council has established the following statutory committees following the local government election in October 2023: Audit and Risk Committee and CEO Performance Review Committee.

## Audit and Risk Committee

The role of the Audit and Risk Committee is to oversee and advise Council on matters of financial reporting, internal control structure, risk management systems, legislative compliance, ethical accountability and internal and external audit functions.

The following members were appointed following the October election:

- Mayor Glenn Wilson (Chair)
- Deputy Mayor Kirsty Dellar
- Councillor Terrence Winner
- Councillor Wayne Johnson
- Councillor Nardia Turner
- Councillor Kyran O'Donnell
- Independent member Natasha Holderness
- All Councillors are deputy members to attend in the event one member cannot.

For the period 1 July – 21 October 2023, the Audit and Risk Committee members were:

- Mayor John Bowler
- Councillor Glenn Wilson
- Councillor John Matthew
- Councillor Kim Eckert
- Councillor Kirsty Dellar
- Councillor Terrence Winner
- Councillor Amy Astill
- Councillor Deborah Botica
- Independent Chairperson Allan Pandal
- Independent member Robert Northcoat

## The CEO Performance Review Committee

The role of CEO Performance Review Committee is to undertake performance reviews in relation to the CEO, recommend Key Performance Indicators for adoption by Council and consider the contractual employment entitlements of the CEO.

The following members were appointed following the October local government election:

- Mayor Glenn Wilson (Chair)
- Councillor Deborah Botica
- Councillor Kyran O'Donnell
- All Councillors are deputy members to attend in the event one member cannot.

For the period 1 July – 21 October 2023, the CEO Review Committee members were:

- Mayor John Bowler
- Councillor Glenn Wilson
- Councillor John Matthew
- Councillor Kim Eckert



# Non-Statutory Council Committees

Council has established the following additional committees following the local government election in October 2023: Strategic and General Purposes Committee and Youth Council.

## Strategic and General Purposes Committee

The purpose of this committee is to consider strategic, financial, policy or other performance issues prior to a Council meeting.

All Elected Members are members.

## Youth Council

This Committee is made up of self-nominated youth members whose membership is endorsed by Council and includes an elected Youth Mayor and Deputy Youth Mayor. The Youth Council creates a platform for consultation and engagement with the youth of Kalgoorlie-Boulder (aged 14 – 25 years).

In 2023/2024, Youth Council members included:

- Acting Youth Mayor Braydon Donnell (committee dissolved October 2023 due to LG Elections)
- Youth Mayor Emilee Stewart Youth (elected to role 20 February 2024)
- Deputy Youth Mayor Erin Winchester (elected to role 20 February 2024)
- Youth Councillor Kyle Callaghan
- Youth Councillor Summer Nicholas
- Youth Councillor Zion Puyaoan
- Youth Councillor Roza Nicholas
- Youth Councillor Elisyah Jackson
- Youth Councillor Gabriella Mullins

Councillor Terrence Winner is the Council member of the Youth Council supported by Youth Mentors Mrs Esther Roadnight, OAM and Mr Cameron Mallory for the entire 2023/2024.





## Other Committees

From 1 July 2023 until formally disbanded by Council resolution dated 29 January 2024, Council had also established: Governance and Policy Committee, Commercial Businesses Committee, as well as a number of Working Groups, however these were not active following the election. For the period 1 July 2023 – 21 October 2023, the membership of these committees was as follows:

### Governance and Policy Committee

- Mayor John Bowler
- Councillor Glenn Wilson
- Councillor John Matthew
- Councillor Kim Eckert
- Councillor Kirsty Dellar
- Councillor Terrence Winner
- Councillor Suzie Williams

### Commercial Businesses Committee

- Mayor John Bowler
- Councillor Glenn Wilson
- Councillor John Matthew
- Councillor Kim Eckert
- Councillor Kirsty Dellar
- Councillor Terrence Winner
- Councillor Amy Astill

# Council Meeting Attendance

Over the course of the 2023/2024 financial year, Council:

**12**

Held Ordinary  
Council Meetings

**5**

Held Special  
Council Meetings

**13**

Considered confidential  
resolutions

**199**

Resolutions endorsed at  
Ordinary Council Meetings

**5**

Resolutions endorsed at  
Special Council Meetings

## Elected Member attendance at Council Meetings held 1 July 2023 – 21 October 2023:

Concept Forum 2022/2023 (5 Meetings)					
	In Person	Electronically	Apologies	Leave of Absence	No Show
Mayor John Bowler	5	0	1	0	0
Deputy Mayor Glenn Wilson	3	1	0	1	0
Cr John Matthews	4	1	0	0	0
Cr Kim Eckert	4	0	1	0	0
Cr Kirsty Dellar	5	0	0	0	0
Cr Mandy Reidy	1	0	2	2	0
Cr Wayne Johnson	2	0	3	0	0
Cr Terrence Winner	4	0	1	0	0
Cr Amy Astill	0	1	4	0	0
Cr Mick McKay	0	5	0	0	0
Cr Deborah Botica	2	0	2	1	0
Cr Suzie Williams	2	0	2	1	0
Cr Dave Grills	3	0	2	0	0



Briefing Workshop 2022/2023 (4 Meetings)					
	In Person	Electronically	Apologies	Leave of Absence	No Show
Mayor John Bowler	3	0	0	1	0
Deputy Mayor Glenn Wilson	3	0	0	1	0
Cr John Matthews	2	0	1	1	0
Cr Kim Eckert	3	0	1	0	0
Cr Kirsty Dellar	4	0	0	0	0
Cr Mandy Reidy	2	1	0	1	0
Cr Wayne Johnson	3	0	1	0	0
Cr Terrence Winner	3	0	1	0	0
Cr Amy Astill	2	0	1	1	0
Cr Mick McKay	0	4	0	0	0
Cr Deborah Botica	3	0	1	0	0
Cr Suzie Williams	3	0	1	0	0
Cr Dave Grills	4	0	0	0	0

Agenda Briefing 2022/2023 (8 Meetings)					
	In Person	Electronically	Apologies	Leave of Absence	No Show
Mayor John Bowler	8	0	0	0	0
Deputy Mayor Glenn Wilson	8	0	0	0	0
Cr John Matthews	7	0	0	1	0
Cr Kim Eckert	0	0	1	0	0
Cr Kirsty Dellar	6	1	0	1	0
Cr Mandy Reidy	2	2	1	3	0
Cr Wayne Johnson	3	0	3	2	0
Cr Terrence Winner	8	0	0	0	0
Cr Amy Astill	3	1	4	0	0
Cr Mick McKay	0	8	0	0	0
Cr Deborah Botica	6	0	2	0	0
Cr Suzie Williams	6	0	2	0	0
Cr Dave Grills	8	0	0	0	0

Ordinary Council 2022/2023 (17 Meetings)					
	In Person	Electronically	Apologies	Leave of Absence	No Show
Mayor John Bowler	16	0	0	1	0
Deputy Mayor Glenn Wilson	17	0	0	0	0
Cr John Matthews	17	0	0	0	0
Cr Kim Eckert	14	0	1	2	0
Cr Kirsty Dellar	14	1	0	2	0
Cr Mandy Reidy	9	4	2	2	0
Cr Wayne Johnson	12	1	3	0	1
Cr Terrence Winner	14	1	2	0	0
Cr Amy Astill	16	0	0	1	0
Cr Mick McKay	0	17	0	0	0
Cr Deborah Botica	15	0	1	1	0
Cr Suzie Williams	15	0	1	1	0
Cr Dave Grills	16	0	1	0	0

Other Council 2022/2023 (8 Meetings)					
	In Person	Electronically	Apologies	Leave of Absence	No Show
Mayor John Bowler	8	0	0	0	0
Deputy Mayor Glenn Wilson	8	0	0	0	0
Cr John Matthews	8	0	0	0	0
Cr Kim Eckert	6	0	1	1	0
Cr Kirsty Dellar	8	0	0	0	0
Cr Mandy Reidy	4	2	2	0	0
Cr Wayne Johnson	6	0	1	1	0
Cr Terrence Winner	5	0	3	0	0
Cr Amy Astill	6	0	2	0	0
Cr Mick McKay	0	8	0	0	0
Cr Deborah Botica	8	0	0	0	0
Cr Suzie Williams	7	0	0	1	0
Cr Dave Grills	7	0	1	0	0

## Elected Member attendance at Council Meetings held 23 October 2023 – 30 June 2024:

Concept Forum 2023/2024 (8 Meetings)					
	In Person	Electronically	Apologies	Leave of Absence	No Show
Mayor Glen Wilson	7	0	0	1	0
Deputy Mayor Kirsty Dellar	8	0	0	0	0
Cr Deborah Botica	6	0	1	1	0
Cr Terrence Winner	7	0	1	0	0
Cr Wayne Johnson	6	0	1	1	0
Cr Kyran O'Donnell	7	0	1	0	0
Cr Lindon Brownley	3	0	1	1	3
Cr Nardia Turner	7	0	0	1	0
Cr Carla Viskovich	8	0	0	0	0

Briefing Workshop 2023/2024 (8 Meetings)					
	In Person	Electronically	Apologies	Leave of Absence	No Show
Mayor Glen Wilson	8	0	0	0	0
Deputy Mayor Kirsty Dellar	8	0	0	0	0
Cr Deborah Botica	4	0	4	0	0
Cr Terrence Winner	8	0	0	0	0
Cr Wayne Johnson	6	0	2	0	0
Cr Kyran O'Donnell	8	0	0	0	0
Cr Lindon Brownley	7	0	1	0	0
Cr Nardia Turner	7	0	1	0	0
Cr Carla Viskovich	8	0	0	0	0

Agenda Briefing 2023/2024 (12 Meetings)					
	In Person	Electronically	Apologies	Leave of Absence	No Show
Mayor Glen Wilson	12	0	0	0	0
Deputy Mayor Kirsty Dellar	11	0	1	0	0
Cr Deborah Botica	10	0	1	1	0
Cr Terrence Winner	11	0	1	0	0
Cr Wayne Johnson	3	0	9	0	0
Cr Kyran O'Donnell	12	0	0	0	0
Cr Lindon Brownley	4	0	7	0	1
Cr Nardia Turner	12	0	0	0	0
Cr Carla Viskovich	12	0	0	0	0

Ordinary Council Meeting 2023/2024 (12 Meetings)					
	In Person	Electronically	Apologies	Leave of Absence	No Show
Mayor Glen Wilson	12	0	0	0	0
Deputy Mayor Kirsty Dellar	11	1	0	0	0
Cr Deborah Botica	10	0	1	1	0
Cr Terrence Winner	12	0	0	0	0
Cr Wayne Johnson	11	0	1	0	0
Cr Kyran O'Donnell	12	0	0	0	0
Cr Lindon Brownley	6	0	3	1	2
Cr Nardia Turner	11	0	0	1	0
Cr Carla Viskovich	11	0	0	1	0

Strategic Workshop and External Presentations 2023/2024 (1 Meetings)					
	In Person	Electronically	Apologies	Leave of Absence	No Show
Mayor Glen Wilson	1	0	0	0	0
Deputy Mayor Kirsty Dellar	1	0	0	0	0
Cr Deborah Botica	0	0	1	0	0
Cr Terrence Winner	1	0	0	0	0
Cr Wayne Johnson	1	0	0	0	0
Cr Kyran O'Donnell	1	0	0	0	0
Cr Lindon Brownley	0	0	1	0	0
Cr Nardia Turner	1	0	0	0	0
Cr Carla Viskovich	1	0	0	0	0

Other Council Meeting 2023/2024 (6 Meetings)					
	In Person	Electronically	Apologies	Leave of Absence	No Show
Mayor Glen Wilson	5	0	1	0	0
Deputy Mayor Kirsty Dellar	6	0	0	0	0
Cr Deborah Botica	5	0	1	0	0
Cr Terrence Winner	6	0	0	0	0
Cr Wayne Johnson	3	0	3	0	0
Cr Kyran O'Donnell	6	0	0	0	0
Cr Lindon Brownley	4	0	2	0	0
Cr Nardia Turner	5	0	1	0	0
Cr Carla Viskovich	6	0	0	0	0



# Committee and Committee Meetings

Elected Member attendance at Committee Meetings held  
1 July 2023 – 21 October 2023:

Audit and Risk Committee 2022/2023 (6 Meetings)					
	In Person	Electronically	Apologies	Leave of Absence	No Show
Mayor John Bowler	4	0	2	0	0
Deputy Mayor Glenn Wilson	6	0	0	0	0
Alan Pandal (Chair)	5	1	0	0	0
Cr John Matthews	6	0	0	0	0
Cr Kim Eckert	3	0	3	0	0
Cr Kirsty Dellar	5	0	1	0	0
Cr Amy Astill	1	1	3	0	1
Cr Terrence Winner	3	0	3	0	0
Robert Northcoat (independent)	4	2	0	0	0

Governance and Policy Committee 2022/2023 (4 Meetings)					
	In Person	Electronically	Apologies	Leave of Absence	No Show
Mayor John Bowler	3	0	1	0	0
Deputy Mayor Glenn Wilson	4	0	0	0	0
Cr Kim Eckert	1	1	2	0	0
Cr Kirsty Dellar	3	0	1	0	0
Cr Terrence Winner	4	0	0	0	0

CEO Review Committee 2022/2023 (3 Meetings)					
	In Person	Electronically	Apologies	Leave of Absence	No Show
Mayor John Bowler	2	1	0	0	0
Deputy Mayor Glenn Wilson	1	1	1	0	0
Cr John Matthews	3	0	0	0	0
Cr Kim Eckert	2	1	0	0	0
Cr Suzie Williams	3	0	0	0	0

Youth Council Committee 2022/2023 (4 Meetings)					
	In Person	Electronically	Apologies	Leave of Absence	No Show
Cr Terrence Winner	2	0	1	0	0
Cr Amy Astill	3	0	1	0	0

Commercial Businesses Committee 2022/2023 (4 Meetings)				
	Attended in Person	Attended Electronically	Apologies	Leave of Absence
Mayor John Bowler	1	0	3	0
Deputy Mayor Glenn Wilson	3	0	1	0
Cr John Matthews	3	0	1	0
Cr Kim Eckert	3	0	1	0
Cr Kirsty Dellar	4	0	0	0
Cr Terrence Winner	4	0	0	0
Cr Amy Astill	1	0	3	0

## Elected Member attendance at Committee Meetings held 23 October 2023 – 30 June 2024:

Strategic and General Purpose Committee 2023/2024 (2 Meetings)					
	In Person	Electronically	Apologies	Leave of Absence	No Show
Mayor Glenn Wilson	2	0	0	0	0
Deputy Mayor Kirsty Dellar	1	1	0	0	0
Cr Deborah Botica	0	0	2	0	0
Cr Terrence Winner	1	0	0	1	0
Cr Wayne Johnson	0	0	2	0	0
Cr Kyran O'Donnell	2	0	0	0	0
Cr Linden Brownley	0	0	1	1	0
Cr Nardia Turner	2	0	0	0	0
Cr Carla Viskovich	2	0	0	0	0

Audit and Risk Committee 2023/2024 (5 Meetings)					
	In Person	Electronically	Apologies	Leave of Absence	No Show
Mayor Glenn Wilson	5	0	0	0	0
Deputy Mayor Kirsty Dellar	5	0	0	0	0
Cr Terrence Winner	3	1	1	0	0
Cr Wayne Johnson	3	0	2	0	0
Cr Kyran O'Donnell	2	0	3	0	0
Cr Nardia Turner	5	0	0	0	0

Chief Executive Officer Committee 2023/2024 (2 Meetings)					
	In Person	Electronically	Apologies	Leave of Absence	No Show
Mayor Glenn Wilson	2	0	0	0	0
Cr Deborah Botica	1	0	1	0	0
Cr Kyran O'Donnell	1	0	1	0	0

# Elected Members Training Register 2023/2024

Elected Member	Required to complete training in 2023/2024	Course Name	Date of Completion
Glenn Wilson	No	Exempt	
Kirsty Dellar	No	Exempt	
Deborah Botica	No	Exempt	
Terrence Winner	No	Exempt	
Wayne Johnson	Yes	Scheduled for 2024/2025	
Kyran O'Donnell	Yes	Scheduled for 2024/2025	
Linden Brownley	Yes	Scheduled for 2024/2025	
Nardia Turner	Yes	WALGA – Conflicts of Interests	08/02/2024
		WALGA – Understanding Local Government	08/02/2024
		WALGA – Meeting Procedures	09/02/2024
		WALGA – Serving on Council	28/02/2024
		WALGA – Understanding Financial Reports and Budgets	28/02/2024
Carla Viskovich	Yes	WALGA – Conflicts of Interests	08/02/2024
		WALGA – Understanding Local Government	08/02/2024
		WALGA – Emergency Management Foundations for Local Government	19/03/2024
		WALGA – Serving on Council	03/05/2024





# Mayor's Town Hall Presentation

On 28 June 2024, the Mayor hosted a community Town Hall presentation at the Boulder Town Hall. This was an opportunity for community members to attend and hear from Elected Members and the City's Executive Leadership Team in relation to the upcoming 2024/2025 budget including proposed rates amendments, as well as hearing about Council's activities for the nine-month period following the election, and upcoming priorities for the 2024/2025 financial year.



*Community members had an opportunity to ask questions, with focus areas including community safety, rates and development opportunities.*







# Corporate Governance

## Code of conduct for Elected Members, Committee Members and Candidates

 2.  2. 4.  1. 4.

The City is required under the *Local Government Act 1995* to adopt a model code of conduct for Elected Members from the *Local Government (Model Code of Conduct) Regulations 2021*. This applies to Elected Members, Committee Members, and Electoral Candidates. A current version of the Elected Member's Code of Conduct is published on the City's website.

As is set out in the relevant regulations, the Elected Member's Code of Conduct includes the following requirements (amongst other matters):

### Personal integrity

A duty to:

- a. act with reasonable care and diligence;
- b. act with honesty and integrity;
- c. act lawfully;
- d. identify and appropriately manage any conflict of interest;
- e. avoid damage to the reputation of the local government.

A further duty to:

- a. act in accordance with the trust placed in council members and committee members; and
- b. participate in decision-making in an honest, fair, impartial, and timely manner; and
- c. actively seek out and engage in training and development opportunities to improve the performance of their role; and
- d. attend and participate in briefings, workshops, and training sessions provided or arranged by the local government in relation to the performance of their role

### Accountability

A duty to:

- a. base decisions on relevant and factually correct information;

- b. make decisions on merit, in the public interest, and in accordance with statutory obligations and principles of good governance and procedural fairness; and
- c. read all agenda papers given to them in relation to Council or committee meetings; and
- d. be open and accountable to, and represent, the community in the district,

### Securing personal advantage or disadvantaging others

A duty not to make improper use of their office:

- a. to gain, directly or indirectly, an advantage for the council member or any other person; or
- b. to cause detriment to the local government or any other person.

### Disclosure of information

A duty not to disclose information:

- a. derived from a confidential document; or
- b. acquired at a closed meeting other than information derived from a non-confidential document,

Unless that information is subject to an exception including that it was authorised by Council, already in the public domain, was a disclosure required by law or to the Minister or for the purpose of legal advice.

### Disclosure of interests

A member who has an interest in any matter to be discussed at a Council or Committee meeting attended by the member must disclose the nature of the interest (being an interest that could, or could reasonably be perceived to, adversely affect the impartiality of the person having the interest; and includes an interest arising from kinship, friendship or membership of an association):

- In a written notice given to the CEO before the meeting; or
- At the meeting immediately before the matter is discussed.



## Employee Code of Conduct

 2. 4.  1. 4.

The Employee Code of Conduct sets the standard for all the City's employees for behaviour and conduct, and as is required by the *Local Government Act 1995*, addresses matters prescribed in Part 4A of the *Local Government (Administration) Regulations 2021*. This includes the following (amongst other matters):

- Behavioural standards including honesty and integrity requirements;
- Performance standards including appropriate communications and compliance with directions;
- Receiving gifts and keeping of records in relation to such gifts;
- Conflicts of interest;
- Use and disclosure of information;
- Record keeping requirements; and
- Use of resources and finances.

The Employee Code of Conduct is reviewed regularly to ensure it meets community expectations, organisational standards and regulatory requirements. The current version of the Employee Code of Conduct is published on the City's website.

## Registers

 2. 4.  1. 4.

Part of the transparency and accountability of the City is achieved through the public availability of statutory registers including:

- Electoral gift register;
- Gift register (including travel contributions);
- Complaint register;
- Councillor training register;
- CEO delegated authority register; and
- Other authorised person delegated authority register.

In addition, the City maintains and publishes on its website additional registers in accordance with Council policy as follows:

- Association with Political Parties Register;
- Contact with Developers Register; and
- Elected Member Attendance Register.

These registers are updated in a timely manner and published on the City's website in accordance with the requirements of the *Local Government Act 1995* and/or Council policy.

## Integrity Framework and related activities

 2.  2. 4.  1. 4.

The City understands that operating with the highest level of integrity is integral to achieving good governance practices in all areas of our responsibility and operations. It is also critical to building and maintaining the trust of the Kalgoorlie-Boulder community. In July 2023, the Chief Executive Officer endorsed a new Integrity Framework that was developed to coordinate the City's policies, procedures, and systems, as well as outlining the roles and responsibilities of its various persons and bodies that provide integrity-related functions.

Following the endorsement of the Integrity Framework, throughout the 2023/2024 financial year, the City has taken actions to ensure that all Elected Members and employees take seriously their responsibility for the safeguarding of the City's integrity. This includes:

- Acting with honesty and transparency;
- Exercising decision-making powers in the best interests of the Kalgoorlie-Boulder community, without conflict of interest or undue influence;
- Understanding and complying with their relevant Code of Conduct;
- Preventing, reporting, and managing occurrences of improper conduct in accordance with the Code of Conduct and external reporting mechanisms;
- Modeling the City's values and principles of integrity every day; and
- Making suggestions on how the City can improve its approach to integrity.

To support the implementation of the Integrity Framework, in 2023 and 2024 the City used the Public Sector Commission's Integrity Self-Assessment Tool to undertake an analysis of the activities that are in place, that the City is developing, and that the City needs to develop. During the 2023/2024 financial year, the City's integrity-focused activities included:

- Including Integrity as a standing item on Executive Leadership Team meeting agendas to enable discussion and information sharing in relation to actual or potential integrity threats, code of conduct breaches, and compliance matters;
- Increasing the content provided to new starters during the initial induction and onboarding process to provide a greater level

of understanding about “what integrity means” and the City’s expectations in that regard;

- Development of “Governance Induction Pack” which includes a number of handouts and materials regarding integrity, misconduct, and other governance requirements and will be provided to new starters and existing staff; and
- Development of posters for noticeboards in relation to integrity and misconduct to increase staff exposure to this information.

## Governance Framework

 2.  2. 4.  1. 4.

Governance is a process of directing, controlling, and holding organisations accountable for all aspects of their function. It requires clear and effective operational systems to be both developed and complied with to ensure equity, transparency, and accountability whilst also establishing a benchmark for continuous review and improvement.

The elected Council and staff of the City consider good governance is critical if the community is to have confidence in it. The City’s Governance Framework sets out guidelines and standards expected of Councillors and employees to achieve good governance through concepts such as compliance, community participation, ethical conduct, transparency, accountability and ongoing performance management. It also sets out the roles of Council members, management, and employees of the City and their relationships, along with financial, legal, and ethical responsibilities that impact individuals and the organisation.

## Risk Management Framework

 2.  2. 4.  1. 4.

In the period January – June 2024, the Governance and Risk Services team undertook a significant project to refresh and redevelop corporate documentation in relation to the City’s Risk Management requirements. A new Risk Management Framework and updated Risk Management Policy were presented to the Audit and Risk Committee on 14 June 2023 and, following recommendation from the Audit and Risk Committee, were adopted by Council on 24 June 2024. The implementation of these documents is also supported by new Risk Management Procedure and Risk Management Strategy documentation.

The Risk Management Framework provides an effective structure to identify, assess, review and manage risks, as well as ensuring role clarity and transparency in respect of these processes. The implementation of risk management requires all officers to have responsibility for risk management activities, including identifying risks, assessing and managing, risks, and undertaking risk control activities. The Risk Management Framework outlines various stages in risk assessment and management, including identification, assessment, analysis and control development and implementation.

The City maintains strategic, operational, and project risk registers which staff contribute to (through appropriate reporting channels) in the event a risk is identified.

In 2023/2024, the roles of Council and the administration team have been re-focused to include a greater level of attention to various responsibilities including:

- Council and Audit and Risk Committee: Determining Risk Appetite and Risk Tolerance Position to guide and inform decision-making, as well as having oversight of audit and policy;
- CEO and Executive Leadership Team: Embedding improved risk assessment in Council reports and strategic planning, ensure all staff employ risk management strategies in their day-to-day operations and own and manage the City’s risk profiles;
- Executive Manager Governance and Risk Services: Facilitating the development of a new risk management operating system and supporting the implementation of strategies by staff; and
- Employees: Driving risk management culture within their teams by engaging in monthly risk management discussions and ensuring risks are constantly identified, assessed, and managed.



## Corporate Performance Reporting

 2.  2.  1. 4.

The Chief Executive Officer endorsed a new Corporate Performance Framework on 24 June 2024. This document sets out minimum reporting standards for providing updates to Council in relation to the delivery of the Corporate Business Plan, Major Projects, and Operational Services, as well as standard report requirements for the Audit and Risk Committee, Strategic and General Purposes Committee, and Council.

Early in the 2023/2024 financial year, the City implemented Pulse as its Corporate Performance software system. This platform has been used for reporting to Council in relation to the delivery of the Corporate Business Plan since November 2023 and will be utilised in future for reporting on each of the City's strategies and plans.

## Compliance Audit Return

 2.  4.

By no later than 31 March each year, the City is required to complete and submit to the Department of Local Government, Sport and Cultural Industries a Compliance Audit Return. This return identifies a number of legislative and regulatory compliance requirements for the City to self-assess against to ensure that it is meeting those requirements. Assessment areas include local laws, tenders, meeting processes, disclosures and financial management.

Following Audit and Risk Committee and Council endorsement, the City submitted this return in March 2024, with the following critical information identified in the return for the 2023/2024 financial year:

- Not all persons exercising a delegated power or duty under the *Local Government Act 1995* kept on all occasions, a written record of that exercise, although work is ongoing in relation to educating staff of the requirements and ensuring effective administration systems are in place to enable such records to be kept;
- One officer did not complete their primary return despite notification, prompts and reminders to do so;
- One officer did not complete their annual return despite notification, prompts and reminders to do so. This is reportable to the Corruption and Crime Commission;
- Systems are in place for the monthly removal of registers following a person ceasing to be required to keep a return but this was done irregularly due to resourcing challenges and competing priorities over periods during 2023;
- These public notice provisions of the *Local Government Act 1995* are generally complied with, with the identified exception of the disposal of the City's tram in which market value but not consideration was included in the public notice requirements;
- Four officers lodged declarations in Attain outside of the 10-day requirement. The City has identified ongoing needs for education and training around requirements for gift declarations, with both new starters and existing staff; and
- The City's website does not include a map showing the local government district. This will be obtained and added to the website as soon as possible.





## Public Sector Commission Annual Integrity and Conduct Return

 2.  4.

At the end of each financial year, the City is required to complete and submit to the Public Sector Commission an Annual Integrity and Conduct Return. This return identifies the number of integrity related human resources actions that are raised and investigated by the City, as well as ascertaining the nature of integrity related activities undertaken by the City during the relevant financial year (such as development of Integrity Framework, use of the Integrity Self Assessment Snapshot Tool, delivering Code of Conduct education and establishment of Public Interest Disclosure requirements).

## Primary Returns and Annual Returns

 2.

To assist in identifying actual or potential conflicts of interest, the *Local Government Act 1995* requires Elected Members and certain employees to complete a Primary Return within three months of commencing office or employment. The Primary Return is a summary of a person's financial interests and other relevant personal information at the time it is submitted. It includes:

- Any interest in any real property in the City of Kalgoorlie-Boulder;
- Sources of income for the relevant financial year;
- Beneficial interests in any trust;
- Corporate interests;
- Certain debts; and
- Disposition of real property.

In the 2023/2024 financial year:

- Four newly Elected Members completed Primary Returns, with all completed within the required timeframe; and
- 25 employees completed Primary Returns, with all but one completed within the required timeframe.

By no later than 31 August each year, Council members and certain employees (including those in senior positions and those with delegated authority) must complete an Annual Return to disclose any changes to information submitted in the Primary Return or last Annual Return, including the disclosure of any new interests.

In the 2023/2024 financial year:

- All Elected Members completed Annual Returns, with all completed within the required timeframe; and
- 66 employees completed Annual Returns, with all but one completed within the required timeframe.



# Community Engagement



The City is committed to genuine, transparent and best-practice community engagement. Informed decisions are made by considering the views, needs, issues, and aspirations expressed by the community which are balanced with budgetary and legislative constraints.

City Officers undertaking community engagement are supported by a Community Engagement Policy and internal Community Engagement Strategy including a toolkit to ensure that all community engagement practices are well-planned and measured.





# Customer Service Commitment

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The City is committed to providing excellence in customer service.

Our mission is to make sure our community, residents, visitors, and businesses receive the best treatment possible. We foster a welcoming and friendly atmosphere while maintaining a strong commitment to professionalism.

The City's Customer Service Charter serves as the foundation for all of our interactions. We are committed to fostering an accessible and inclusive community for individuals with disabilities and those from culturally diverse backgrounds. In September 2023, the City released an updated Customer Service Charter. Pursuant to this, the City's service standards are reflected below, based on the nature of contact with our administration:

**In-person:** We aim to resolve your enquiry at the first point of contact. If this is not possible, we will phone or write to you with a response within 10 working days.

**By phone:** We will answer calls promptly by the fifth ring. Phone calls will not go unanswered.

**In writing:** We will respond to letters, emails, and website enquiries within 10 working days. We will provide ongoing updates until your enquiry is resolved.

**Online:** We will be user-friendly, provide up-to-date and relevant information, and be a valuable resource for our community.

**Social media:** We will engage with our community promptly, responding to messages and enquiries within one working day.

**Access and inclusion:** We will ensure our online information is accessible and provide all documents in an alternative format if requested.

The City's commitment to our community is that every interaction with us will be courteous, respectful, and professional.



We'll actively listen to your concerns and treat you with respect, no matter what your enquiry is about.



We're dedicated to working collaboratively with you to find solutions.



We'll safeguard your personal information and adhere to privacy regulations.



Our information will be up-to-date, relevant and easy to understand.

# Who are our stakeholders?

The City's engagement strategy aims to ensure that specific stakeholders are included to ensure a range of views are considered.

## These include:

- People who live or work in, or visit the City of Kalgoorlie-Boulder;
- Young people and students;
- Investors (existing, new or potential) and businesses operating in the City;
- People of culturally and linguistically diverse backgrounds;
- Industry groups and associations such as Chamber of Commerce and Chamber of Minerals and Energy;
- Aboriginal and Torres Strait Islander communities;
- Community, sporting, cultural and environmental groups;
- Future residents;
- Experienced citizens;
- Children and families;
- Not-for-profit organisations and voluntary groups;
- LGBTQIA+ community;
- Schools, colleges, and universities;
- Childcare services and centres;
- Health and support services;
- Disability and well-being support services;
- Law and order including emergency services;
- Vulnerable people;
- Those living in assisted care;
- State and Federal government agencies;
- Local Members of Parliament;
- Transport authorities;
- Neighbouring/other local councils.







## How we engage with our stakeholders

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.

In some instances, the City is required by the *Local Government Act 1995* or regulations to provide a period of public consultation prior to taking that course of action.

The City's Community Engagement Plan and Community Engagement Strategy (2022 – 2026) supports the administration in its consultation and engagement processes with the community and stakeholders. In particular, the City is guided by the following six strategic objectives:

- Clarity of purpose (ensuring the community is well informed about issues that affect it);
- Building Relationships (providing the community opportunities to be heard, and providing solutions to community issue);
- Right to be involved (ensuring the community has the opportunity for involvement in policy development where possible);
- Transparent (meeting legislative requirements regarding consultation);

- Accessible and inclusive (using different methods to seek input from a wide cross-section of the community); and
- Tailored (recognising diversity in activities and the types of engagement to be undertaken).

The City's framework to guide communication and engagement with the community is based on principles of:

- Inform;
- Consult;
- Involve;
- Collaborate; and
- Empower.

The City seeks to exceed the legislative requirements regarding community engagement through its application of its Community Engagement Strategy and Community Engagement Plan. These consultation processes are critical for the City to effectively deliver services, facilities and projects – they enable the City to gain an understanding of the multi-faceted community it represents and leads, and therefore ensure that its decisions reflect the expectations of the community.





In addition to general public notices, the following community engagement and consultation exercises were conducted in 2023/2024:

- E-Scooter 12-month Trial and Consultation;
- Kalgoorlie-Boulder Tourism Plan;
- Goldfields Oasis Refurbishment Project;
- Early Childhood Education and Care Services;
- Kalgoorlie-Boulder Trading Hours;
- Eastern Goldfields Community Centre In-Centre Meals and Seniors Transport Requirements;
- General Feedback surveys;
  - 2024 KidsFest;
  - 2024 Multicultural Festival;
  - 2023 YouthFest; and
  - 72-Hour Rest Stop Area Feedback;
- Development and planning related consultations;
  - Key Worker's Lifestyle Village Lot No: 9003, 9004, 9005;
  - Proposed Temporary Workforce Accommodation Facility Lot No: 72 and Portion 9000;
  - Proposed Temporary Closure of Davyhurst-Ora Banda Road;
  - Hopkins Street Workforce Accommodation;
  - Lease Proposal Lot 4531 Hart Kerspian Drive, Broadwood; and
  - Draft Planning Policies.

Response data	
Community consultation platform	Total Visits: 20,690 Total Views: 29,287
Total Engagement Projects	23
Surveys / Polls / Forums / Q&As	10
Total Document Downloads	3,417
Most Popular Referral to Engagement Platform	<ul style="list-style-type: none"> <li>• Social Media</li> <li>• Search Engine</li> <li>• Website Link</li> <li>• Direct Search</li> </ul>
Most project page visits	<ul style="list-style-type: none"> <li>• 2023 Council Elections</li> <li>• E-Scooter 12 Month Trial</li> <li>• Kal City Centre</li> <li>• Youth Precinct</li> <li>• Planning Development Consultations</li> </ul>
Most popular community engagement projects	<ul style="list-style-type: none"> <li>• E-Scooter 12 Month Trial</li> <li>• Kalgoorlie-Boulder Tourism Plan</li> <li>• Goldfields Oasis Refurbishment Project</li> <li>• Early Childhood Education and Care Services</li> </ul>

## Websites

The City hosts the following website platforms:

### City of Kalgoorlie-Boulder

ckb.wa.gov.au

### Your Say

yoursay.ckb.wa.gov.au

### Goldfields Arts Centre

goldfieldsartscentre.com.au

### Kalgoorlie-Boulder Airport

airport.ckb.wa.gov.au

### Kalgoorlie Golf Course

kalgoorliegolfcourse.com

### Goldfields Oasis

goldfieldsoasis.com.au

## Corporate Website

During the 2023/2024 financial year, the City's corporate website saw a significant increase in activity, with total users reaching 267,000—a significant increase from the 87,000 users recorded the previous year. This growth reflects the website's emerging role as the primary source of information for our community. Notably, the majority of visitors accessed the site directly by entering the URL into their browsers, a shift from the previous trend of users relying on search engines.

The website's most popular pages remained consistent with prior years, with events, employment opportunities, and the pound pages attracting the highest traffic.

Corporate Website	2022/2023	2023/2024
Total Users	87K	267K
Average Engagement Time	1m 25s	1m 11s
Where do users come from	<ul style="list-style-type: none"> <li>Organic search</li> <li>Organic social</li> <li>Direct</li> </ul>	<ul style="list-style-type: none"> <li>Direct</li> <li>Organic Search</li> <li>Organic Social</li> </ul>
Users by City	<ul style="list-style-type: none"> <li>Perth</li> <li>Kalgoorlie-Boulder</li> <li>Sydney</li> </ul>	<ul style="list-style-type: none"> <li>Perth</li> <li>Ashburn</li> <li>Kalgoorlie-Boulder</li> </ul>
Most page visits (outside of the homepage)	<ul style="list-style-type: none"> <li>Events</li> <li>Employment</li> <li>Pound</li> </ul>	<ul style="list-style-type: none"> <li>Events</li> <li>Employment</li> <li>Pound</li> </ul>

## Social Media

The City hosts the following social media platforms:

### Facebook

City of Kalgoorlie-Boulder

CKB Youth

Goldfields Arts Centre

Goldfields Oasis

Kalgoorlie Golf Course

William Grundt Memorial Library

City of Kalgoorlie-Boulder History and Heritage

CY O'Connor Men's Shed (Owned and administrated by Men's Shed Committee)

### Instagram

Visit Kal

CKB Youth

Kalgoorlie Golf Course

Goldfields Oasis

### LinkedIn

City of Kalgoorlie-Boulder

### Youtube

City of Kalgoorlie-Boulder

Goldfields Oasis

## City's Facebook Page

The City's Facebook page continues to be our primary social media platform, experiencing significant growth with a 69.9% increase in followers since 2022/2023, bringing the total to 18,000. Video content has emerged as the most engaging format, followed by photos and links. The platform's overall reach has nearly doubled, soaring from 497,000 in 2022/2023 to 882,000 in 2023/2024. Additionally, the reach of our paid advertising efforts has seen substantial growth, rising from 251,000 to 843,000.

Corporate Facebook Page	2022/2023	2023/2024
Total Followers	16K	18K
Reach	497K	882K
Paid Advertising Reach	251K	843K
Top Content Formats	<ul style="list-style-type: none"> <li>Photos</li> <li>Links</li> <li>Others</li> </ul>	<ul style="list-style-type: none"> <li>Links</li> <li>Videos</li> <li>Photos</li> </ul>

## Newsletters

In February 2024, the City commenced a community e-newsletter which can be obtained through an opt-in subscription service. Since its introduction:

- 10 e-newsletters have been published;
- The subscriber base grew to 400 as at 30 June 2024; and
- The e-newsletters remained popular with only a 0.06% unsubscribe rate.

## Marketing

- The City launched a fortnightly full-page update in the *Kalgoorlie Miner*, keeping residents informed about Council decisions, news, upcoming events, and open consultations;
- After each Council Meeting, the City publishes a wrap-up video featuring the Mayor and Councillors, providing updates on the meeting's outcomes. These videos have resonated well with the community, with nine videos published, reaching over 23,000 views on social media and YouTube; and
- The adoption of Reels and Stories on social media has significantly boosted the City's engagement in the 2023/2024 financial year. Engagement with Reels surged by 907%, while Stories saw an impressive 896% increase compared to 2022/2023.

## Public Notices and Advertising

 1.  1. 2. 3. 4.  1. 4.

In many instances, the City is required by the *Local Government Act 1995* to provide notice of its intention to take a particular course of action or decision. In other instances, the City will advertise certain proposed courses of action or decisions to provide the community with an opportunity to comment or object.

Notices are available in not less than three of the following locations:

- On the City of Kalgoorlie-Boulder website;
- On the City of Kalgoorlie-Boulder Facebook page;
- On the City of Kalgoorlie-Boulder's electronic notice board, located at 577 Hannan Street, Kalgoorlie (in front of the administration building);

- In the local *Kalgoorlie Miner* or *Goldfields Express* newspapers;
- On the notice board outside the Council Administration Building (577 Hannan Street, Kalgoorlie) and at the William Grundt Memorial Library (13 Roberts Street, Kalgoorlie); and
- In the case of state-wide notices, in the *The West Australian* newspaper.

## Public access sessions and question time during Council Meetings

 1.  1. 2. 3. 4.  1. 4.

Members of the public present at ordinary council meetings, special meetings and committee meetings are welcome to participate in Public Access and Question Time, which is held at the start of proceedings.

Where a person wants to ask a question, the questions must be submitted in writing, using the Public Question Time submission form available on the City of Kalgoorlie-Boulder's website, at least 30 minutes before the start of the relevant meeting or alternatively, emailed to the administration team by noon on the day of the meeting.

Where a person wants Public Access in order to make a presentation to Council (without asking questions of Council), the person must complete the Public Access application form available on the City of Kalgoorlie-Boulder's website and provide that to the CEO by no later than 2pm on the day of the ordinary council meeting.

During the 2023/2024 financial year, Council:

- Received 13 applications, with a total of 26 questions asked;
- Received nine Public Access applications;
- Answered 13 Public Questions during a Council Meeting; and
- Took thirteen Public Questions on notice and responded outside of the Council Meeting.



# Community Perception Survey

💡 1. 🧑 1. 🗳️ 1. 2. 3. 4. 🗣️ 1. 4.

The City commissioned CATALYSE® to conduct an independent MARKYT® Community Scorecard. During the period 1 to 19 May 2023, the survey was open to all residents of Kalgoorlie-Boulder and could be completed through submission of a paper survey or online.

1,300 people completed the survey (comprising of the below) with the final reports provided to the City in the 2023/24 financial year.

**1,214**  
Local Residents

**12**  
Out of Area  
Ratepayer/Visitor

**74**  
Elected  
Member/Employee

The results of the Community Perception Survey identified the following high priority/low performance areas:

- Community Safety;
- Local roads;
- Housing;
- Services for families and children;
- Health and community services;
- Lighting of street and public spaces;
- Service for seniors;
- Footpaths and cycleways; and
- Services for Youth.

# Business Perception Survey

💡 1. 🧑 1. 🗳️ 1. 2. 3. 4. 🗣️ 1. 4.

In May 2023, the City commissioned CATALYSE® to conduct an independent MARKYT® Business Scorecard. Data was collected using an online scorecard. An email invitation was sent to 3,361 business contacts in the City's customer database, and the City provided supporting promotions via its communication channels. One hundred and ninety one businesses took part in the survey.

As a "Place to work or operate a business," the City performed at a score of 69 points, four points higher than the industry average. The results of the Business Perception Survey identified the following high priority/low performance areas:

- Efforts to support existing businesses;
- Address availability of housing;
- Promoting the area as a desirable place to live and work;
- Efforts to attract investors and new businesses; and
- Safety and crime prevention.

# Summary

## Community and Business Perception Survey

The findings provided the City and Council with an understanding of current community priorities, and the opportunity to adjust services to fulfill community needs.

The data collected was thoroughly reviewed by City Officers and a series of actions were developed to address the top priorities identified. Actions were linked to the priorities to be undertaken in 2023/2024 financial year which also aligned with the City's current Corporate Business Plan

**The key focus areas for the  
2023/2024 Financial Year were:**



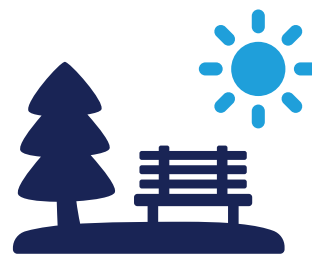
### Our People

Family & Youth Services

Senior Services

Health & Community Services

Community Safety & Crime Prevention



### Our Places

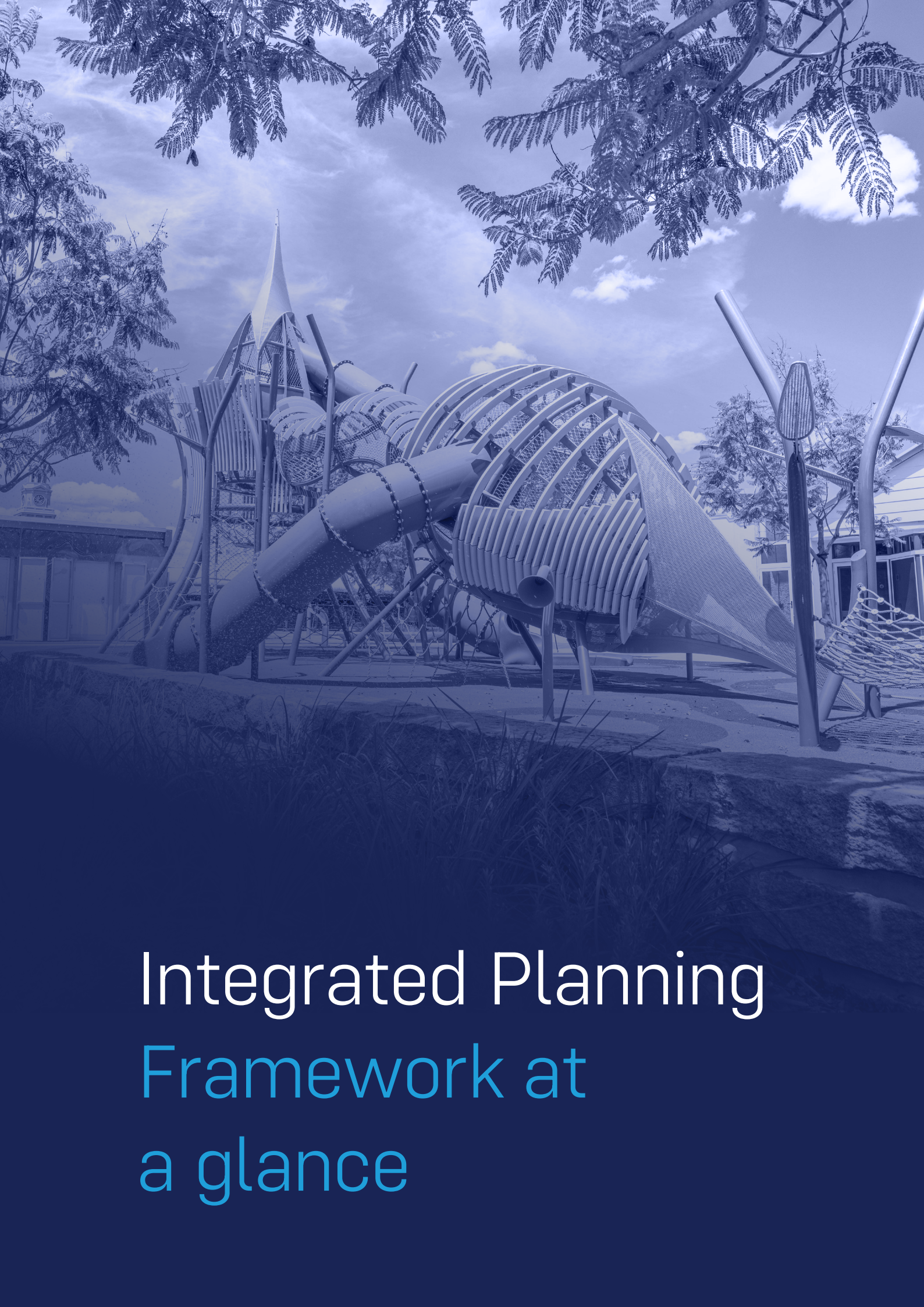
Improved Lighting

Housing & Land

Improved Footpaths & Cycleways

Local Roads





# Integrated Planning Framework at a glance





# Strategic Community Plan

The City of Kalgoorlie-Boulder's Strategic Community Plan 2020/30 that was adopted by Council during the June 2023 Ordinary Council Meeting takes into account current and expected changes in community demographics, social issues and local, national and global influences. It is the primary strategic planning document and must be reviewed every four years but can also be reviewed at a strategic level every two years. It is due for a major review in 2024/2025.

The Strategic Community Plan shapes the service delivery policy of the City for a 10-year period. The plan focuses on five Community Aspirations:

- Community: enhance the quality of life and encourage city-wide development opportunities;
- Economy: boost opportunities for economic

development and tourism;

- Infrastructure: enhance the built environment and provide quality infrastructure;
- Leadership: ensure the City of Kalgoorlie-Boulder maintains strong civic leadership; and
- Environment: protect and where possible enhance the natural environment.

As set out in the "2023/2024 Annual Report Overview" section above, there are also six guiding principles or themes established by the Community Strategic Plan – Safe, Connected, Sustainable, Futuristic, Empowered and Capable – which underpin the activities of the City and which are woven into this Annual Report with the use of symbols.





## Corporate Business Plan 2023-2027



# Corporate Business Plan

The Corporate Business Plan is the detailed implementation outline for services, key projects, capital investment and areas of advocacy over the next four financial years. The Corporate Business Plan has been broken down into the five aspirations outlined within the Strategic Community Plan and Council projects, capital investment and areas of advocacy have been listed against the relevant Strategic Initiatives. The layout of the plan has been set to help demonstrate how the Council will meet the most important local needs and ensure that the community's vision for the City of Kalgoorlie-Boulder is brought to life.

The City's Corporate Business Plan 2021 – 2024 was adopted by Council in February 2021. This is an internal business planning tool that ensures Council priorities are developed into executable actions whilst ensuring they align with available resources. The Corporate Business Plan outlines the City's mission, strategic and vision

statements, while incorporating the integrated planning and reporting structure aligned with the Department of Local Government framework. It provides a detailed overview of the City's services, operations, projects, and initiatives that the City intends to deliver until 2024.

The City reviewed the Corporate Business Plan to align with the reviewed June 2023 Strategic Community Plan 2020/30. The updates were primarily in order to ensure actions and tasks were appropriately aligned within the following Strategic Community Plan 2020/30. To support the administration reporting to Council in relation to its progress in the delivery of the Corporate Business Plan, the City implemented a new corporate reporting software application, Pulse. This system allows for responsible officers to provide ongoing updates in relation to their tasks and actions, and for Council to receive comprehensive quarterly reports in relation to that.





## Reconciliation Action Plan

💡 1. 2. 3. 🗺️ 1. 2. 3. 4.

The development of the City's Reconciliation Action Plan (RAP) marks an important milestone and will guide the way our organisation 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 including the Goldfields Land and Sea Council, Council members and various working groups.

By publicly declaring its commitment to reconciliation, the City can build a more prosperous future for the City. The RAP will be championed by the City's executives with support, guidance and direction from the City's Reconciliation Working Group. The group will be comprised of various Councillors and appointed local stakeholders to ensure the right people are engaged in delivering outcomes.



## 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 Strategic Community Plan and Corporate Business Plan, and informs the annual budget that is adopted by Council.





## Youth Strategy

👍 1. 4. 🧑 1. 2. 🧑 1. 2. 3. 4.

The City is committed to providing a range of fun activities and events to families and youth living, working and studying in our community. Over the 2023/2024 financial year the City has achieved the following for the community:

- **2023 Youth Fest**

This event was held at the Lord Forest and Kingsbury Park with live performances from South Summit and Ducie, Skateboarding Competitions, laser tag and more.

- **2024 Youth Week Celebration**

This week-long event was celebrated by building youth involvement in the half-pipe temporary skate park at the Egan Street Carpark, skate competitions, movie nights and a Monster Music Track for all our musicians in town.

- **2024 Kalgoorlie-Boulder Youth Awards.**

We acknowledge and recognise the amazing things our young people contribute to our community through nominations provided by the community. This event is supported and run by the Kalgoorlie-Boulder Youth Council on behalf of the youth within our community.

- **The Youth Precinct Redevelopment (Kingsbury Park)**

This project is well under way with construction kicking off on February 2024. Consultation has been completed on the Parkour artwork element.





## Investment Prospectus

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The City of Kalgoorlie-Boulder launched its 2024 Investment Prospectus at two events in November 2023, the AusIMM Critical Minerals Conference in Perth, and the 23rd Annual What's Down the Track Forum, which was hosted by the Kalgoorlie-Boulder Chamber of Commerce and Industry.

The Prospectus was developed with the Goldfields Esperance Development commission and showcases the Goldfields region as a prime investment hub with diverse economic potential while highlighting the City of Kalgoorlie-Boulder's captivating features as the ultimate destination to work, live and invest.

Being the region's driving force, the mining sector is at the forefront of the publication – half of all jobs in the Kalgoorlie-Boulder Economic Zone (KBEZ) come from mining. The KBEZ, made up of the City and surrounding Shires – Menzies, Coolgardie, Dundas, Leonora, Laverton and Ngaanyatjaraku – has an annual economic output of \$27.6 billion, representing 80% of the Goldfields-Esperance economy.

The goal of the 2024 Investment Prospectus is to attract and facilitate investments from local, regional, national, and international investors whilst also serving as a platform for presenting investment opportunities to potential investors.





## Access and Inclusion Plan

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Kalgoorlie-Boulder is a diverse community with a wide range of needs, and the City is committed to fostering independence for those of all abilities, ensuring everybody can engage in everyday services as well as actively participate in the opportunities the city offers. 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.

There are statutory requirements for the City to achieve disability inclusivity, and the aim of the Access and Inclusion Plan is to ensure services and facilities can be made more open, inclusive and accessible for everyone. The Plan not only supports people with disabilities, but also 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.

The City has reached out to all sectors of the community to make sure everyone has had the opportunity to provide meaningful input into the direction for the new Plan, which aims to incorporate contemporary practices that exceed minimum compliance requirements.

The City is committed to both compliance with its legislative requirements and community engagement and will continue to pursue improvement in relation to these issues.

In 2023/2024, key highlights in the delivery of the Accession and Inclusion Plan include:

- The City won the Most Accessible Community in Western Australia (MACWA) Award 2023 for the category Open Spaces through the WA Regional Capitals Alliance;
- The Nursery Rhyme Panels installed in the Library playground were cited as an example for the Minister's DAIP Progress Report tabled in Parliament, and the project was included Ministers DAIP Progress Report;
- A new project was launched by the City in 2023/2024, aligning with the International Day of People with Disability, called Meet and Greet to My Life, Our Community. Fifty-five community members and eight service providers attended the event;
- A specialised elevated platform was purchased to provide a higher viewpoint for people with mobility challenges and is now installed at every City event where there are performances being held; and
- As part of the City's upgrade of Australian Council for Rehabilitation of Disabled (ACROD) Bays, 13 new ACROD Bays were installed and nine existing ACROD Bays were upgraded in accordance with Australian Standards 2089.



# Age Friendly Strategy

💡 1. 🗣️ 1. 2. 3. 4. 👤 1.

The City's Age Friendly Strategy (2022 to 2026) 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.

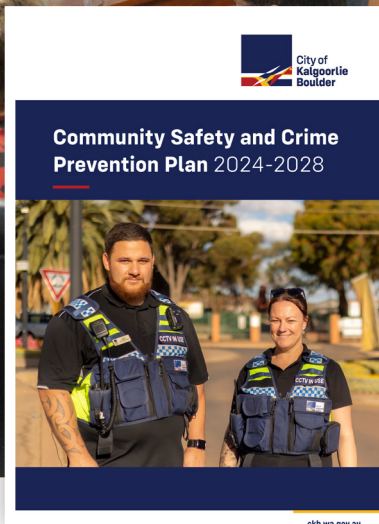
The Strategy directs several actions to assist the City in becoming a place where older adults feel valued for the contribution they make to the community. Our vision is to ensure that older adults can live an engaged, healthy, and connected life in Kalgoorlie-Boulder. By 2050, people over the age of 65 years old will make up more than 18.2% of the city's population; planning for this population increase is required to ensure our city remains inclusive and accessible for this demographic of our population.

In 2023/2024, key highlights in the delivery of the Age Friendly Strategy include:

- Reformation of the Seniors' Working Group to become the Seniors' Focus Group to provide a structured consultation mechanism to guide and inform decision making;
- Continued delivery of the seniors-focused activities at the Eastern Goldfields Community Centre;

- Continued delivery of the in-centre meals program at the Eastern Goldfields Community Centre;
- Continued delivery of Morning Melodies Series (a tailored arts and cultural experience for seniors) at the Goldfields Arts Centre; and
- Continued operation of the Eastern Goldfields Community Centre as a staffed meeting place for many seniors-focused activities and services such as:
  - Dizzy Fingers;
  - Chair Aerobics;
  - Seniors Indoor Bowls;
  - Boot Scooting;
  - Bingo;
  - VIPs (Vision Impaired People);
  - OWLS (Older Wiser Livelier Seniors); and
  - Regular social functions including crafts, information sessions and afternoon tea.





# Community Safety and Crime Prevention Plan

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Council adopted the City's Community Safety and Crime Prevention Plan on 18 December 2023.

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. The plan aims to:

- Provide the City's Elected Members, decision makers and technical officers with an overview of current local community safety issues;
- Enable the City to make informed decisions reflective of community safety priorities;
- Guide partnerships with stakeholders and the community;
- Improve the community's perception of safety through increased visibility and overarching presence within the community;
- Inform existing programs and services and support collaborative partnerships aimed at bridging gaps;
- Identify limitations and capacity building in relation to the efficient and effective management of local resources;
- Provide evidence which supports the application for alternative funding sources as they become available; and

- Lead by example by aligning internal policies with community expectations.

Community and stakeholder concerns have been distilled into the four focal points of the plan:

- Creating safer streets and spaces;
- Supporting families, children and young people;
- Reducing crime; and
- Strengthening partnerships and internal capacity.

Each focus area has a number of measurable and targeted outcomes, and the plan serves as a comprehensive guide for achieving them, while also aligning with the National Crime Prevention Framework. Initiatives include further enhancement to our public spaces, improved street lighting, and the expansion our CCTV network to curb anti-social behaviour. The City will also dedicate time and resources to improving support services for our youth, addressing homelessness and reducing domestic violence in our community.

The plan's success requires the City to build partnerships and work with our community to deliver safety solutions and requires a broad and coordinated approach to addressing community safety matters.

Throughout the 2023/2024 financial year, the City has continued to deliver ongoing community safety initiatives, including as follows:

- Continued operation of the Safer Streets Patrol (SSP) program which was introduced in June 2018 to improve the actual and perceived level of community safety in the city's thoroughfares and public spaces. The SSP team monitors and regulates acquisitive crime and antisocial behaviour in the city's public spaces by conducting regular patrols, cooperating with police and building community relationships. The Safer Streets Patrol focuses on:
  - Maintaining a presence on the streets;
  - Reporting graffiti, damage and vandalism;
  - Diffusing conflict and disturbances;
  - Monitoring safe disposal of syringes and litter;
  - Providing first aid and assistance;
  - Relaying crime intelligence to police;
  - Improving cooperation between agencies;
  - Engaging with the business community;
  - Assisting people to access transport and services;
  - Communicating with people in culturally appropriate ways.
- Facilitation of the Community Safety and Crime Prevention Working Group which partners with a number of stakeholders to deliver coordinated and informed activities and initiatives;
- Re-established the Liquor Accord and commenced meetings in May 2024;
- Commencement of program to expand CCTV network to improve the visual surveillance network in key areas across Kalgoorlie-Boulder;
- Commencement of implementation of a SMART LED street lighting program, replacing current lighting with modern street lighting infrastructure that offers a more sustainable and efficient lighting system with greater control and monitoring capabilities;
- Coordination of emergency management activities including development of plans and structures to bring together government, voluntary and private agencies in a coordinated way to prevent, prepare for and respond to emergencies and incidents that occur in the community; and
- Continued ranger services program to patrol the local area ensuring relevant laws, regulations and policies are adhered to; this includes investigating complaints from the community, issuing infringement notices, enforcing parking local laws, attending to animal management.







## Club Development Plan

👍 2. 4. 💡 1. 2. 🧑 1. 🧑 2. 3. 4. 🧑 1. 4. 5.

The sporting community of Kalgoorlie-Boulder is made up of over 140 clubs and associations, with plenty of options for both team and solo sports. The City provides and maintains multiple sporting facilities, some which are state-of-the-art, for the vast array of user groups.

The City actively supports and promote clubs' efforts to increase participation in all club activities. The Australian Bureau of Statistics 2021 for people aged 15+ who undertake unpaid work, show Kalgoorlie-Boulder volunteerism is at 12.5% compared to the Western Australian average of 15.9%. With Kalgoorlie-Boulder consistently falling below the Western Australian average for participation in voluntary work, it is reasonable to infer that Sports Clubs and Associations may struggle to fill positions to undertake the duties of the committee and other volunteer roles in sport (i.e. coaching, line-marking etc). This perception is supported by anecdotal evidence across Kalgoorlie-Boulder.

The City's Club Development Plan (2023 – 2026) was adopted by Council in 2023 with the purpose of supporting local sporting clubs and associations to be viable enterprises in the medium and long term. Activities of the City promoted through the Club Development Plan include:

- Promotion of financial sustainability activities including looking at alternative funding streams and opportunities;

- Governance practices to ensure efficiency and compliance and attract committee members;
- Marketing and communication resources and strategies;
- Facility and services development; and
- Partnerships, networking and advocacy with third parties.

The City is in its second year of actioning the Club Development Plan, this plan is supported by the Department of Local Government, Sport and Cultural industries through its Every Club Funding. In 2023/2024, deliverables against the Club Development Plan included:

- Supporting the governance, strategic planning and promotions of local sporting clubs and associations through workshops, community events and funding avenues;
- Assistance in providing Working with Children Check workshops provided by Department of Communities, Effective Meeting procedure workshops and Sport Carnival events; and
- Completion of a lighting audit of all sporting and recreation grounds to better support the City's Long Term financial plan and infrastructure priority to ensure the City is providing safe and adequate sporting facilities for our community to enjoy.



## Public Health Plan

👍 1. 2. 4. 💡 1. 2. 3. 4. 🚶 1. 🦽 1. 2. 🧑🏿 2. 3. 4. 🧑🏿 1. 4. 5.

The City plays a vital role as leader, partner, planner and advocate in protecting and promoting health, now and into the future.

In the 2020/30 Strategic Community Plan, the City committed to invest in our community by pursuing strategies that will future proof our City, expand and diversify our economy, increase our population, keep our community safe, connect our community and maintain a green and sustainable City. The development of this Public Health Plan aligns with this commitment in that it aims to promote and protect the well-being of our community across all life stages. The City will achieve this through working to create and improve the physical, social, natural, cultural and economic environments that promote health and well-being.

Council adopted a new Public Health Plan on 26 June 2023, and it was launched by the City in October 2023. The City's Public Health Plan outlines the longer-term vision, values, aspirations and objectives of our community over the next five years to ensure a healthy and happy community. It sets the health priorities for residents and visitors, outlines strategies to prevent, promote or reduce public health issues, partners with local agencies and supports the community to achieve optimum health and well-being. In doing so, the City's objectives are proudly ambitious and comprehensive and will be achieved by supporting a broad range of initiatives that take a holistic approach to health and well-being for people of all ages.

The top six priorities identified during extensive consultation with stakeholders and the community were:

- Aboriginal well-being;
- Reducing drug misuse, tobacco and e-cigarettes;
- Mental health support and services;
- Access to housing, affordability and solutions to rough sleeping;
- Access to fresh, nutritional and affordable food; and
- Environmental health protection.

The City will continue to ensure safe and secure public spaces as well as equal access to facilities such as parks, recreational areas, footpaths, and community centres. Ensuring people have access to mental health support services and prevention programs is part of the City's blueprint to help our residents maintain positive mental health.

The success of the Public Health Plan relies on active participation and collaboration from our residents, staff, and stakeholders to create a strong, connected community where everyone can succeed.

The Public Health Plan considers current and expected changes in community demographics, social issues and local, national and global public health influences. In 2023, the City's population was 30,679, with residents from in excess of 50 nationalities. Notably, the City has twice as many Aboriginal and Torres Strait Islander population as the WA average. There are also considerably more people between 25 and 39 years of age.





The prevalence of health and well-being risk factors in the community is linked to chronic disease conditions and mental health well-being – however many of these risk factors are preventable.

Key outcomes in the delivery of the Public Health Plan over the 2023/2024 financial year include:

- The City has advocated for funding for improved services for Aboriginal and First Nations people;
- Internal First Nations staff play a crucial role in promoting cultural awareness by conducting induction training for new staff and elected members;
- The City maintains a strong partnership with the Bega Garnbirringu Health Service (Bega), working together on programs aimed at improving the well-being of our First Nations people including sharing health promotion materials and distributing soap donations between the City and Bega, in hygiene packs;
- The City supports rough sleepers by providing transport options to return to their communities, with extra arrangements made around Christmas and Easter weekends. There is a standing transport arrangement from Kalgoorlie-Boulder to Warburton, and an additional bus service was organised to facilitate travel to Tjuntjunjarra. The City works with Street Chaplains WA and the Goldfields Indigenous Housing Organisation (GIHO) to facilitate these services;
- Advocacy efforts to improve living conditions in short-stay and temporary housing at Boulder Camp, with consultation for reimagined housing solutions;
- City staff participated in R U Okay Day to ensure awareness of the mental health and well-being of co-workers. The City also participated with other external organisations to reach out to the community during events for Mental Health;
- Through the Community Wellbeing Group, the City and local service providers presented the first Community “R U OK?” event at Centennial Park. City officers also regularly attend meetings with the Goldfields Suicide Prevention Network to keep up to date with training opportunities and trends or spikes within the community and provide community awareness events;
- Staff have access to Mental Health First Aid training workshops organised by the City;
- The City runs youth events and activities





to engage young people, with a range of activities including a temporary skate park during the upgrade of Kingsbury Park. These events include Youth Week and Youth Fest. The City has also funded Zero2Hero and Police Community Youth Centres (PCYC) through the Annual Grant Program;

- The City organised community events which included movie nights, a Christmas Street Party and the Multicultural Festival to work towards connecting the community;
- The City delivered several workshops to educate residents on composting and reducing waste;
- The City partnered with the Food Sensation Program of Food Bank to deliver food to remote communities;
- The City also offers a Grow Free Cart with fresh produce at a community pantry where other growers can bring excess home-grown vegetables and fruit to be made available for the community at no cost;
- All youth and family events run by the City are Alcohol, Smoking and Vape (e-cigarette) free events;
- The "Good Sport" program runs sessions with local sporting groups through the Club

Development contact list to introduce this program for alcohol and other drug support services;

- The City also supports youth initiatives like Zero2Hero, PCYC and "The Y" to positively engage with youth;
- Planning Services is processing a number of applications for essential workers' accommodation in Broadwood and various other workforce accommodations as it is in demand in the City. Regarding advocacy for more essential workers' housing, the Development Assessment Panel approved a development to build a Workforce Lifestyle Village which consists of 393 dwellings with associated buildings;
- Eight clean-ups of toilet and shower facilities, as well as littering clean-ups, have been organised for Boulder Camp; and
- In promoting health in the workplace, initiatives like health checks, skin cancer checks, flu vaccination and Tai Chi were offered to all staff.





## Water Utility Services Plan

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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. The Plan encompasses clearly defined objectives and key performance indicators, which are already fostering notable improvements within the water services area.

As a result of the implementation of an Asset Management System and the adoption of modern technologies, we have observed significant enhancements in the management of water assets. Notably, there has been a 15% reduction in sewer overflows in the current financial year, contributing to an impressive overall reduction of 62% over the past five years.

All works are planned and executed to establish infrastructure that will meet the community's needs well into the future. In the 2023/2024 financial year, an investment of \$1.674 million was allocated to the following capital works projects:

- Water Bank Project Design Works;
- South Boulder Wastewater Treatment IDEA Plant;
- Sewer Network Minor Improvements; and
- Recycled Water Network Minor Improvements.









# Statutory Reporting

# Freedom of Information

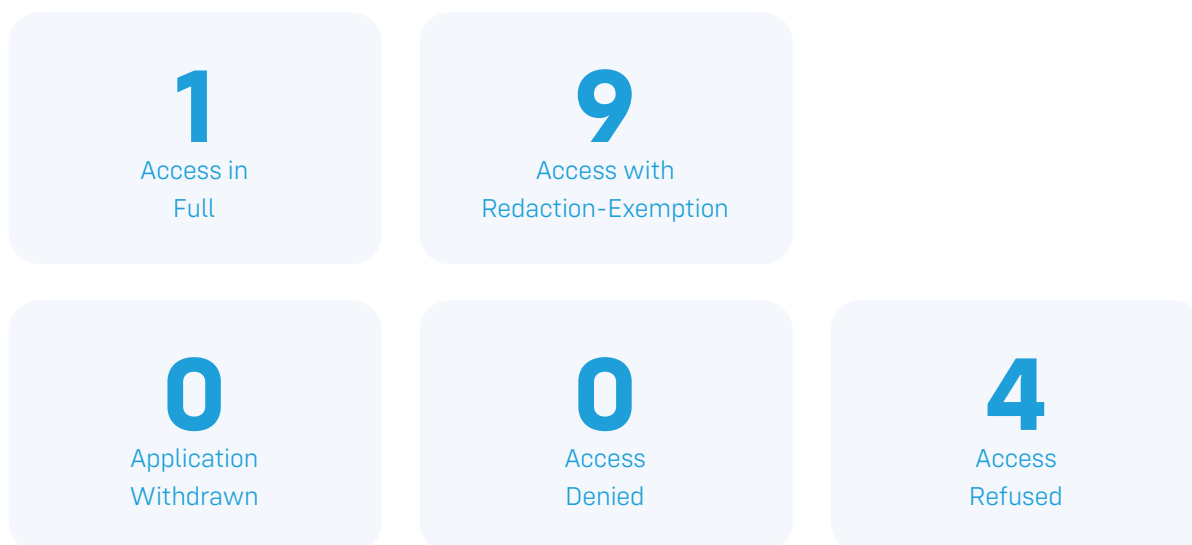
 2.  1. 4.

The *Freedom of Information Act 1992* gives the public a right to access documents held by the City. There are some limitations under the legislation, and in some cases, information that is confidential will be redacted from what is provided to the applicant.

In 2023/2024, the following applications were received:



In 2023/2024, the outcomes for applications were as follows:



# Record-keeping System & Evaluation

 2.  1. 4.

The City's Record Keeping Plan was initially established in February 2004 and has undergone comprehensive reviews and approvals in 2007, 2014, and 2019. The next formal review and approval process is scheduled for 2024 and is currently underway.

The City's electronic content management system (Ci Anywhere) centralises all corporate documents, enhancing efficiency in document retrieval, storage and retention. Additionally, the City regularly reviews the usage of its internal record management systems, along with associated record management programs, continually updating and improving these business information systems.



# Training Program and Evaluation

 2.  1. 4.

The Information Management Team provides training for both new and existing employees as part of the Induction Program.

These sessions, conducted fortnightly, are mandatory for all new employees. The training consists of two main components: an information session on Records Management and Freedom of Information (FOI), followed by training on the City's electronic document records management system, Ci Anywhere.

During the first session, employees are informed about their record-keeping obligations and are given access to the Record Keeping Policy, Guidelines, and Procedures, along with a brief overview of the Record Keeping system. They also receive information about Freedom of Information, outlining their responsibilities and the process involved.

The second session focuses on training employees to use the City's electronic document records management system (Ci Anywhere). This training is supported by record-keeping work instructions and guidelines, in line with the course outline.

Employees are expected to actively engage with the Information Management Training Plan. The effectiveness and efficiency of the record-keeping program is regularly reviewed to ensure it meets business needs and compliance requirements. At the end of each training session, employees complete evaluation forms.

Elected Members receive training on their record-keeping obligations and associated processes at the start of their term. They are provided with regular updates through standard communication channels. Additionally, all current record-keeping policies are accessible at any time through a central electronic repository for both Elected Members and employees.

# Policy Review in 2023/2024

 2. 4.  1. 4.

The Council is responsible under the *Local Government Act 1995* for determining local government policies to provide Council and employees with the detail and frameworks needed to make decisions and provide services in a way that is consistent, fair and proper. There are two types of policies developed by the City:

- **Council policies:** these are strategic policies which guide the management and development of the City's resources, facilities, assets and services, as well as the financial management systems and requirements for Elected Members; and

- **Corporate policies:** these are administrative and operational policies, management guidelines and procedures which are developed for internal purposes and are endorsed by the Chief Executive Officer rather than adopted by Council.

In 2023/2024, Council adopted the following amended policies:

Elected Member Continuing Professional Development Policy	24 July 2023 and 26 February 2024
Electoral Caretaker Period Policy	24 July 2023
Risk Management Policy	24 June 2024
Temporary Employment or Appointment of CEO Policy	18 December 2023
Committee Policy	30 October 2023
Customer Privacy Policy	28 August 2023
Debt Collection Policy	28 August 2023
Gratuity Payments and Farewell Gifts for Employees Policy	28 August 2023
Investment Policy	28 August 2023
Financial Hardship for Debtors Policy	28 August 2023
Quality Policy	28 August 2023
Reimbursement for Private Plumbing Works Policy	28 August 2023
Sewer Headworks Contributions Policy	28 August 2023
Sister City Relationships Policy	28 August 2023
Sister City Selection Process Policy	28 August 2023
Temporary Employment of CEO or Acting CEO Policy	28 August 2023
Mobile IT Device Usage Policy	28 August 2023
Water Services Financial Hardship Policy	28 August 2023
Financial Hardship for Debtors Policy	29 January 2023
Record keeping policy	27 May 2024



**In 2023/2024, Council adopted the following new policies:**

Working Group Policy	30 October 2023
External Committee Policy	30 October 2023
Risk Management Framework	24 June 2024
Attendance at Events Policy	28 August 2023
Execution of Documents and Use of Common Seal Policy	28 August 2023
Elected Member Handbook for a Respectful Workplace	28 August 2023
Family Violence Policy	28 August 2023
Child Safe Awareness Policy	25 March 2024
LPP2 - Advertising Planning Proposals	18 December 2023
LPP3 - Outbuildings in Residential and Rural zones	18 December 2023
LPP4 - Sea-Containers in Residential Areas	18 December 2023
LPP5 - Repurposed Dwellings in Residential Areas	18 December 2023
LPP6 - Home Based Businesses and Family Day Care	18 December 2023
LPP10 - Landscaping	18 December 2023
LPP11 - Parking	18 December 2023
LPP12 - Waiver Planning Fees	18 December 2023

**In 2023/2024, Council repealed the following policies:**

Requirements for Subdivision Policy	28 August 2023
Accounting Policy	28 August 2023
Use of Common Seal Policy	28 August 2023
Goldfields Oasis Alcohol Consumption Policy	28 August 2023
Conditions on Use of Oasis Clubhouse Toilet and Shower Facilities Policy	28 August 2023
LPP7 revoked LPS1 LPP4 – Development Guidelines for Heritage Precincts and Places of Heritage Significance	18 December 2023
LPP3 revoked LPS1 LPP5 – Development in Rural Zones	18 December 2023
LPP11 revoked LPP01 – Variation of Development Standards and/or Requirements of the Town Planning Scheme.	18 December 2023
LPP9 revoked LPS1 LPP3 – Signage Policy Development Guideline for Heritage Precincts and Places of Heritage Significance	18 December 2023
LPP1 revoked Local Planning Policy (LPP) 9 – Local Planning policy: LPP09 Workforce Accommodation.	18 December 2023

# National Competition Policy



2.

The City adheres to the provisions of clause seven of the Competition Principles Agreement (CPA). This is a contractual agreement between the Federal Government and all State and Territory Governments. The CPA aims to ensure all public sector enterprises operate in a transparent manner in the best interests of the public. Under the CPA, public sector enterprises are required to review their operations to ensure they have no competitive advantage or disadvantage as a result of their public status.

This year has seen the Council commit to improving transparency with City residents in order to inspire more engagement and stimulate discussion between Elected Members and the broader community.

This includes reviewing the way Council operates, which aligns with the City's Strategic Community Plan.








# Looking Forward





This section sets out a summary of priority projects and services that we will deliver over the 2024/2025 financial year. These are set out under each of the City's directorates and executive portfolios.

Each year, the City's CEO, Executive Leadership Team and Council determine priorities through detailed review of the City's Long Term Financial Plan, Community Strategic Plan, Corporate Business Plan and the results from any Community Perception or other surveys conducted by the City.



# 2024/2025 Budget Highlights

Council adopted the 2024/2025 budget on 22 July 2024.  
Highlights of the 2024/2025 budget include:

A budgeted surplus  
(of \$0.3m)

Materials and contracts are  
\$3.6m higher than 2023/2024  
forecast. Additional expenditure  
is expected in 2024/2025 due to  
delays in project completions and  
availability of contractors.

Total income is budgeted to be  
10% (\$9.7m) higher than the  
2023/2024 forecasted income.

Rates revenue increase of 10%  
providing additional rates income  
of \$3.1m against 2023/2024  
forecasted rates income.

7% overall increase in fees and  
charges totalling \$3.3m as per  
increase in schedule of fees  
and charges, and an expected  
increase in number of sales.

Employment costs are \$5.2m  
higher than 2023/2024 forecast.  
This 16% increase reflects a  
4% salary increase across the  
City, along with filling vacant  
positions.

Total capital spend for 2024/2025 is budgeted at \$101m consisting of:



## \$36.97m

Roads renewals and upgrades

*Partly funded by \$10m loans*



## \$18.5m

Sewerage works program

*Partly funded by \$13m loans*



## \$9.1m

New plant and plant renewal

*Partly funded by \$4.5m loans*



## \$6.2m

Development of the Airport

# Organisational Re-alignment

In the months following the local government elections, the City's Executive Leadership Team conducted a review in relation to the structure of the organisation to meet community, Council and operational needs. This review resulted in the June 2024 announcement of an organisational realignment, intended to improve organisational efficiency and service delivery, addressing concerns with the current reporting arrangements to minimise duplication, reducing workload pressures and improving responsiveness of the organisation to Council's priority focus areas. In particular, focus areas for these changes include:

- Expansion of Community Safety services;
- Increased focus on relationship building and advocacy on behalf of the City and the Kalgoorlie-Boulder community; and
- Expansion of staffing in Project Management Office, Governance, Procurement and Contract Management and Leasing teams.

The changes will be implemented in a staggered approach across the first half of the 2024/2025 financial year.



## \$6.3m

Development of the Youth Precinct



## \$5.4m

Oasis building improvements



## \$3.8m

Lighting Upgrades



## \$3.5m

GAC Event Pavilion Development

Fully funded by a \$3.5m loan



# Advocacy and Strategy

## Upcoming Projects

The newly developed Directorate of Advocacy and Strategy reflects a shift in Council priorities to improve the City's relationships with stakeholders including State and Federal government and third-party investors. Over the last year, the City has worked to raise the profile of Kalgoorlie-Boulder with key decision-makers at the State and Federal Government levels through advocacy of various issues from housing shortages to key infrastructure projects.

In the 2023/2024 financial year, secured funding from the State and Federal Government funding included:

- Secured \$4m from the State Government's Infrastructure Development Fund to extend the City's main sewerage network to facilitate additional residential development at Hart Kerspien Drive;
- Department of Communities - Attraction and Retention Packages for Regional Child Care Workers;

- Department of Local Government, Sport and Cultural Industries - Club Night Lights Program – 2024/2025 February Small Grant Round (Usher Park);
- Department of Social Services - Brokerage Funding for Community-Led Support Funding; and
- Department of Infrastructure, Transport, Regional Development, Communication and the Arts – Priority Community Infrastructure Program (Oasis Outdoor Pool Development).

A new advocacy strategy is in development to establish the City as a local government of influence and a leader in advocating on behalf of its community.

An annual Advocacy Action Plan will be developed in consultation with the City's stakeholders and include detailed actions for each financial year in line with Council's annual budget and operational considerations.



### Strategic Community Plan – Major Review

💡 1. 2. 4. 🧑 1. 2. 3. 4. 🗣️ 1. 2. 3. 4. 🧑 1. 5.

During the 2024/2025 financial year, the City will commence consultation with internal and external stakeholders including Council and the community with a view to informing a major review of its Strategic Community Plan.

# Corporate and Commercial Upcoming Projects



## Events Strategy

👤 1. 2. 4. 💡 1. 2. 3. 4. 🧑 1. 4.  
👤 2. 👤 2. 4. 👤 1. 2. 3. 4. 5.

The City will finalise and embed its new Events Strategy, which will assist with long-term planning and budgeting, as well as providing guidance on building community capacity in relation to the delivery of events. The Events Strategy will outline the events the City coordinates, supports or participates in, and the role the City plays in the delivery of these events. It will support the development of a diverse portfolio of events to cater to a wide range of interests and demographics and ensure inclusivity through the facilitation of a range of cultural, recreational and family-oriented events.



## Airport Masterplan

👤 3. 💡 4. 🧑 1. 👤 2. 4. 👤 1. 2. 4. 5.

The City is developing an airport precinct that optimises capacity and land use whilst meeting aviation compliance and operating standards. The Airport Masterplan provides flexibility to enable staged improvements that balance community, airline and airport stakeholders, regulators and environmental measures. Examples of stages and projects within the Airport Masterplan include:

- Long-term parking solutions;
- Relocation of hire car service booths;
- Re-design of terminal layout;
- Updating check-in services with kiosks and bag drop facilities;
- Land use aligned to identified City needs; and
- Full review of General Aviation services and use within the Airport e.g. runway, holding bays, terminal, GA Apron.

The City anticipates expending \$5m in the 2024/2025 financial year on the development of designs and plans for the Airport Masterplan.



## Oasis Masterplan

👍 2. 4. 💡 1. 2. 3. 🚶 1. 👤 1. 2. 4. 🧑 1. 2. 3. 4. 5.

The Oasis Redevelopment will consist of multiple stages as outlined in the Masterplan.

Stage 1 of the Oasis Redevelopment is the development of the 50m free-form outdoor swimming pool which will feature a beach entry for accessibility and picnic area. Funding opportunities are still being explored, but the City anticipates expending \$1m in 2024/2025 in relation to design works and site preparation in anticipation of this project commencing in the 2025/2026 financial year.

As set out below, roof and air conditioning upgrades will also be completed in 2024/2025 at a total anticipated cost of \$3m. This is a priority project to prevent further infrastructure degradation, protect equipment, people, and structures so they do not fall further into disrepair.

The broader Masterplan project proposes hiring an independent consultant to undertake a full assessment and work schedule to proactively address concerns within the Goldfields Oasis Recreation Centre for the safe delivery of day-to-day operations.

## Golf Course Precinct

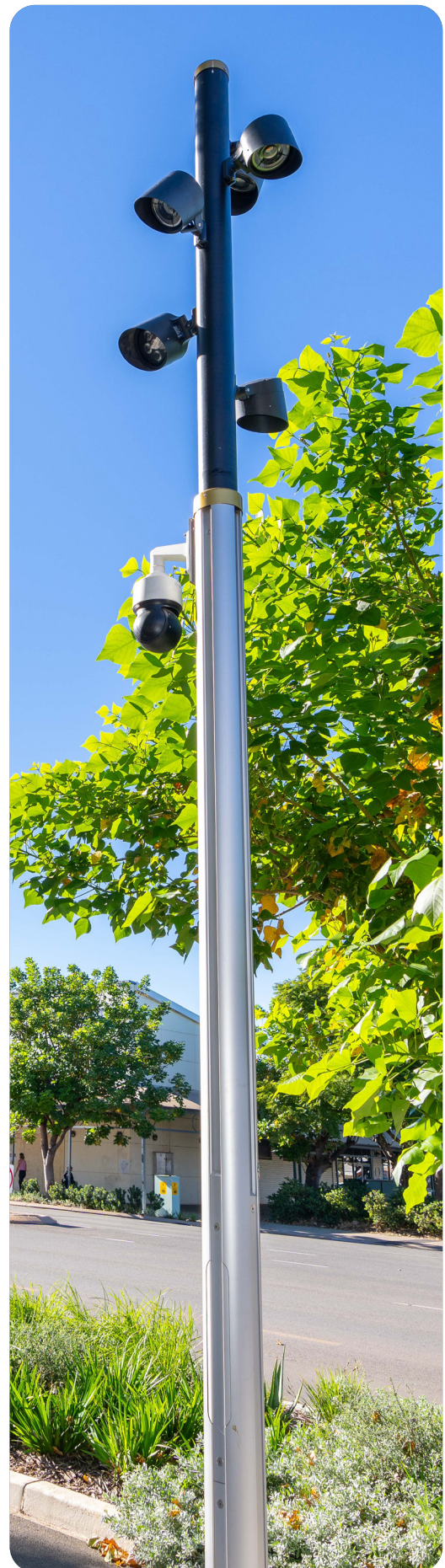
👍 2. 💡 1. 2. 3. 4. 🚶 4. 👤 1. 2. 4. 🧑 1. 2. 3. 4. 5.

The project will focus on managing the aged infrastructure at the Golf Course, help with income continuity and address several identified health and safety hazards. The work scope includes finalisation of the commercial kitchen upgrade, safety flooring, as well as food and beverage storage. The project is a continuation of the existing work on design of the kitchen and marquee, variations to the internal floor plan and painting works.

## CCTV Network

👍 1. 2. 3. 💡 2. 🚶 1. 👤 2. 🧑 1. 4.

This project includes installing more cameras (200) in identified high risk crime locations, establishing a Command Centre, and enhancement of the existing CCTV network by including motion and voice activation. The project is in furtherance of the City's increased focus on delivering outcomes to improve Community Safety and Crime Prevention and it will be established as a joint venture with local police with an anticipated expenditure of \$1m by the City.





# Engineering Upcoming Projects



## Kingsbury Park Youth Precinct Redevelopment

👍 1. 2. 4. 💡 1. 2. 3. 🧑 1. 👥 2.  
👥 4. 🧑 1. 2. 3. 5.

The Kingsbury Park Youth Precinct (Precinct) Redevelopment project aims to increase youth engagement and enjoyment by providing a new, modern hub for Kalgoorlie-Boulder youth.

The following elements will be developed in the revitalised Precinct:

- Construction of a new pump track which accommodates all skill levels (beginner to advanced);
- Feature play towers – bridges, netting and observation points;
- Hang out spaces including an elevated drop-in platform including entry ramp;

- Multipurpose full and half court which combines basketball, netball and various other ball sports;
- Food truck parking and hireable kiosk space;
- New toilet block and storage areas;
- Interactive social spine which includes lighting, seating and planting;
- Repairs to the existing skatepark; and
- Parkour and tag zones.

The project commenced in 2023/2024 and is expected to be completed in 2024/2025, at a cost of \$6.3m in 2024/2025 (being part funded through a number of external grants).



## Roads Renewal Program

 3.  2. 4.  1.  2.  1. 4. 5.

A total of 81km of sealed roads were completed as part of the Road Resurfacing Program (which consists of a total of 382km), and the Rural Road Maintenance Program will ensure rural roads (which consists of a total of 1092km) are maintained to provide for traffic and weather impact with the objective to maintain safety on our roads. The City implements various road asset management solutions (resurfacing treatments) to improve and preserve the condition of the road pavements and maintain a safe and efficient road network. The program will be delivered in accordance with the road maintenance and renewal plan that was presented to Council in July 2024, and \$22m is expected to be expended over the 2024/2025 financial year (with \$15m to be funded through external grant funding programs).

## Upgrades at South Boulder Wastewater Treatment Plant

 1.  1. 2.  2.  1. 4. 5.

The Kalgoorlie-Boulder Water Bank (KBWB) Project (Stages 0 to 3) has been developed to be delivered in four priority stages:

Completed Stage:

- Stage 0 - comprised of the South Boulder Wastewater Treatment Plant (SB WWTP) Lagoons upgrade, a new pipeline and pump facility, and Old Boulder Lagoons Pump Station upgrade, costing \$12.2m, was completed between 2020-2023 and funded by the City.

Three future stages are planned with the expectation that Stage 1 and Stage 2 will commence in 2024/2025, once funding is secured and significant procurement requirements are completed. It is anticipated that the City will expend \$19,025,588 in 2024/2025.

- Stage 1 will comprise of the SB WWTP Enhancement construction works (including a Rock Filter upgrade), and construction of a new water recycling dam (Basin 3) at the existing Racecourse Dam site, which will result in improved recycled water treatment infrastructure (enabling a Class B outcome) and additional water basin storage (129ML).
- Stage 2 – Construction of two further dams (Basins 1 and 2) and enhanced recycled water movement from the SB WWTP to the Swan Lakes Dam (pipeline and pump station).

- Stage 3 – Construction of one dam (Basin 4), a desalination pilot processing plant in partnership with industry, and evaporative controls on selected dams/basins.

## Sewer upgrades

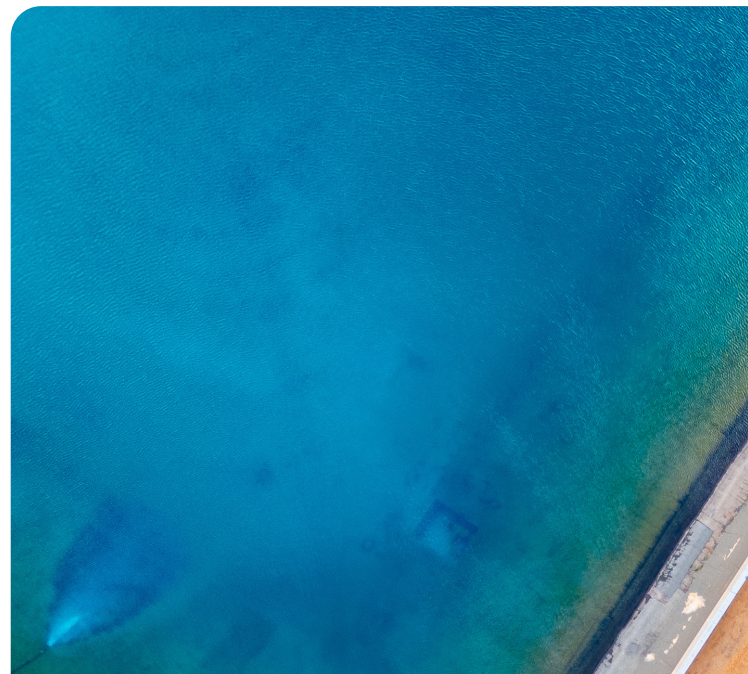
- Upgrade of existing sewer to 450mm main trunk to facilitate key worker accommodation village of up to 397 dwellings at Lot 9003, 9004 and 9005 Hart Kerspien Drive, Broadwood, at a cost of \$5.6m (to be part funded through grant funding and third-party investment).

## Sports precinct lighting

 1. 2. 4.  1. 2. 3.  1. 2.  1. 5.

The City anticipates expending \$2m in 2024/2025 (part funded by grant opportunities) for the first year of a three-year project to upgrade lighting to the City's Sports precincts to bring lighting levels up to Australian Standards for the sports being played at each of the following sites:

- Oasis Playing Field 1;
- Oasis Playing Field 2;
- Sir Richard Moore Sporting Oval;
- Wallace Park;
- Shepherdson Park;
- Usher Park West;
- Usher Park East;
- Morrison Oval;
- Ray Finlayson Sporting Centre;
- Boulder Oval (Digger Daws);
- Oasis Netball Courts; and
- Kalgoorlie Golf Course Driving & Putting Range.



## Footpaths and Cycleways

👍 3. 4. 💡 2. 4. 🚶 1. 👤 2. 🧑 1. 4. 5.

The Footpath and SUP (Shared Used Path) Program will target the backlogs of the renewal/upgrade of footpaths in the City through a schedule of works that will be prepared based on priorities. These are determined through several factors including condition survey ratings, pedestrian generator location impact, footpath hierarchy, traffic volumes, pedestrian volumes, impact on vulnerable users, and community feedback. The City expects to spend \$2m over the 2024/2025 financial year which will be part-funded through external grant opportunities.

In addition, the Central Business District footpath project will also be delivered at an expected cost of \$4m in the 2024/2025 financial year. This project is comprised of the following stages:

- Condition assessment;
- Preparation of an implementation plan to renew/upgrade footpaths;
- Feature and services survey;
- Cost assessment and evaluation of improvement options; and
- Design and improve some areas of the network.

In the short term, it is planned to construct a footpath on Porter Street from Hannan Street to Egan Street as a first stage by replacing the pavers with concrete, covering it with paint and a polyurethane sealer, and harvesting pavers to fix and temporarily make the Hannan Street section safe. The Hannan Street Section is planned to be replaced later with robust concrete pavement, including a suitable surface treatment for cleaning.

## Shade Sales, Playground and Pump Tracks

👍 1. 2. 4. 💡 1. 2. 3. 🚶 1. 👤 2. 🧑 1. 3. 4. 5.

This is a three-tiered project incorporating sun protection, safety of equipment and diversity of activities. The City anticipates expending \$2.3m in 2024/2025 in the first stage of delivering rolling upgrades for three of the City's playgrounds on an annual basis (to be completed over 10 years). The selection of each playground is decided based on compliance with Australian standards and volume of community use, and includes access to shaded space and upgrading with shade sails where necessary. The project also includes identifying suitable locations and setting up pump tracks to increase youth diversion activities.

### Other projects

Additional major projects for delivery by the Engineering directorate in 2024/2025 include:

- Air conditioning upgrade for the City's Administration Building (\$1m);
- Staff housing construction (\$2m);
- Goldfields Arts Centre Events Pavilion (\$3.5m);
- Develop Stormwater Management Plan; and
- CBD roads resurfacing program (ongoing).







## Development and Growth Upcoming Projects

### Community Safety and Crime Prevention

1. 2. 4. 2. 1. 2.  
1. 2. 3. 4. 2. 4. 5.

Recruitment of expanded Safer Streets Patrol team to increase the City's on the ground services offered in central business districts, including street and security patrols.

### Housing and Land Initiatives

1. 3. 5. 2. 4. 1. 3. 5.

Initiatives that will continue to be developed over 2024/2025 include reviewing options for acquisition of lazy land from the State government, sale of key City-owned freehold land parcels, advocating for release of State-owned land for housing development and identification of development opportunities for housing investment for short-term and long-term housing for residents, essential workers and social housing projects.

### 101 Brookman Street

1. 3. 5. 2. 4. 1. 3. 5.

The City anticipates spending \$2m in 2024/2025 to demolish buildings and associated structures at 101 Brookman Street (the former Coles/Kmart site) in the Kalgoorlie central business district and undertake site stabilisation between Kalgoorlie City Centre and 101 Brookman Street. These works are required in order for development opportunities to be explored further - the site is intended to be used for housing and commercial development (including public open space).

### Other projects

Additional major projects delivery by the Development and Growth directorate in 2024/2025 include:

- Development of Economic Development Strategy;
- Development of Kalgoorlie Town Centre Strategy; and
- Industry Attraction and Retention initiatives.

## Finance Upcoming Projects

 1.  2.  1. 4. 5.

The Finance team will focus on the following priorities over 2024/2025:

- Increased organisation-wide training in all areas;
- Updates of processes and procedures for procurement;
- Reconfiguring the internal budget process; and
- Continue to aim towards a paperless workflow.

## Governance Upcoming Projects

 1. 2.  1. 2. 3. 4.  1. 4.

The Governance team will continue to focus on delivery of improved reporting to Council in relation to all areas of the City's service and project delivery and implementing the new Risk Management requirements across the City.

Governance projects for 2024/2025 include:

- Facilitation of review of the City's Local Laws;
- Recruitment of new Coordinator Internal Audit role to deliver continuous internal audit projects and report to the Audit and Risk Committee and Council;
- Recruitment of new Coordinator Special Projects role to deliver corporate performance, process mapping and business improvement activities;
- Facilitation of Contract Management System review with external consultants; and
- Development of Organisational Performance Indicators to support corporate performance reporting.

## People and Culture Upcoming Projects

 1.  2. 4.  1. 3. 4.

The People and Culture team will continue to focus on critical projects commenced during 2023/2024 including:

- Finalising the development and implementation of new Human Resources software applications in recruitment, performance, core HR and a learning management system;
- Finalising the City's new Workforce Plan;
- Completing the City's Attraction and Retention Strategy and implementing a plan to deliver this;
- Ensuring the City continues to run regular Culture surveys to measure progress towards becoming an employer of choice;

- Training needs analysis (TNA) completed to help establish careers paths for officers, identifying development opportunities to support this and to upskill people leaders;
- Bargaining strategy created for bargaining of Employment Agreement in 2025; and
- Appointment of new Manager Work Health and Safety to focus on development of new Work Health and Safety Strategic plan and management systems. These include updating policies and procedures, ensuring ongoing delivery of the right practices for the City, continuous improvement activities, delivering training and facilitating the City's innovation in this critical focus area.





# Financial Statement

**CITY OF KALGOORLIE-BOULDER**  
**FINANCIAL REPORT**  
**FOR THE YEAR ENDED 30 JUNE 2024**

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The City of Kalgoorlie-Boulder conducts the operations of a local government with the following community vision:

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

Principal place of business:  
577 Hannan St  
Somerville WA 6430







**CITY OF KALGOORLIE-BOULDER  
FINANCIAL REPORT  
FOR THE YEAR ENDED 30 JUNE 2024**


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

**STATEMENT BY CEO**

The accompanying financial report of the City of Kalgoorlie-Boulder has been prepared in compliance with the provisions of the *Local Government Act 1995* from proper accounts and records to present fairly the financial transactions for the reporting period ended 30 June 2024 and the financial position as at 30 June 2024.

At the date of signing this statement the particulars included in the financial report are not misleading or inaccurate.

Signed on the 9th day of December 2024

  
\_\_\_\_\_  
CEO  
  
\_\_\_\_\_  
Andrew Brien





**CITY OF KALGOORLIE-BOULDER  
STATEMENT OF COMPREHENSIVE INCOME  
FOR THE YEAR ENDED 30 JUNE 2024**

	NOTE	2024 Actual	2024 Budget	2023 Actual (Restated)*
		\$	\$	\$
<b>Revenue</b>				
Rates	2(a),28	30,637,622	30,752,497	28,954,743
Grants, subsidies and contributions	2(a)	7,337,239	5,403,000	6,764,650
Fees and charges	2(a)	46,806,198	47,422,350	41,499,412
Income from property	2(a)	756,444	950,000	799,157
Interest revenue	2(a)	3,088,685	1,123,851	2,041,638
Other revenue	2(a)	7,879,359	3,644,185	6,089,644
		96,505,547	89,295,883	86,149,244
<b>Expenses</b>				
Employee costs	2(b)	(32,141,743)	(29,745,237)	(29,170,421)
Materials and contracts		(26,700,151)	(26,052,081)	(21,588,619)
Contributions, donations and subsidies		(6,326,850)	(2,536,176)	(3,182,996)
Utility charges		(4,166,381)	(4,200,359)	(3,512,579)
Depreciation		(24,117,704)	(25,354,635)	(24,948,646)
Finance costs		(1,446,919)	(1,658,055)	(1,428,632)
Insurance		(1,068,827)	(1,660,800)	(1,116,953)
Other expenditure	2(b)	(812,346)	(190,818)	(574,473)
		(96,780,921)	(91,398,161)	(85,523,319)
		(275,374)	(2,102,278)	625,925
Capital grants, subsidies and contributions	2(a)	12,006,518	24,328,699	7,410,880
Profit on asset disposals		103,431	369,996	224,629
Loss on asset disposals		(30,206)	(36,067)	(7,430)
Change of Investment in Associate (AMCA)	7(a)	(18,703)	0	3,577
		12,061,040	24,662,628	7,631,656
<b>Net result for the period</b>	27(b)	<b>11,785,666</b>	<b>22,560,350</b>	<b>8,257,581</b>
<b>Total comprehensive income for the period</b>		<b>11,785,666</b>	<b>22,560,350</b>	<b>8,257,581</b>

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

\*Restated - refer to note 33 for correction of prior period error relating to land not owned by the City.



**CITY OF KALGOORLIE-BOULDER  
STATEMENT OF FINANCIAL POSITION  
AS AT 30 JUNE 2024**

	NOTE	2024	2023 (Restated)*	1 July 2022 (Restated)*
		\$	\$	\$
<b>CURRENT ASSETS</b>				
Cash and cash equivalents	3	40,098,194	38,583,186	50,993,734
Trade and other receivables	5	17,593,488	16,865,698	10,536,918
Other financial assets	4(a)	1,202,139	7,060,840	7,378,978
Inventories	6	187,546	185,963	189,576
Land classified as held for sale	6	13,950,000	3,370,000	0
<b>TOTAL CURRENT ASSETS</b>		<b>73,031,367</b>	<b>66,065,687</b>	<b>69,099,206</b>
<b>NON-CURRENT ASSETS</b>				
Trade and other receivables	5	867,143	1,021,390	1,117,248
Inventories	6	80,000	80,000	80,000
Investment in associate	23(a)	2,322	21,025	17,449
Property, plant and equipment	7	184,906,007	189,186,729	180,107,329
Infrastructure	8	449,697,213	439,950,245	437,098,536
Right-of-use assets	10(a)	1,665,990	2,035,803	2,234,551
Investment property	11	11,089,952	11,206,388	10,846,271
<b>TOTAL NON-CURRENT ASSETS</b>		<b>648,308,627</b>	<b>643,501,580</b>	<b>631,501,384</b>
<b>TOTAL ASSETS</b>		<b>721,339,994</b>	<b>709,567,267</b>	<b>700,600,590</b>
<b>CURRENT LIABILITIES</b>				
Trade and other payables	12	14,254,048	14,757,458	13,834,330
Other liabilities	13	10,008,163	9,307,258	9,946,863
Lease liabilities	10(b)	285,478	301,799	291,314
Borrowings	14	1,083,313	1,049,113	1,015,992
Employee related provisions	15	2,806,056	2,967,227	2,317,130
Other provisions	16	224,252	131,700	131,700
<b>TOTAL CURRENT LIABILITIES</b>		<b>28,661,310</b>	<b>28,514,555</b>	<b>27,537,329</b>
<b>NON-CURRENT LIABILITIES</b>				
Lease liabilities	10(b)	1,359,225	1,642,216	1,893,203
Borrowings	14	3,523,581	4,606,894	5,655,988
Employee related provisions	15	793,744	585,306	520,304
Other provisions	16	31,901,474	30,903,302	29,936,354
<b>TOTAL NON-CURRENT LIABILITIES</b>		<b>37,578,024</b>	<b>37,737,718</b>	<b>38,005,849</b>
<b>TOTAL LIABILITIES</b>		<b>66,239,334</b>	<b>66,252,273</b>	<b>65,543,178</b>
<b>NET ASSETS</b>		<b>655,100,660</b>	<b>643,314,994</b>	<b>635,057,412</b>
<b>EQUITY</b>				
Retained surplus		306,328,639	297,705,658	286,460,334
Reserve accounts	31	36,407,300	33,244,615	36,232,357
Revaluation surplus	17	312,364,721	312,364,721	312,364,721
<b>TOTAL EQUITY</b>		<b>655,100,660</b>	<b>643,314,994</b>	<b>635,057,412</b>

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

\*Restated - refer to note 33 for correction of prior period error relating to land not owned by the City





**CITY OF KALGOORLIE-BOULDER  
STATEMENT OF CHANGES IN EQUITY  
FOR THE YEAR ENDED 30 JUNE 2024**

	NOTE	RETAINED SURPLUS \$	RESERVE ACCOUNTS \$	REVALUATION SURPLUS \$	TOTAL EQUITY \$
<b>Balance as at 1 July 2022 - As reported previously</b>		<b>286,460,334</b>	<b>36,232,357</b>	<b>363,384,116</b>	<b>686,076,807</b>
Correction of error	33	0	0	(51,019,395)	(51,019,395)
<b>Restated* Balance at 1 July 2022</b>		<b>286,460,335</b>	<b>36,232,357</b>	<b>312,364,721</b>	<b>635,057,412</b>
Comprehensive income for the period					
Net result for the period		8,257,581	0	0	8,257,581
Total comprehensive income for the period		8,257,581	0	0	8,257,581
Transfers from reserve accounts	31	15,765,000	(15,765,000)	0	0
Transfers to reserve accounts	31	(12,777,258)	12,777,258	0	0
<b>Restated* Balance as at 30 June 2023</b>		<b>297,705,658</b>	<b>33,244,615</b>	<b>312,364,721</b>	<b>643,314,994</b>
Comprehensive income for the period					
Net result for the period		11,785,666	0	0	11,785,666
Total comprehensive income for the period		11,785,666	0	0	11,785,666
Transfers from reserve accounts	31	10,273,900	(10,273,900)	0	0
Transfers to reserve accounts	31	(13,436,585)	13,436,585	0	0
<b>Balance as at 30 June 2024</b>		<b>306,328,639</b>	<b>36,407,300</b>	<b>312,364,721</b>	<b>655,100,660</b>

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

\*Restated - refer to note 33 for correction of prior period error relating to land not owned by the City.



**CITY OF KALGOORLIE-BOULDER  
STATEMENT OF CASH FLOWS  
FOR THE YEAR ENDED 30 JUNE 2024**

	NOTE	2024 Actual	2023 Actual
		\$	\$
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>			
<b>Receipts</b>			
Rates		29,144,189	28,177,039
Grants, subsidies and contributions		14,696,834	537,509
Fees and charges		45,199,707	40,914,968
Income from property		756,444	799,157
Interest revenue		3,088,685	2,041,638
Other revenue		7,879,359	6,089,644
		100,765,218	78,559,955
<b>Payments</b>			
Employee costs		(32,159,742)	(28,877,803)
Materials and contracts		(27,781,685)	(20,037,233)
Contributions, donations & subsidies		(6,326,850)	(3,182,996)
Utility charges		(4,166,381)	(3,512,579)
Finance costs		(448,747)	(461,684)
Insurance paid		(1,068,827)	(1,116,953)
Goods and services tax paid		(27,947)	514,601
Other expenditure		(812,349)	(574,473)
		(72,792,528)	(57,249,120)
<b>Net cash provided by operating activities</b>	18(b)	27,972,690	21,310,835
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>			
Payments for purchase of property, plant & equipment	7(a)	(15,522,933)	(18,905,194)
Payments for construction of infrastructure	8(a)	(27,609,147)	(21,016,560)
Payments for investment property	11	(44,932)	(517,846)
Capital grants, subsidies and contributions		12,006,518	7,410,880
Proceeds for financial assets at amortised cost		5,750,413	212,914
Proceeds from financial assets at amortised cost - self supporting loans		108,288	105,224
Proceeds from sale of property, plant & equipment		202,536	304,049
<b>Net cash (used in) investing activities</b>		(25,109,257)	(32,406,533)
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>			
Repayment of borrowings	30(a)	(1,049,113)	(1,015,973)
Payments for principal portion of lease liabilities	30(b)	(299,312)	(298,877)
<b>Net cash (used in) financing activities</b>		(1,348,425)	(1,314,850)
<b>Net increase (decrease) in cash held</b>		1,515,008	(12,410,548)
Cash at beginning of year		38,583,186	50,993,734
<b>Cash and cash equivalents at the end of the year</b>	18(a)	40,098,194	38,583,186

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





**CITY OF KALGOORLIE-BOULDER  
STATEMENT OF FINANCIAL ACTIVITY  
FOR THE YEAR ENDED 30 JUNE 2024**

	NOTE	2024 Actual	2024 Budget	2023 Actual (Restated)*
		\$	\$	\$
<b>OPERATING ACTIVITIES</b>				
<b>Revenue from operating activities</b>				
General rates	28	30,637,622	30,752,497	28,954,743
Grants, subsidies and contributions		7,337,239	5,403,000	6,764,650
Fees and charges		46,806,198	47,422,350	41,499,412
Income from property		756,444	950,000	799,157
Interest revenue		3,088,685	1,123,851	2,041,638
Other revenue		7,879,359	3,644,185	6,089,644
Profit on asset disposals		103,431	369,996	224,629
		96,608,978	89,665,879	86,373,873
<b>Expenditure from operating activities</b>				
Employee costs		(32,141,743)	(29,745,237)	(29,170,421)
Materials and contracts		(26,700,151)	(26,052,082)	(21,588,618)
Contributions, donations and subsidies		(6,326,850)	(2,536,176)	(3,182,996)
Utility charges		(4,166,381)	(4,200,359)	(3,512,579)
Depreciation		(24,117,704)	(25,354,635)	(24,948,646)
Finance costs		(1,446,919)	(1,658,055)	(1,428,632)
Insurance		(1,068,827)	(1,660,800)	(1,116,953)
Other expenditure		(812,346)	(190,818)	(574,473)
Loss on asset disposals		(30,206)	(36,067)	(7,430)
Change of investments in associates		(18,703)	0	3,577
		(96,829,830)	(91,434,229)	(85,527,171)
Non cash amounts excluded from operating activities	29(a)	25,313,537	25,020,706	29,118,070
<b>Amount attributable to operating activities</b>		25,092,685	23,252,356	29,964,772
<b>INVESTING ACTIVITIES</b>				
<b>Inflows from investing activities</b>				
Capital grants, subsidies and contributions		12,006,518	24,328,699	7,410,880
Proceeds from disposal of assets		202,536	725,460	304,049
Proceeds from financial assets at amortised cost - self supporting loans	30(a)	108,288	0	105,224
		12,317,342	25,054,159	7,820,153
<b>Outflows from investing activities</b>				
Purchase of property, plant and equipment	7(a)	(15,522,933)	(56,229,278)	(18,905,194)
Purchase and construction of infrastructure	8(a)	(27,609,147)	(39,747,981)	(21,016,560)
Purchase of investment property	11	(44,932)	(1,496,000)	(517,846)
		(43,177,012)	(97,473,259)	(40,439,600)
<b>Amount attributable to investing activities</b>		(30,859,670)	(72,419,100)	(32,619,447)
<b>FINANCING ACTIVITIES</b>				
<b>Inflows from financing activities</b>				
Proceeds from borrowings	30(a)	0	31,500,000	0
Transfers from reserve accounts	31	10,273,900	25,126,776	15,765,000
		10,273,900	56,626,776	15,765,000
<b>Outflows from financing activities</b>				
Repayment of borrowings	30(a)	(1,049,113)	(1,049,113)	(1,015,973)
Payments for principal portion of lease liabilities	30(b)	(299,312)	(326,028)	(298,877)
Transfers to reserve accounts	31	(13,436,585)	(11,790,000)	(12,777,258)
		(14,785,010)	(13,165,141)	(14,092,108)
<b>Amount attributable to financing activities</b>		(4,511,110)	43,461,635	1,672,892
<b>MOVEMENT IN SURPLUS OR DEFICIT</b>				
<b>Surplus or deficit at the start of the financial year</b>	29(b)	5,862,244	5,227,462	6,844,027
Amount attributable to operating activities		25,092,685	23,252,356	29,964,772
Amount attributable to investing activities		(30,859,670)	(72,419,100)	(32,619,447)
Amount attributable to financing activities		(4,511,110)	43,461,635	1,672,892
<b>Surplus or deficit after imposition of general rates</b>	29(b)	<b>(4,415,851)</b>	<b>(477,647)</b>	<b>5,862,244</b>

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

\*Restated - refer to note 33 for correction of prior period error relating to land not owned by the City.



**CITY OF KALGOORLIE-BOULDER  
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT  
FOR THE YEAR ENDED 30 JUNE 2024**

**1. BASIS OF PREPARATION**

The financial report of the City of Kalgoorlie-Boulder which is a Class 1 local government comprises general purpose financial statements which have been prepared in accordance with the *Local Government Act 1995* and accompanying regulations.

**Local Government Act 1995 requirements**

Section 6.4(2) of the *Local Government Act 1995* read with the *Local Government (Financial Management) Regulations 1996* prescribe that the financial report be prepared in accordance with the *Local Government Act 1995* and, to the extent that they are not inconsistent with the Act, the Australian Accounting Standards. The Australian Accounting Standards (as they apply to local governments and not-for-profit entities) and Interpretations of the Australian Accounting Standards Board were applied where no inconsistencies exist.

The *Local Government (Financial Management) Regulations 1996* specify that vested land is a right-of-use asset to be measured at cost, and is considered a zero cost concessionary lease. All right-of-use assets under zero cost concessionary leases are measured at zero cost rather than at fair value, except for vested improvements on concessionary land leases such as roads, buildings or other infrastructure which continue to be reported at fair value, as opposed to the vested land which is measured at zero cost. The measurement of vested improvements at fair value is a departure from AASB 16 which would have required the City to measure any vested improvements at zero cost.

The *Local Government (Financial Management) Regulations 1996* provide that:

- land and buildings classified as property, plant and equipment; or
- infrastructure; or
- vested improvements that the local government controls ;

and measured at reportable value, are only required to be revalued every five years. Revaluing these non-financial assets every five years is a departure from AASB 116 Property, Plant and Equipment, which would have required the City to assess at each reporting date whether the carrying amount of the above mentioned non-financial assets materially differs from their fair value and, if so, revalue the class of non-financial assets.

Accounting policies which have been adopted in the preparation of this financial report have been consistently applied unless stated otherwise. Except for cash flow and rate setting information, the financial report has been prepared on the accrual basis and is based on historical costs, modified, where applicable, by the measurement at fair value of selected non-current assets, financial assets and liabilities.

**Critical accounting estimates and judgements**

The preparation of a financial report in conformity with Australian Accounting Standards requires management to make judgements, estimates and assumptions that effect the application of policies and reported amounts of assets and liabilities, income and expenses.

The estimates and associated assumptions are based on historical experience and various other factors that are believed to be reasonable under the circumstances; the results of which form the basis of making the judgements about carrying amounts of assets and liabilities that are not readily apparent from other sources. Actual results may differ from these estimates.

As with all estimates, the use of different assumptions could lead to material changes in the amounts reported in the financial report. Actual results may differ from these estimates.

As with all estimates, the use of different assumptions could lead to material changes in the amounts reported in the financial report.

The following are estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year and further information on their nature and impact can be found in the relevant note:

- Fair value measurement of assets carried at reportable value including:
  - Property, plant and equipment - note 7
  - Infrastructure - note 8
- Expected credit losses on financial assets - note 5
- Assets held for sale - note 6
- Impairment losses of non-financial assets - note
- Investment property - note 11
- Estimated useful life of intangible assets - note 11
- Measurement of employee benefits - note 15
- Measurement of provisions - note 16

Fair value heirarchy information can be found in note 26

**The local government reporting entity**

All funds through which the City controls resources to carry on its functions have been included in the financial statements forming part of this financial report.

All monies held in the Trust Fund are excluded from the financial statements. A separate statement of those monies appears at Note 32 of the financial report.

**Initial application of accounting standards**

During the current year, the following new or revised Australian Accounting Standards and Interpretations were applied for the first time.

- *AASB 2021-2 Amendments to Australian Accounting Standards*

- *Disclosure of Accounting Policies or Definition of Accounting Estimates*

This standard resulted in terminology changes relating to material accounting policies (formerly referred to as significant accounting policies).

**New accounting standards for application in future years**

The following new accounting standards will have application to local government in future years:

- *AASB 2014-10 Amendments to Australian Accounting Standards*
    - *Sale or Contribution of Assets between an Investor and its Associate or Joint Venture*
  - *AASB 2020-1 Amendments to Australian Accounting Standards*
    - *Classification of Liabilities as Current or Non-current*
  - *AASB 2021-7c Amendments to Australian Accounting Standards*
    - *Effective Date of Amendments to AASB 10 and AASB 128 and Editorial Corrections [deferred AASB 10 and AASB 128 amendments in AASB 2014-10 apply]*
  - *AASB 2022-5 Amendments to Australian Accounting Standards*
    - *Lease Liability in a Sale and Leaseback*
  - *AASB 2022-6 Amendments to Australian Accounting Standards*
    - *Non-current Liabilities with Covenants*
- These amendments are not expected to have any material impact on the financial report on initial application.
- *AASB 2022-10 Amendments to Australian Accounting Standards*
    - *Fair Value Measurement of Non-Financial Assets of Not-for-Profit Public Sector Entities*

These amendment may result in changes to the fair value of non-financial assets. The impact is yet to be quantified.

- *AASB 2023-1 Amendments to Australian Accounting Standards*
  - *Supplier Finance Arrangements*

These amendments may result in additional disclosures in the case of applicable finance arrangements.



**CITY OF KALGOORLIE-BOULDER**  
**NOTES TO AND FORMING PART OF THE FINANCIAL REPORT**  
**FOR THE YEAR ENDED 30 JUNE 2024**

**2. REVENUE AND EXPENSES**

**(a) Revenue**

**Contracts with customers**

Recognition of revenue is dependant on the source of revenue and the associated terms and conditions associated with each source of revenue and recognised as follows:

Revenue Category	Nature of goods and services	When obligations typically satisfied	Payment terms	Returns/Refunds/Warranties	Timing of revenue recognition
Grants, subsidies and contributions	Community events, capital and non capital projects, service provision arrangements and sponsorship arrangements	Over time	Fixed terms transfer of funds based on agreed milestones and reporting	Contract obligation if project not complete	Output method based on project milestones and/or completion date matched to performance obligations
Fees and charges - licences, registrations, approvals	Building, planning, development and animal management.	Single point in time	Full payment prior to issue	None	On payment of the licence, registration or approval
Fees and charges - waste management entry fees	Waste treatment, recycling and disposal service at disposal sites	Single point in time	Payment in advance at gate or on normal trading terms if credit provided	None	On entry to facility
Fees and charges - airport landing charges	Permission to use facilities and runway	Single point in time	Monthly in arrears	None	On landing/departure event
Fees and charges - sale of stock	Bar, Food and Retail stock held at City facilities.	Single point in time	In full in advance	Refund for faulty goods	At point of sale
Other revenue - private works	Contracted private works	Single point in time	Monthly in arrears	None	At point of service

**Revenue Recognition**

Revenue recognised during the year under each basis of recognition by nature of goods or services is provided in the table below:

**For the year ended 30 June 2024**

Nature	Contracts with customers	Capital grant/contributions	Statutory Requirements	Other	Total
	\$	\$	\$	\$	\$
Rates	0	0	30,637,622	0	30,637,622
Grants, subsidies and contributions	0	0	7,337,239	0	7,337,239
Fees and charges	46,295,122	0	511,076	0	46,806,198
Income from property	756,444	0	0	0	756,444
Interest revenue	0	0	506,736	2,581,949	3,088,685
Other revenue	0	0	0	7,879,359	7,879,359
Capital grants, subsidies and contributions	0	12,006,518	0	0	12,006,518
<b>Total</b>	<b>47,051,566</b>	<b>12,006,518</b>	<b>38,992,673</b>	<b>10,461,308</b>	<b>108,512,065</b>

**For the year ended 30 June 2023**

Nature	Contracts with customers	Capital grant/contributions	Statutory Requirements	Other	Total
	\$	\$	\$	\$	\$
Rates	0	0	28,954,743	0	28,954,743
Grants, subsidies and contributions	0	0	0	6,764,650	6,764,650
Fees and charges	41,499,412	0	0	0	41,499,412
Income from property	799,157	0	0	0	799,157
Interest revenue	0	0	404,054	1,637,584	2,041,638
Other revenue	0	0	0	6,089,644	6,089,644
Capital grants, subsidies and contributions	0	7,410,880	0	0	7,410,880
<b>Total</b>	<b>42,298,569</b>	<b>7,410,880</b>	<b>29,358,797</b>	<b>14,491,878</b>	<b>93,560,124</b>

**CITY OF KALGOORLIE-BOULDER**  
**NOTES TO AND FORMING PART OF THE FINANCIAL REPORT**  
**FOR THE YEAR ENDED 30 JUNE 2024**

**2. REVENUE AND EXPENSES (Continued)**

**(a) Revenue (Continued)**

<b>Note</b>	<b>2024 Actual</b>	<b>2023 Actual</b>
	<b>\$</b>	<b>\$</b>
<b>Interest revenue</b>		
Financial assets at amortised cost - self supporting loans	16,716	19,784
Interest on reserve account	1,019,039	622,464
Rates instalment and penalty interest	506,736	404,054
Other interest revenue	1,546,194	995,336
	<b>3,088,685</b>	<b>2,041,638</b>

**(b) Expenses**

<b>Auditors remuneration</b>		
- Audit of the Annual Financial Report	107,230	90,390
- Other services – grant acquittals	7,790	14,200
	<b>115,020</b>	<b>104,590</b>
<b>Employee Costs</b>		
Employee benefit costs	32,141,743	29,170,421
	<b>32,141,743</b>	<b>29,170,421</b>
<b>Finance costs</b>		
Interest and financial charges paid/payable for lease liabilities and financial liabilities not at fair value through profit or loss	221,522	202,231
Rehabilitation Provision	998,172	966,948
Other interest expenses	174,811	203,368
Lease liabilities	52,414	56,085
	<b>1,446,919</b>	<b>1,428,632</b>
<b>Other expenditure</b>		
Sundry expenses	812,346	574,473
	<b>812,346</b>	<b>574,473</b>



**CITY OF KALGOORLIE-BOULDER**  
**NOTES TO AND FORMING PART OF THE FINANCIAL REPORT**  
**FOR THE YEAR ENDED 30 JUNE 2024**

**3. CASH AND CASH EQUIVALENTS**

	Note	2024 \$	2023 \$
Cash at bank and on hand		40,098,194	38,583,186
<b>Total cash and cash equivalents</b>	18(a)	40,098,194	38,583,186
Held as			
- Unrestricted cash and cash equivalents		(3,321,840)	11,485,004
- Restricted cash and cash equivalents	18(a)	43,420,034	27,098,182
		40,098,194	38,583,186

Due to the value of restricted funds at year end from grants received in advance, primarily the Community-Led Support Fund grant of \$4,524,137, and the absence of a separate bank account for these funds, along with Council approved budget transfers from municipal funds to the City's reserve funds, the unrestricted cash and cash equivalents show a negative balance as at 30 June 2024.

**MATERIAL ACCOUNTING POLICIES**

**Cash and cash equivalents**

Cash and cash equivalents include cash on hand, cash at bank, deposits available on demand with banks and other short term highly liquid investments with original maturities of three months or less that are readily convertible to known amounts of cash and which are subject to an insignificant risk of changes in value.

Bank overdrafts are reported as short term borrowings in current liabilities in the statement of financial position.

**Restricted financial assets**

Restricted financial asset balances are not available for general use by the local government due to externally imposed restrictions. Restrictions are specified in an agreement, contract or legislation. This applies to reserve accounts, unspent grants, subsidies and contributions and unspent loans that have not been fully expended in the manner specified by the contributor, legislation or loan agreement and for which no liability has been recognised.

**4. OTHER FINANCIAL ASSETS**

**(a) Current assets**

Financial assets at amortised cost

**Other financial assets at amortised cost**

Term deposits

Note	2024 \$	2023 \$
	1,202,139	7,060,840
	1,202,139	7,060,840
	1,202,139	7,060,840
	1,202,139	7,060,840

**MATERIAL ACCOUNTING POLICIES**

**Other financial assets at amortised cost**

The City classifies financial assets at amortised cost if both of the following criteria are met:

- the asset is held within a business model whose objective is to collect the contractual cashflows, and
- the contractual terms give rise to cash flows that are solely payments of principal and interest.

Fair values of financial assets at amortised cost are not materially different to their carrying amounts, since the interest receivable on those assets is either close to current market rates or the assets are of a short term nature. Non-current financial assets at amortised cost fair values are based on discounted cash flows using a current market rates. They are classified as level 2 fair values in the fair value hierarchy (see Note 26 (i)) due to the observable market rates).

Interest received is presented under cashflows from operating activities in the Statement of Cash Flows where it is earned from financial assets that are held for cash management purposes.

**Financial assets at fair value through profit or loss**

The City has elected to classify the following financial assets at fair value through profit or loss:

- debt investments which do not qualify for measurement at either amortised cost or fair value through other comprehensive income.
- equity investments which the City has elected to recognise as fair value gains and losses through profit or loss.

**Impairment and risk**

Information regarding impairment and exposure to risk can be found at Note 24.

**CITY OF KALGOORLIE-BOULDER  
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT  
FOR THE YEAR ENDED 30 JUNE 2024**

**5. TRADE AND OTHER RECEIVABLES**

	Note	2024 \$	2023 \$
<b>Current</b>			
Rates and statutory receivables		2,835,629	3,246,987
Trade receivables		10,014,332	10,562,411
Prepayments		586,739	579,826
GST receivable		27,947	0
Loans receivable - clubs/institutions		110,502	107,380
Accrued Income	24(b)	4,193,345	2,589,976
Allowance for credit losses of other receivables	24(b)	(175,006)	(220,882)
		17,593,488	16,865,698
<b>Non-current</b>			
Rates and statutory receivables		454,462	498,207
Loans receivable - clubs/institutions		412,681	523,183
		867,143	1,021,390

**MATERIAL ACCOUNTING POLICIES**

**Rates and statutory receivables**

Rates and statutory receivables are non-contractual receivables arising from statutory requirements and include amounts due from ratepayers for unpaid rates and service charges and other statutory charges or fines.

Rates and statutory receivables are recognised when the taxable event has occurred and can be measured reliably.

**Trade receivables**

Trade receivables are amounts receivable from contractual arrangements with customers for goods sold, services performed or grants or contributions with sufficiently specific performance obligations or for the construction of recognisable non financial assets as part of the ordinary course of business.

**Other receivables**

Other receivables are amounts receivable from contractual arrangements with third parties other than contracts with customers and amounts received as grants for the construction of recognisable non financial assets.

**Measurement**

Trade and other receivables are recognised initially at the amount of the transaction price, unless they contain a significant financing component, and are to be recognised at fair value.

**Classification and subsequent measurement**

Receivables which are generally due for settlement within 30 days except rates receivables which are expected to be collected within 12 months are classified as current assets. All other receivables such as, deferred pensioner rates receivable after the end of the reporting period are classified as non-current assets.

Trade and other receivables are held with the objective to collect the contractual cashflows and therefore the City measures them subsequently at amortised cost using the effective interest rate method.

Due to the short term nature of current receivables, their carrying amount is considered to be the same as their fair value. Non-current receivables are indexed to inflation, any difference between the face value and fair value is considered immaterial.

**Impairment and risk exposure**

Information about the impairment of trade receivables and their exposure to credit risk and interest rate risk can be found in Note 24.



**CITY OF KALGOORLIE-BOULDER**  
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**6. INVENTORIES AND LAND HELD FOR RESALE**

Note	2024	2023
	\$	\$
<b>Current</b>		
Fuel and materials	68,399	94,663
Oasis Stock	16,170	9,868
Golf course Stock	91,595	71,761
GAC Stock	11,382	9,671
	187,546	185,963
<b>Non-current</b>		
Land - cost of acquisition	80,000	80,000
	80,000	80,000
The following movements in inventories occurred during the year:		
<b>Balance at beginning of year</b>	265,963	269,576
Inventories expensed during the year	(265,963)	(269,576)
Additions to inventory	267,546	265,963
<b>Balance at end of year</b>	267,546	265,963
<b>Current Land held for resale</b>		
Land held for sale - completed lots	13,950,000	3,370,000
	13,950,000	3,370,000

**MATERIAL ACCOUNTING POLICIES**

**General**

Inventories are measured at the lower of cost and net realisable value.

Net realisable value is the estimated selling price in the ordinary course of business less the estimated costs of completion and the estimated costs necessary to make the sale.

**Land held for resale**

Land held for development and resale is valued at the deemed cost which represents fair value less costs to sell. Cost includes the cost of acquisition, development, borrowing costs and holding costs until completion of development.

**Land held for resale (Continued)**

Borrowing costs and holding charges incurred after development is completed are expensed.

Gains and losses are recognised in profit or loss at the time of signing an unconditional contract of sale if significant risks and rewards, and effective control over the land, are passed onto the buyer at this point.

Land held for resale is classified as current except where it is held as non-current based on the City's intentions to release for sale.

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**7. PROPERTY, PLANT AND EQUIPMENT**

**(a) Movements in Balances**

Movement in the balances of each class of property, plant and equipment between the beginning and the end of the current financial year.

	Total Property			Plant and equipment					Total property, plant and equipment
	Land	Buildings - non- specialised	Buildings - specialised	Total Property	Furniture and equipment - additions	Plant and equipment	Light Vehicles	WIP	
	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Balance at 1 July 2022 (Restated)</b>	27,720,405	63,439	127,431,307	155,215,151	2,304,364	10,218,198	1,499,224	10,870,392	180,107,329
Additions	0	0	2,280,956	2,280,956	1,979,511	672,677	876,086	13,095,964	18,905,194
Disposals	0	0	0	0	(7,602)	0	(79,249)	0	(86,851)
Assets classified as held for sale	(3,370,000)	0	0	(3,370,000)	0	0	0	0	(3,370,000)
Depreciation	0	(4,355)	(3,676,077)	(3,680,432)	(721,428)	(1,386,688)	(580,395)	0	(6,368,943)
<b>Balance at 30 June 2023 (Restated)</b>	24,350,405	59,084	126,036,186	150,445,675	3,554,845	9,504,187	1,715,666	23,966,356	189,186,729
<b>Comprises:</b>									
Gross balance amount at 30 June 2023	24,350,405	72,500	237,872,156	262,295,061	6,472,680	17,590,518	3,598,598	23,966,356	313,923,213
Accumulated depreciation at 30 June 2023	0	(13,416)	(111,835,970)	(111,849,386)	(2,917,835)	(8,086,331)	(1,882,932)	0	(124,736,484)
<b>Balance at 30 June 2023 (Restated)</b>	24,350,405	59,084	126,036,186	150,445,675	3,554,845	9,504,187	1,715,666	23,966,356	189,186,729
Additions	0	0	1,790,520	1,790,520	1,206,980	2,154,625	641,105	9,729,703	15,522,933
Disposals	0	0	(16,341)	(16,341)	(1,006)	(73,964)	(38,000)	0	(129,311)
Assets classified as held for sale	(13,950,000)	0	0	(13,950,000)	0	0	0	0	(13,950,000)
Depreciation	0	(4,355)	(2,920,003)	(2,924,358)	(916,442)	(1,611,413)	(331,982)	0	(5,784,194)
Transfers	749,936	0	10,000	759,936	0	228,610	(228,610)	(700,086)	59,850
<b>Balance at 30 June 2024</b>	11,150,341	54,729	124,900,363	136,105,433	3,844,377	10,202,045	1,758,179	32,995,973	184,906,007
<b>Comprises:</b>									
Gross balance amount at 30 June 2024	11,150,341	72,500	239,656,336	250,879,177	7,661,577	19,769,528	3,820,918	32,995,973	315,127,173
Accumulated depreciation at 30 June 2024	0	(17,771)	(114,755,973)	(114,773,744)	(3,817,200)	(9,567,483)	(2,062,739)	0	(130,221,166)
<b>Balance at 30 June 2024</b>	11,150,341	54,729	124,900,363	136,105,433	3,844,377	10,202,045	1,758,179	32,995,973	184,906,007



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**7. PROPERTY, PLANT AND EQUIPMENT (Continued)**

**(b) Carrying Amount Measurements**

<b>Asset Class</b>		<b>Fair Value Hierarchy</b>	<b>Valuation Technique</b>	<b>Basis of Valuation</b>	<b>Date of Last Valuation</b>	<b>Inputs Used</b>
<b>(i) Fair Value - as determined at the last valuation date</b>						
<b>Land and buildings</b>						
Land - freehold land		Level 2	Market approach using recent observable market values as evidence by sales transactions of similar property types	Independent registered Valuer	June 2022	Price per square metre
Land - freehold land		Level 2	Market approach using recent observable market values adjusted for condition and comparability, at their current use as highest and best use	Independent registered Valuer	June 2022	Price per square metre adjusted for zoning restrictions
Land - vested in and under the control of Council		Level 2	Market approach using recent observable market values adjusted for condition and comparability, at their current use as highest and best use	Independent registered Valuer	June 2022	Price per square metre adjusted for zoning restrictions
Buildings - non-specialised		Level 2	Market approach using recent observable market data for properties	Independent registered Valuer	June 2022	Price per square metre
Buildings - specialised		Level 3	Cost approach using depreciated replacement cost	Independent registered Valuer	June 2022	Construction costs and current condition (level 2), residual values and remaining useful life assessments (Level 3) inputs
Buildings - specialised		Level 2	Market approach using recent observable market data for properties	Independent registered Valuer	June 2022	Price per square metre
Level 3 inputs are based on assumptions with regards to future values and patterns of consumption utilising current information. If the basis of these assumptions were varied, they have the potential to result in a significantly higher or lower fair value measurement.						
During the period there were no changes in the valuation techniques used by the local government to determine the fair value of property, plant and equipment using either level 2 or level 3 inputs. The valuation techniques applied to property subject to lease was the same as that applied to property not subject to lease.						
<b>(ii) Cost</b>						
<b>Furniture and equipment</b>						
			Not Applicable	Cost	Not Applicable	Not Applicable
<b>Plant and equipment</b>						
			Not Applicable	Cost	Not Applicable	Not Applicable
Following a change to Local Government (Financial Management) Regulation 17A, plant and equipment type assets (being plant and equipment and furniture and equipment) are to be measured under the cost model, rather than at fair value. This change was effective from 1 July 2019 and represented a change in accounting policy. Revaluations carried out previously were not reversed as it was deemed fair value approximated cost at the date of change.						

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**8. INFRASTRUCTURE**

**(a) Movements in Balances**

Movement in the balances of each class of infrastructure between the beginning and the end of the current financial year.

	Infrastructure - Roads	Infrastructure - Footpaths	Infrastructure - Drainage	Infrastructure - Parks & Reserves	Infrastructure - Parking	Infrastructure - Street Lighting	Infrastructure - Sewerage	Infrastructure - Effluent	Infrastructure - Airport	Infrastructure - shelters	Infrastructure - Bus	Infrastructure - Waste Landfill	Total Infrastructure
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Balance at 1 July 2022</b>	268,682,194	32,419,364	5,513,501	20,779,119	9,394,308	153,750	47,968,146	6,784,673	19,415,750	0	345,000	26,642,731	437,098,536
Additions	15,634,629	412,072	2,789,300	7,633	0	0	907,987	285,429	0	0	0	979,500	21,016,560
Depreciation	(9,537,335)	(968,341)	(107,041)	(1,410,989)	(477,193)	(9,237)	(1,794,044)	(247,121)	(899,085)	(22,982)	(22,982)	(2,691,503)	(18,164,851)
<b>Balance at 30 June 2023</b>	274,779,488	31,863,095	8,195,760	19,375,763	8,917,115	144,513	47,082,099	6,822,981	18,516,685	322,018	322,018	23,930,728	439,950,245
<b>Comprises:</b>													
Gross balance at 30 June 2023	389,572,923	47,297,518	10,665,730	29,725,967	19,087,728	307,500	91,546,141	13,854,776	26,474,092	690,000	690,000	29,870,871	659,093,246
Accumulated depreciation at 30 June 2023	(114,793,435)	(15,434,423)	(2,469,970)	(10,350,204)	(10,170,613)	(162,987)	(44,464,042)	(7,031,795)	(7,957,407)	(367,982)	(367,982)	(5,940,143)	(219,143,001)
<b>Balance at 30 June 2023</b>	274,779,488	31,863,095	8,195,760	19,375,763	8,917,115	144,513	47,082,099	6,822,981	18,516,685	322,018	322,018	23,930,728	439,950,245
<b>Additions</b>	20,476,886	4,190,206	255,084	415,329	370,658	0	1,008,041	32,106	39,864	0	0	819,973	27,609,147
Depreciation	(9,257,176)	(992,336)	(133,321)	(1,425,155)	(477,871)	(12,300)	(1,607,040)	(244,481)	(898,614)	(22,977)	(22,977)	(2,731,058)	(17,802,329)
Transfers	0	0	0	(59,850)	0	0	0	0	0	0	0	0	(59,850)
<b>Balance at 30 June 2024</b>	285,999,198	35,060,965	8,317,523	18,306,087	8,809,902	132,213	46,484,100	6,610,606	17,657,935	299,041	299,041	22,019,643	449,697,213
<b>Comprises:</b>													
Gross balance at 30 June 2024	410,049,809	51,487,724	10,920,814	30,081,446	19,459,386	307,500	92,555,182	13,886,882	26,513,956	690,000	690,000	30,690,844	686,642,543
Accumulated depreciation at 30 June 2024	(124,050,611)	(16,426,759)	(2,603,291)	(11,775,359)	(10,648,484)	(73,287)	(46,071,082)	(7,276,276)	(8,856,021)	(390,959)	(390,959)	(8,671,201)	(236,945,330)
<b>Balance at 30 June 2024</b>	285,999,198	35,060,965	8,317,523	18,306,087	8,809,902	132,213	46,484,100	6,610,606	17,657,935	299,041	299,041	22,019,643	449,697,213



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**8. INFRASTRUCTURE (Continued)**

**(b) Carrying Amount Measurements**

Asset Class	Fair Value Hierarchy	Valuation Technique	Basis of Valuation	Date of Last Valuation	Inputs Used
(i) Fair Value - as determined at the last valuation date					
Infrastructure - Roads	Level 3	Cost approach using depreciated replacement cost	Independent registered Valuer	June 2022	Construction costs and current condition (Level 2), residual values and remaining useful life assessments (Level 3) inputs.
Infrastructure - Footpaths	Level 3	Cost approach using depreciated replacement cost	Independent registered Valuer	June 2022	Construction costs and current condition (Level 2), residual values and remaining useful life assessments (Level 3) inputs.
Infrastructure - Drainage	Level 3	Cost approach using depreciated replacement cost	Independent registered Valuer	June 2022	Construction costs and current condition (Level 2), residual values and remaining useful life assessments (Level 3) inputs.
Infrastructure - Parks & Reserves	Level 3	Cost approach using depreciated replacement cost	Independent registered Valuer	June 2022	Construction costs and current condition (Level 2), residual values and remaining useful life assessments (Level 3) inputs.
Infrastructure - Laneways	Level 3	Cost approach using depreciated replacement cost	Independent registered Valuer	June 2022	Construction costs and current condition (Level 2), residual values and remaining useful life assessments (Level 3) inputs.
Infrastructure - Parking	Level 3	Cost approach using depreciated replacement cost	Independent registered Valuer	June 2022	Construction costs and current condition (Level 2), residual values and remaining useful life assessments (Level 3) inputs.
Infrastructure - Street Lighting	Level 3	Cost approach using depreciated replacement cost	Independent registered Valuer	June 2022	Construction costs and current condition (Level 2), residual values and remaining useful life assessments (Level 3) inputs.
Infrastructure - Sewerage	Level 3	Cost approach using depreciated replacement cost	Independent registered Valuer	June 2022	Construction costs and current condition (Level 2), residual values and remaining useful life assessments (Level 3) inputs.
Infrastructure - Effluent	Level 3	Cost approach using depreciated replacement cost	Independent registered Valuer	June 2022	Construction costs and current condition (Level 2), residual values and remaining useful life assessments (Level 3) inputs.
Infrastructure - Airport	Level 3	Cost approach using depreciated replacement cost	Independent registered Valuer	June 2022	Construction costs and current condition (Level 2), residual values and remaining useful life assessments (Level 3) inputs.
Infrastructure - Bus Shelters	Level 3	Cost approach using depreciated replacement cost	Independent registered Valuer	June 2022	Construction costs and current condition (Level 2), residual values and remaining useful life assessments (Level 3) inputs.
Infrastructure - Water Conservation	Level 3	Cost approach using depreciated replacement cost	Independent registered Valuer	June 2022	Construction costs and current condition (Level 2), residual values and remaining useful life assessments (Level 3) inputs.
Infrastructure - Landfill	Level 3	Cost approach using depreciated replacement cost	Independent registered Valuer	June 2022	Construction costs and current condition (Level 2), residual values and remaining useful life assessments (Level 3) inputs.

Level 3 inputs are based on assumptions with regards to future values and patterns of consumption utilising current information. If the basis of these assumptions were varied, they have the potential to result in a significantly higher or lower fair value measurement.

During the period there were no changes in the valuation techniques used to determine the fair value of infrastructure using level 3 inputs.

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**9. FIXED ASSETS**

**(a) Depreciation**

**Depreciation rates**

Typical estimated useful lives for the different asset classes for the current and prior years are included in the table below:

<b>Asset Class</b>	<b>Useful life</b>
Buildings - specialised	50 to 200 years
Furniture and equipment	4 to 10 years
Plant and equipment	5 to 10 years
Light Vehicles	4 years
Airport	10 - 100 years
Infrastructure - Roads	Nil to 80 years
Infrastructure - Footpaths	20 years
Infrastructure - Drainage	80 years
Infrastructure - Parks & Reserves	Nil to 100 years
Infrastructure - Laneways	10 to 60 years
Infrastructure - Bus Shelters	50 years
Infrastructure - Parking	80 years
Infrastructure - Street Lighting	25 to 50 years
Infrastructure - Sewerage	10 to 80 years
Infrastructure - Effluent	10 to 80 years
Infrastructure - Water Conservation	10 to 80 years
Infrastructure - Landfill	9 to 15 years
Investment Property	50 to 150 years
Right of use - Land	Based on the remaining lease
Right of use - Plant and equipment	Based on the remaining lease
Right of use - Furniture and fittings	Based on the remaining lease

**(b) Fully Depreciated Assets in Use**

The gross carrying amount of assets held by the City which are currently in use yet fully depreciated are shown in the table below.

	<b>2024</b>	<b>2023</b>
	<b>\$</b>	<b>\$</b>
Buildings - non-specialised	871,000	871,000
Furniture and equipment	759,000	773,563
Plant and equipment	1,954,228	1,635,441
Light Vehicles	976,639	922,799
Right of use - Plant and equipment	266,107	266,107
	<b>4,826,974</b>	<b>4,468,910</b>



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**9. FIXED ASSETS (Continued)**

**MATERIAL ACCOUNTING POLICIES**

**Initial recognition**

An item of property, plant and equipment or infrastructure that qualifies for recognition as an asset is measured at its cost.

Upon initial recognition, cost is determined as the amount paid (or other consideration given) to acquire the assets, plus costs incidental to the acquisition. The cost of non-current assets constructed by the City includes the cost of all materials used in construction, direct labour on the project and an appropriate proportion of variable and fixed overheads. For assets acquired at zero cost or otherwise significantly less than fair value, cost is determined as fair value at the date of acquisition.

Assets for which the fair value as at the date of acquisition is under \$5,000 are not recognised as an asset in accordance with *Local Government (Financial Management) Regulation 17A(5)*. These assets are expensed immediately.

Where multiple individual low value assets are purchased together as part of a larger asset or collectively forming a larger asset exceeding the threshold, the individual assets are recognised as one asset and capitalised.

Individual assets that are land, buildings and infrastructure acquired between scheduled revaluation dates of the asset class in accordance with the City's revaluation policy, are recognised at cost and disclosed as being at reportable value.

**Measurement after recognition**

Plant and equipment including furniture and equipment and right-of-use assets (other than vested improvements) are measured using the cost model as required under *Local Government (Financial Management) Regulation 17A(2)*. Assets held under the cost model are carried at cost less accumulated depreciation and any impairment losses being their reportable value.

**Reportable Value**

In accordance with *Local Government (Financial Management) Regulation 17A(2)*, the carrying amount of non-financial assets that are land and buildings classified as property, plant and equipment, investment properties, infrastructure or vested improvements that the local government controls.

Reportable value is for the purpose of *Local Government (Financial Management) Regulation 17A(4)* is the fair value of the asset at its last valuation date minus (to the extent applicable) the accumulated depreciation and any accumulated impairment losses in respect of the non-financial asset subsequent to its last valuation date.

**Revaluation**

Land and buildings classified as property, plant and equipment, infrastructure or vested improvements that the local government controls and measured at reportable value, are only required to be revalued every five years in accordance with the regulatory framework. This includes buildings and infrastructure items which were pre-existing improvements (i.e. vested improvements) on land vested in the City.

Whilst the regulatory framework only requires a revaluation to occur every five years, it also provides for the City to revalue earlier if it chooses to do so.

For land, buildings and infrastructure, increases in the carrying amount arising on revaluation of asset classes are credited to a revaluation surplus in equity.

Decreases that offset previous increases of the same class of asset are recognised against revaluation surplus directly in equity. All other decreases are recognised in profit or loss.

Subsequent increases are then recognised in profit or loss to the extent they reverse a net revaluation decrease previously recognised in profit or loss for the same class of asset.

**Depreciation**

The depreciable amount of all property, plant and equipment and infrastructure, are depreciated on a straight-line basis over the individual asset's useful life from the time the asset is held ready for use. Leasehold improvements are depreciated over the shorter of either the unexpired period of the lease or the estimated useful life of the improvements.

The assets residual values and useful lives are reviewed, and adjusted if appropriate, at the end of each reporting period.

**Depreciation on revaluation**

When an item of property, plant and equipment and infrastructure is revalued, any accumulated depreciation at the date of the revaluation is treated in one of the following ways:

- (i) The gross carrying amount is adjusted in a manner that is consistent with the revaluation of the carrying amount of the asset.
- (ii) Eliminated against the gross carrying amount of the asset and the net amount restated to the revalued amount of the asset.

**Impairment**

In accordance with *Local Government (Financial Management) Regulations 17A(4C)*, the City is not required to comply with *AASB 136 Impairment of Assets* to determine the recoverable amount of its non-financial assets that are land or buildings classified as property, plant and equipment, infrastructure or vested improvements that the local government controls in circumstances where there has been an impairment indication of a general decrease in asset values.

In other circumstances where it has been assessed that one or more of these non-financial assets are impaired, the asset's carrying amount is written down immediately to its recoverable amount if the asset's carrying amount is greater than its estimated recoverable amount.

**Gains or losses on disposal**

Gains and losses on disposals are determined by comparing proceeds with the carrying amount. These gains and losses are included in the statement of comprehensive income in the period in which they arise.

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**10. LEASES**

**(a) Right-of-Use Assets**

Movement in the balance of each class of right-of-use asset between the beginning and the end of the current financial year.

Note	Right-of-use assets - land and buildings	Right-of-use assets - plant and equipment	Right-of-use assets Total
	\$	\$	\$
<b>Balance at 1 July 2022</b>	1,144,975	1,147,951	2,292,926
Depreciation	(18,601)	(238,522)	(257,123)
<b>Balance at 30 June 2023</b>	1,126,374	909,429	2,035,803
Gross balance amount at 30 June 2023	1,366,367	1,469,191	2,835,558
Accumulated depreciation at 30 June 2023	(239,993)	(559,762)	(799,755)
<b>Balance at 30 June 2023</b>	1,126,374	909,429	2,035,803
Depreciation	(129,196)	(240,617)	(369,813)
<b>Balance at 30 June 2024</b>	997,178	668,812	1,665,990
Gross balance amount at 30 June 2024	1,366,367	1,469,191	2,835,558
Accumulated depreciation at 30 June 2024	(369,189)	(800,379)	(1,169,568)
<b>Balance at 30 June 2024</b>	997,178	668,812	1,665,990

The following amounts were recognised in the statement of comprehensive income during the period in respect of leases where the City is the lessee:

	2024 Actual \$	2023 Actual \$
Depreciation on right-of-use assets	(369,813)	(257,123)
Finance charge on lease liabilities	(52,414)	(56,085)
Short-term lease payments recognised as expense	(174,215)	(50,196)
<b>Total amount recognised in the statement of comprehensive income</b>	<b>(596,442)</b>	<b>(363,404)</b>
Total cash outflow from leases	(351,726)	(354,962)

**(b) Lease Liabilities**

Current	285,478	301,799
Non-current	1,359,225	1,642,216
	30(b) 1,644,703	1,944,015

**MATERIAL ACCOUNTING POLICIES**

**Leases**

At inception of a contract, the City assesses if the contract contains or is a lease. A contract is, or contains, a lease if the contract conveys the right to control the use of an identified for a period of time in exchange for consideration.

At the commencement date, a right-of-use asset is recognised at cost and lease liability at the present value of the lease payments that are not paid at that date. The lease payments are discounted using the interest rate implicit in the lease, if that rate can be readily determined. If that rate cannot be readily determined, the City uses its incremental borrowing rate.

All contracts that are classified as short-term leases (i.e. a lease with a term of 12 months or less) and leases of low value assets are recognised as an operating expense on a straight-line basis over the term of the lease.

Details of individual lease liabilities required by regulations are provided at Note 30(b).

**Right-of-use assets - measurement**

Right-of-use assets are measured at cost. All right-of-use assets (other than vested improvements) under zero cost concessionary leases are measured at zero cost (i.e. not recognised in the Statement of Financial Position). The exception is vested improvements on concessionary land leases such as roads, buildings or other infrastructure which are reported at fair value.

Refer to Note 9 under revaluation for details on the material accounting policies applying to vested improvements.

**Right-of-use assets - depreciation**

Right-of-use assets are depreciated over the lease term or useful life of the underlying asset, whichever is the shorter. Where a lease transfers ownership of the underlying asset, or the cost of the right-of-use asset reflects that the City anticipates to exercise a purchase option, the specific asset is depreciated over the useful life of the underlying asset.



**CITY OF KALGOORLIE-BOULDER**  
**NOTES TO AND FORMING PART OF THE FINANCIAL REPORT**  
**FOR THE YEAR ENDED 30 JUNE 2024**

**11. INVESTMENT PROPERTY**

**Land at: Independent Valuation 2017**

Carrying balance at 1 July	3,496,000	3,496,000	3,496,000
Closing balance at 30 June	3,496,000	3,496,000	3,496,000

**Buildings at: Fair Value**

Carrying balance at 1 July	7,710,388	7,643,914	7,350,271
Acquisitions	44,932	1,496,000	517,846
Less Accumulated Depreciation	(161,368)	(160,164)	(157,729)
Closing balance at 30 June	7,593,952	8,979,750	7,710,388

**Total Investment Property**

11,089,952	12,475,750	11,206,388
------------	------------	------------

**Amounts recognised in profit or loss for investment properties**

Rental income	756,444	950,000	799,157
Direct operating expenses from property that generated rental income	(565,925)	(916,598)	(471,310)

**Leasing arrangements**

Investment properties are leased to tenants under long-term operating leases with rentals payable monthly. Minimum lease payments receivable on leases of investment properties are as follows:

Minimum lease payments under non-cancellable operating leases of investment properties not recognised in the financial statements are receivable as follows:			
Less than 1 year	549,907		480,388
1 to 2 years	441,247		362,516
2 to 3 years	331,533		241,082
3 to 4 years	186,357		149,669
4 to 5 years	135,248		70,376
> 5 years	267,680		57,566
	1,911,972		1,361,597

**MATERIAL ACCOUNTING POLICIES**

**Investment properties**

Investment properties are principally freehold buildings, held for long-term rental yields and not occupied by the City.

In accordance with *Local Government (Financial Management) Regulation 17A(2)*, the carrying amount of non-financial assets that are investment properties, are shown at their reportable value.

Reportable value for the purposes of *Local Government (Financial Management) Regulation 17A(4)* is the fair value of the asset at its last valuation date.

**Revaluation**

In accordance with the regulatory framework, investment properties are required to be revalued whenever required by AASB 140 and, in any event, every five years.

**Fair value of investment properties**

A management valuation was performed to determine the fair value of investment properties. The main Level 3 inputs used in the valuation were discount rates, yields, expected vacancy rates and rental growth rates estimated by management based on comparable transactions and industry data.

**CITY OF KALGOORLIE-BOULDER**  
**NOTES TO AND FORMING PART OF THE FINANCIAL REPORT**  
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**12. TRADE AND OTHER PAYABLES**

**Current**

Sundry creditors  
Creditor Accruals  
Accrued Salaries and Wages  
ATO Liabilities  
Rates Paid in Advance

2024	2023
\$	\$
9,424,784	7,829,503
1,019,385	2,967,921
737,883	780,020
0	23,129
3,071,996	3,156,885
14,254,048	14,757,458

**MATERIAL ACCOUNTING POLICIES**

**Financial liabilities**

Financial liabilities are initially recognised at fair value when the City becomes a party to the contractual provisions of the instrument.

Non-derivative financial liabilities (excluding financial guarantees) are subsequently measured at amortised cost.

Financial liabilities are derecognised where the related obligations are discharged, cancelled or expired. The difference between the carrying amount of the financial liability extinguished or transferred to another party and any consideration paid, including the transfer of non-cash assets or liabilities assumed, is recognised in profit or loss.

**Trade and other payables**

Trade and other payables represent liabilities for goods and services provided to the City prior to the end of the financial year that are unpaid and arise when the City becomes obliged to make future payments in respect of the purchase of these goods and services. The amounts are unsecured, are recognised as a current liability and are usually paid within 30 days of recognition. The carrying amounts of trade and other payables are considered to be the same as their fair values, due to their short-term nature.

**Prepaid rates**

Prepaid rates are, until the taxable event has occurred (start of the next financial year), refundable at the request of the ratepayer. Rates received in advance are initially recognised as a financial liability. When the taxable event occurs, the financial liability is extinguished and the City recognises income for the prepaid rates that have not been refunded.



**CITY OF KALGOORLIE-BOULDER**  
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**13. OTHER LIABILITIES**

	<b>2024</b>	<b>2023</b>
	<b>\$</b>	<b>\$</b>
<b>Current</b>		
Contract liabilities	4,585,767	914,407
Capital grant/contributions liabilities	3,629,106	639,215
Bonds and deposits held	1,793,290	7,753,636
	<b>10,008,163</b>	<b>9,307,258</b>
<b>Reconciliation of changes in contract liabilities</b>		
Opening balance	914,407	436,896
Additions	4,585,767	914,407
Revenue from contracts with customers included as a contract liability at the start of the period	(914,407)	(436,896)
	<b>4,585,767</b>	<b>914,407</b>
<b>Reconciliation of changes in capital grant/contribution liabilities</b>		
Opening balance	639,215	1,458,912
Additions	3,629,106	639,215
Revenue from capital grant/contributions held as a liability at the start of the period	(639,215)	(1,458,912)
	<b>3,629,106</b>	<b>639,215</b>
<b>Expected satisfaction of capital grant/contribution liabilities</b>		
Less than 1 year	3,629,106	639,215
	<b>3,629,106</b>	<b>639,215</b>

Performance obligations in relation to capital grant/contribution liabilities are satisfied as project milestones are met or completion of construction or acquisition of the asset.

**MATERIAL ACCOUNTING POLICIES**

**Contract liabilities**

Contract liabilities represent the City's obligation to transfer goods or services to a customer for which the City has received consideration from the customer.

Contract liabilities represent obligations which are not yet satisfied. Contract liabilities are recognised as revenue when the performance obligations in the contract are satisfied.

**Capital grant/contribution liabilities**

Capital grant/contribution liabilities represent the City's obligations to construct recognisable non-financial assets to identified specifications to be controlled by the City which are yet to be satisfied. Capital grant/contribution liabilities are recognised as income when the obligations in the contract are satisfied.

Fair values for non-current capital grant/contribution liabilities, not expected to be extinguished within 12 months, are based on discounted cash flows of expected cashflows to satisfy the obligations using a current borrowing rate. They are classified as level 3 fair values in the fair value hierarchy (see Note 26(i)) due to the unobservable inputs, including own credit risk.

**CITY OF KALGOORLIE-BOULDER  
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT  
FOR THE YEAR ENDED 30 JUNE 2024**

**14. BORROWINGS**

	Note	2024			2023		
		Current	Non-current	Total	Current	Non-current	Total
<b>Secured</b>		\$	\$	\$	\$	\$	\$
Other loans		1,083,313	3,523,581	4,606,894	1,049,113	4,606,894	5,656,007
<b>Total secured borrowings</b>	30(a)	1,083,313	3,523,581	4,606,894	1,049,113	4,606,894	5,656,007

**MATERIAL ACCOUNTING POLICIES**

**Borrowing costs**

The City has elected to recognise borrowing costs as an expense when incurred regardless of how the borrowings are applied.

Fair values of borrowings are not materially different to their carrying amounts, since the interest payable on those borrowings is either close to current market rates or the borrowings are of a short term nature.

Borrowings fair values are based on discounted cash flows using a current borrowing rate. They are classified as level 3 fair values in the fair value hierarchy (see Note 26(i)) due to the unobservable inputs, including own credit risk.

**Risk**

Information regarding exposure to risk can be found at Note 24.

Details of individual borrowings required by regulations are provided at Note 30(a).



**CITY OF KALGOORLIE-BOULDER  
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT  
FOR THE YEAR ENDED 30 JUNE 2024**

**15. EMPLOYEE RELATED PROVISIONS**

**Employee Related Provisions**

	<b>2024</b>	<b>2023</b>
	<b>\$</b>	<b>\$</b>
<b>Current provisions</b>		
<b>Employee benefit provisions</b>		
Annual leave	1,528,560	1,534,136
Long service leave	1,277,496	1,433,091
<b>Total current employee related provisions</b>	<b>2,806,056</b>	<b>2,967,227</b>
<b>Non-current provisions</b>		
<b>Employee benefit provisions</b>		
Long service leave	793,744	585,306
<b>Total non-current employee related provisions</b>	<b>793,744</b>	<b>585,306</b>
<b>Total employee related provisions</b>	<b>3,599,800</b>	<b>3,552,533</b>

Provision is made for benefits accruing to employees in respect of wages and salaries, annual leave and long service leave and associated on costs for services rendered up to the reporting date and recorded as an expense during the period the services are delivered.

Annual leave liabilities are classified as current, as there is no unconditional right to defer settlement for at least 12 months after the end of the reporting period. Assessments indicate that actual settlement of the liabilities is expected to occur as follows:

	<b>Note</b>	<b>2024</b>	<b>2023</b>
		<b>\$</b>	<b>\$</b>
<b>Amounts are expected to be settled on the following basis:</b>			
Less than 12 months after the reporting date		2,806,056	2,967,227
More than 12 months from reporting date		793,744	585,306
		<b>3,599,800</b>	<b>3,552,533</b>

**MATERIAL ACCOUNTING POLICIES**

**Employee benefits**

The City's obligations for employees' annual leave, long service leave and other employee leave entitlements are recognised as employee related provisions in the Statement of Financial Position.

**Short-term employee benefits**

Provision is made for the City's obligations for short-term employee benefits. Short-term employee benefits are benefits (other than termination benefits) that are expected to be settled wholly before 12 months after the end of the annual reporting period in which the employees render the related service, including wages, salaries and sick leave. Short-term employee benefits are measured at the (undiscounted) amounts expected to be paid when the obligation is settled.

The City's obligations for short-term employee benefits such as wages, salaries and sick leave are recognised as a part of current trade and other payables in the statement of financial position.

**Other long-term employee benefits**

Long-term employee benefits provisions are measured at the present value of the expected future payments to be made to employees. Expected future payments incorporate anticipated future wage and salary levels, durations of service and employee departures and are discounted at rates determined by reference to market yields at the end of the reporting period on government bonds that have maturity dates that approximate the terms of the obligations. Any remeasurements for changes in assumptions of obligations for other long-term employee benefits are recognised in profit or loss in the periods in which the changes occur.

The City's obligations for long-term employee benefits are presented as non-current provisions in its statement of financial position, except where the City does not have an unconditional right to defer settlement for at least 12 months after the end of the reporting period, in which case the obligations are presented as current provisions.

**CITY OF KALGOORLIE-BOULDER**  
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**16. OTHER PROVISIONS**

	Provision of Public Open Space	Provision for remediation costs	Total
	\$	\$	\$
<b>Opening balance at 1 July 2023</b>			
Current provisions	131,700	0	131,700
Non-current provisions	0	30,903,302	30,903,302
	131,700	30,903,302	31,035,002
 Additional provision	92,552	0	92,552
Charged to profit or loss			
- unwinding of discount	0	998,172	998,172
<b>Balance at 30 June 2024</b>	224,252	31,901,474	32,125,726
<b>Comprises</b>			
Current	224,252	0	224,252
Non-current	0	31,901,474	31,901,474
	224,252	31,901,474	32,125,726

**Other provisions**

Amounts which are expected to be paid out within 12 months of the reporting date are classified as current. Exact timing of payment of non-current obligations is unable to be reliably estimated as it is dependent on factors beyond the control of the local government.

**Provision for remediation costs**

The City has opted to restore the Yarri Road Landfill Facility at the end of its useful life to allow for future use of the land at the facility.

A provision for remediation is recognised when;

- there is a present obligation as a result of waste activities undertaken;
- it is probable that an outflow of economic benefits will be required to settle the obligation; and
- the amount of the provision can be measured reliably.

The estimated future obligations include the costs of restoring the affected areas and continued monitoring of the site.

The provision for future remediation costs is the best estimate of the present value of the expenditure required to settle the remediation obligation at the reporting date. Future remediation costs are reviewed annually and any changes in the estimate are reflected in the present value of the remediation provision at each reporting date.

**Public Open Space**

The Western Australian Planning Commission Policy DC 2.3 states that for residential subdivision, 10% of the gross subdivisible area shall be given up free of cost by the subdivider for public open space purposes.

Where this is not practical cash-in-lieu of public open space is given.

This cash is then used for the purchase of land for parks, recreation grounds or general open space, in repaying lands raised by the local government for the purchase of such land, or with the approval of the Minister for Planning, for the improvement of development as parks, recreation grounds or open spaces.

Post 12 September 2020 these cash funds are held in reserve and a separate provision retained until such time the funds are spent.

**MATERIAL ACCOUNTING POLICIES**

**Provisions**

Provisions are recognised when the City has a present legal or constructive obligation, as a result of past events, for which it is probable that an outflow of economic benefits will result and that outflow can be reliably measured.

Provisions are measured using the best estimate of the amounts required to settle the obligation at the end of the reporting period.



**CITY OF KALGOORLIE-BOULDER**  
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**17. REVALUATION SURPLUS**

	<b>2024 Opening Balance (Restated)</b>	<b>2024 Closing Balance</b>	<b>2023 Opening Balance (Restated)</b>	<b>2023 Closing Balance (Restated)</b>
	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>
Revaluation surplus - Land - freehold land	17,671,787	17,671,787	17,671,787	17,671,787
Revaluation surplus - Buildings - non-specialised	72,055,468	72,055,468	72,055,468	72,055,468
Revaluation surplus - Plant and equipment	2,337,524	2,337,524	2,337,524	2,337,524
Revaluation surplus - Light Vehicles	365,259	365,259	365,259	365,259
Revaluation surplus - Infrastructure - Bus Shelters	323,446	323,446	323,446	323,446
Revaluation surplus - Infrastructure - Roads	151,076,507	151,076,507	151,076,507	151,076,507
Revaluation surplus - Infrastructure - Footpaths	24,739,648	24,739,648	24,739,648	24,739,648
Revaluation surplus - Infrastructure - Drainage	489,406	489,406	489,406	489,406
Revaluation surplus - Infrastructure - Laneways	157,718	157,718	157,718	157,718
Revaluation surplus - Infrastructure - Parking Areas	8,131,709	8,131,709	8,131,709	8,131,709
Revaluation surplus - Infrastructure - Street Lights	79,197	79,197	79,197	79,197
Revaluation surplus - Infrastructure - Sewerage	22,039,612	22,039,612	22,039,612	22,039,612
Revaluation surplus - Infrastructure - Airport	12,564,772	12,564,772	12,564,772	12,564,772
Revaluation surplus - Infrastructure - Water Conservation	332,668	332,668	332,668	332,668
	<b>312,364,721</b>	<b>312,364,721</b>	<b>312,364,721</b>	<b>312,364,721</b>

**CITY OF KALGOORLIE-BOULDER**  
**NOTES TO AND FORMING PART OF THE FINANCIAL REPORT**  
**FOR THE YEAR ENDED 30 JUNE 2024**

**18. NOTES TO THE STATEMENT OF CASH FLOWS**

**(a) Reconciliation of Cash**

For the purposes of the Statement of Cash Flows, cash includes cash and cash equivalents, net of outstanding bank overdrafts. Cash at the end of the reporting period is reconciled to the related items in the Statement of Financial Position as follows:

	<b>Note</b>	<b>2024 Actual \$</b>	<b>2023 Actual \$</b>
Cash and cash equivalents	3	40,098,194	38,583,186

**Restrictions**

The following classes of financial assets have restrictions imposed by regulations or other externally imposed requirements which limit or direct the purpose for which the resources may be used:

- Cash and cash equivalents	3	43,420,034	27,098,182
- Financial assets at amortised cost	4	1,202,139	7,060,840
		44,622,173	34,159,022

The restricted financial assets are a result of the following specific purposes to which the assets may be used:

Restricted reserve accounts	31	36,407,300	33,244,615
Contract liabilities	13	4,585,767	914,407
Capital grant liabilities	13	3,629,106	0
<b>Total restricted financial assets</b>		44,622,173	34,159,022

**(b) Reconciliation of Net Result to Net Cash Provided By Operating Activities**

Net result		11,785,666	8,257,581
Non-cash items:			
Depreciation/amortisation		24,117,704	24,948,646
(Profit)/loss on sale of asset		(73,225)	(217,199)
Share of profits of associates		18,703	(3,576)
Changes in assets and liabilities:			
(Increase)/decrease in trade and other receivables		(573,543)	(6,232,922)
(Increase)/decrease in other assets		0	3,370,000
(Increase)/decrease in inventories		3,368,417	(3,366,387)
Increase/(decrease) in trade and other payables		(503,410)	923,130
Increase/(decrease) in employee related provisions		47,267	715,099
Increase/(decrease) in other provisions		1,090,724	966,948
Increase/(decrease) in other liabilities		700,905	(639,605)
Capital grants, subsidies and contributions		(12,006,518)	(7,410,880)
Net cash provided by/(used in) operating activities		27,972,690	21,310,835

**(c) Undrawn Borrowing Facilities**

**Credit Standby Arrangements**

Bank overdraft limit	3,000,000	3,000,000
Bank overdraft at balance date	0	0
Credit card limit	200,000	200,000
Credit card balance at balance date	(50,821)	(4,347)
<b>Total amount of credit unused</b>	3,149,179	3,195,653

**Loan facilities**

Loan facilities - current	1,083,313	1,049,113
Loan facilities - non-current	3,523,581	4,606,894
<b>Total facilities in use at balance date</b>	4,606,894	5,656,007

<b>Unused loan facilities at balance date</b>	NIL	NIL
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**CITY OF KALGOORLIE-BOULDER**  
**NOTES TO AND FORMING PART OF THE FINANCIAL REPORT**  
**FOR THE YEAR ENDED 30 JUNE 2024**

**19. CONTINGENT LIABILITIES**

The City has no Contingent Liabilities at reporting date.

**20. CAPITAL COMMITMENTS**

	2024	2023
	\$	\$
Contracted for:		
- capital expenditure projects	7,622,206	14,138,397
- plant & equipment purchases	649,969	0
	8,272,175	14,138,397
Payable:		
- not later than one year	8,272,175	14,138,397

The capital expenditure projects outstanding at the end of the current reporting period relating to the following ongoing projects:

Yarri Road Cell Construction;  
 GAC Event Structure;  
 Staff Housing Project;  
 CBD Toilet Block ;  
 Youth Precinct;  
 Golf Course Resort; and  
 Airport Bus Terminal.



**CITY OF KALGOORLIE-BOULDER**  
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**21. RELATED PARTY TRANSACTIONS**

**(a) Elected Member Remuneration**

Fees, expenses and allowances to be paid or reimbursed to elected council members.

Note	2024 Actual \$	2024 Budget \$	2023 Actual \$
Mayor's annual allowance	88,864	88,864	88,864
Mayor's meeting attendance fees	31,364	31,364	31,364
Mayor's other expenses	3,408	3,490	530
Mayor's ICT expenses	1,000	1,000	1,000
Mayor's travel and accommodation expenses	19,377	3,789	8,970
	144,013	128,507	130,728
Deputy Mayor's annual allowance	22,216	22,216	22,216
Deputy Mayor's meeting attendance fees	31,364	31,364	31,364
Deputy Mayor's other expenses	2,672	3,490	1,345
Deputy Mayor's ICT expenses	1,000	1,000	1,000
Deputy Mayor's travel and accommodation expenses	15,982	3,789	4,724
	73,234	61,859	60,649
All other council member's meeting attendance fees	257,995	261,367	345,004
All other council member's All other council member expenses	38,961	35,000	13,409
All other council member's ICT expenses	8,225	8,333	11,000
All other council member's travel and accommodation expenses	30,323	30,422	22,238
	335,504	335,122	391,651
21(b)	552,751	525,488	583,028

**(b) Key Management Personnel (KMP) Compensation**

The total of compensation paid to KMP of the City during the year are as follows:

Short-term employee benefits	1,794,744	1,684,520
Post-employment benefits	262,330	204,541
Employee - other long-term benefits	45,324	41,904
Employee - termination benefits	142,122	0
Council member costs	552,751	583,028
21(a)	2,797,271	2,513,993

*Short-term employee benefits*

These amounts include all salary and fringe benefits awarded to KMP except for details in respect to fees and benefits paid to council members which may be separately found in the table above.

*Post-employment benefits*

These amounts are the current-year's cost of the City's superannuation contributions made during the year.

*Other long-term benefits*

These amounts represent annual leave and long service leave entitlements accruing during the year.

*Termination benefits*

These amounts represent termination benefits paid to KMP (Note: may or may not be applicable in any given year).

*Council member costs*

These amounts represent payments of member fees, expenses, allowances and reimbursements during the year.

**CITY OF KALGOORLIE-BOULDER**  
**NOTES TO AND FORMING PART OF THE FINANCIAL REPORT**  
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**21. RELATED PARTY TRANSACTIONS**

**Transactions with related parties**

Transactions between related parties and the City are on normal commercial terms and conditions, no more favourable than those available to other parties, unless otherwise stated.

No outstanding balances or provisions for doubtful debts or guarantees exist in relation to related parties at year end.

In addition to KMP compensation above the following transactions occurred with related parties:

	<b>2024 Actual</b>	<b>2023 Actual</b>
	<b>\$</b>	<b>\$</b>
Sale of goods and services	80,666	33,705
Purchase of goods and services	3,353,716	790,412
Short term employee benefits - other related parties	77,705	0
<b>Amounts outstanding from related parties:</b>		
Trade and other receivables	64,139	3,003
<b>Amounts payable to related parties:</b>		
Trade and other payables	5,570	101,191

**Related Parties**

**The City's main related parties are as follows:**

*i. Key management personnel*

*Any person(s) having authority and responsibility for planning, directing and controlling the activities of the City, directly or indirectly, including any council member, are considered key management personnel and are detailed in Notes 21(a) and 21(b).*

*ii. Other Related Parties*

Short-term employee benefits related to an associate person of the CEO who was employed by the City under normal employment terms and conditions.

Outside of normal citizen type transactions with the City, there were no other related party transactions involving key management personnel and/or their close family members and/or their controlled (or jointly controlled) entities.

*iii. Entities subject to significant influence by the City*

There were no such entities requiring disclosure during the current or previous year.

**CITY OF KALGOORLIE-BOULDER**  
**NOTES TO AND FORMING PART OF THE FINANCIAL REPORT**  
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**22. JOINT ARRANGEMENTS**

**Share of joint operations**

The City together with the Shires of Coolgardie and Leonora have a joint venture arrangement for the provision of regional records service. The assets included in the joint venture recorded at Councils one-third share are as follows:

	<b>2024 Actual</b>	<b>2023 Actual</b>
<b>Statement of Financial Position</b>	<b>\$</b>	<b>\$</b>
<b>Total assets</b>	115,103	233,591
Balance at 1 July	193,126	20,181
- Share of associates total comprehensive income arising during the period	(83,149)	172,945
<b>Total equity</b>	109,977	193,126
<b>Statement of Comprehensive Income</b>		
Income	163,965	24,166
Expenses	(69,679)	(56,009)
<b>Profit/(loss) for the period</b>	94,286	(31,843)
Other comprehensive income		
<b>Total comprehensive income for the period</b>	94,286	(31,843)

**MATERIAL ACCOUNTING POLICIES**

**Joint operations**

A joint operation is a joint arrangement where the City has joint control with two or more parties to the joint arrangement. All parties to joint arrangement have rights to the assets, and obligations for the liabilities relating to the arrangement.

Assets, liabilities, revenues and expenses relating to the City's interest in the joint operation are accounted for in accordance with the relevant Australian Accounting Standard.



**CITY OF KALGOORLIE-BOULDER**  
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**23. INVESTMENT IN ASSOCIATES**

**(a) Investment in associates**

Set out in the table below are the associates of the City. All associates are measured using the equity method. Western Australia is the principal place of business for all associates.

Name of entity	% of ownership interest		2024	2023
	2024	2023	Actual	Actual
			\$	\$
Australian Mining Cities Alliance (AMCA)	20.00%	20.00%	2,322	21,025
<b>Total equity-accounted investments</b>			<b>2,322</b>	<b>21,025</b>

**(b) Share of Investment**

The City of Kalgoorlie-Boulder is a member of the Australian Mining Cities Alliance (AMCA). Established November 2017, the AMCA exists to consider and address issues to enable the progress of economic development of mining cities across Australia. The City's interest in AMCA is 20%.

A summary of AMCA's comprehensive income, assets and liabilities is presented below:

Summarised statement of comprehensive income	Note	2024	2023
		Actual	Actual
		\$	\$
Revenue		113,354	100,000
Profit/(loss) from continuing operations		4,023	17,882
Total comprehensive income for the period		4,023	17,882
<b>Summarised statement of financial position</b>			
Cash and cash equivalents		8,196	4,180
Other current assets		5,443	110,000
Total current assets		13,639	114,180
Non-current assets			
Total assets		13,639	114,180
Current financial liabilities			
Other current liabilities		2,029	6,593
Total current liabilities		2,029	6,593
Total liabilities		2,029	6,593
<b>Net assets</b>		<b>11,610</b>	<b>107,587</b>
<b>Reconciliation to carrying amounts</b>			
Opening net assets 1 July		107,587	87,248
Prior year adjustment		(100,000)	2,457
Changes in members contributions			
Profit/(Loss) for the period		4,023	17,882
Closing net assets 30 June		11,610	107,587
<b>Carrying amount at 1 July</b>		<b>21,025</b>	<b>17,449</b>
- Share of associates net profit/(loss) for the period	23(e)	805	3,576
Prior year adjustments		(19,508)	0
<b>Carrying amount at 30 June (Refer to Note 23(a))</b>		<b>2,322</b>	<b>21,025</b>

**MATERIAL ACCOUNTING POLICIES**

**Investments in associates**

An associate is an entity over which the City has significant influence, that is it has the power to participate in the financial and operating policy decisions of the investee but not control or joint control of those policies.

Investments in associates are accounted for using the equity method. The equity method of accounting, is whereby the investment is initially recognised at cost and adjusted thereafter for the post-acquisition change in the City's share of net assets of the associate. In addition, the City's share of the profit or loss of the associate is included in the City's profit or loss.

**Prior Year Adjustment - Membership Revenue Recognition**

There was a timing discrepancy in the recognition of membership revenues, which have not aligned in previous financial years. Membership fees are collected annually, with each member starting on 1 July of each year. However the recognition of revenue for 2023 financial year was for the 2024 memberships. This misalignment has resulted in overstatement of revenue in 2023 by \$100,000 CKB share being \$19,508.

To correct this AMCA recognised the membership revenue that falls in the correct year.

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**24. FINANCIAL RISK MANAGEMENT**

This note explains the City's exposure to financial risks and how these risks could affect the City's future financial performance.

<b>Risk</b>	<b>Exposure arising from</b>	<b>Measurement</b>	<b>Management</b>
<b>Market risk - interest rates</b>	Long term borrowings at variable rates	Sensitivity analysis	Utilise fixed interest rate borrowings
<b>Credit risk</b>	Cash and cash equivalents, trade receivables, financial assets and debt investments	Aging analysis Credit analysis	Diversification of bank deposits, credit limits. Investment policy
<b>Liquidity risk</b>	Borrowings and other liabilities	Rolling cash flow forecasts	Availability of committed credit lines and borrowing facilities

The City does not engage in transactions expressed in foreign currencies and is therefore not subject to foreign currency risk.

Financial risk management is carried out by the finance department under policies approved by the council. The finance department identifies, evaluates and manages financial risks in close co-operation with the operating divisions. Council have approved the overall risk management policy and provide policies on specific areas such as investment policy.

**(a) Interest rate risk**

**Cash and cash equivalents**

The City's main interest rate risk arises from cash and cash equivalents with variable interest rates, which exposes the City to cash flow interest rate risk. Short term overdraft facilities also have variable interest rates however these are repaid within 12 months, reducing the risk level to minimal.

Excess cash and cash equivalents are invested in fixed interest rate term deposits which do not expose the City to cash flow interest rate risk. Cash and cash equivalents required for working capital are held in variable interest rate accounts and non-interest bearing accounts. Carrying amounts of cash and cash equivalents at the 30 June and the weighted average interest rate across all cash and cash equivalents, term deposits, and Treasury bonds held disclosed as financial assets at amortised cost are reflected in the table below.

	<b>Weighted Average Interest Rate</b>	<b>Carrying Amounts</b>	<b>Fixed Interest Rate</b>	<b>Variable Interest Rate</b>	<b>Non Interest Bearing</b>
	<b>%</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>
<b>2024</b>					
Cash and cash equivalents	5.33%	40,098,194	0	40,098,194	0
Financial assets at amortised cost - term deposits	4.30%	1,202,139	0	1,202,139	0
Investment in AMCA	0.00%	2,322	0	0	2,322
<b>2023</b>					
Cash and cash equivalents	3.71%	38,583,186	0	38,583,186	0
Financial assets at amortised cost - term deposits	4.05%	7,060,840	0	7,060,840	0
Investment in AMCA	0.00%	21,025	0	0	21,025

**Sensitivity**

Profit or loss is sensitive to higher/lower interest income from cash and cash equivalents as a result of changes in interest rates.

	<b>2024</b>	<b>2023</b>
	<b>\$</b>	<b>\$</b>
Impact of a 1% movement in interest rates on profit or loss and equity*	413,003	456,440

\* Holding all other variables constant

**Borrowings**

Borrowings are subject to interest rate risk - the risk that movements in interest rates could adversely affect funding costs. The City manages this risk by borrowing long term and fixing the interest rate to the situation considered the most advantageous at the time of negotiation. The City does not consider there to be any interest rate risk in relation to borrowings. Details of interest rates applicable to each borrowing may be found at Note 30(a).

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**24. FINANCIAL RISK MANAGEMENT (Continued)**

**(b) Credit risk**

***Trade and Other Receivables***

The City's major trade and other receivables comprise contractual non-statutory user fees and charges, grants, contributions and reimbursements. The major risk associated with these receivables is credit risk – the risk that the debts may not be repaid. The City manages this risk by monitoring outstanding debt and employing debt recovery policies.

The level of outstanding receivables is reported to council monthly and benchmarks are set and monitored for acceptable collection performance.

The City applies the AASB 9 Financial Instruments simplified approach to measuring expected credit losses using a lifetime expected loss allowance for all trade and other receivables. To measure the expected credit losses, receivables from grants, contributions and reimbursements are separated from other trade receivables due to the difference in payment terms and security.

The expected loss rates are based on the payment profiles of trade and other receivables over a period of 36 months before 1 July 2023 or 1 July 2024 respectively and the corresponding historical losses experienced within this period. Historical credit loss rates are adjusted to reflect current and forward-looking information on macroeconomic factors such as the ability of users to settle the receivables.

The loss allowance as at 30 June 2024 and 30 June 2023 was determined as follows for trade and other receivables.

	Current	More than 30 days past due	More than 60 days past due	More than 90 days past due	Total
<b>30 June 2024</b>					
Trade receivables					
Expected credit loss	1%	2%	5%	6%	
Gross carrying amount	6,428,318	144,213	119,284	1,662,454	8,354,270
Loss allowance	70,604	2,326	5,420	96,656	175,006
<b>30 June 2023</b>					
Trade receivables					
Expected credit loss	2%	3%	7%	7%	
Gross carrying amount	5,004,696	1,721,573	742,045	51,507	7,519,821
Loss allowance	114,001	51,769	51,290	3,822	220,882



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**24. FINANCIAL RISK MANAGEMENT (Continued)**

**(c) Liquidity risk**

**Payables and borrowings**

Payables and borrowings are both subject to liquidity risk – that is the risk that insufficient funds may be on hand to meet payment obligations as and when they fall due. The City manages this risk by monitoring its cash flow requirements and liquidity levels and maintaining an adequate cash buffer. Payment terms can be extended and overdraft facilities drawn upon if required and disclosed in Note 18(c).

The contractual undiscounted cash flows of the City's payables and borrowings are set out in the liquidity table below. Balances due within 12 months equal their carrying amounts, as the impact of discounting is not significant.

	<b>Due within 1 year</b>	<b>Due between 1 &amp; 5 years</b>	<b>Due after 5 years</b>	<b>Total contractual cash flows</b>	<b>Carrying amount</b>
<b><u>2024</u></b>	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>
Trade and other payables	14,254,051	0	0	14,254,051	14,254,051
Borrowings	1,049,113	3,072,468	485,314	4,606,895	4,606,894
Lease liabilities	290,744	623,392	730,567	1,644,703	1,644,703
	<b>15,593,908</b>	<b>3,695,860</b>	<b>1,215,881</b>	<b>20,505,649</b>	<b>20,505,648</b>

**2023**

Trade and other payables	14,757,462	0	0	14,757,462	14,757,462
Borrowings	1,015,992	4,063,968	576,028	5,655,988	5,656,007
Lease liabilities	293,175	570,440	1,080,399	1,944,014	1,944,015
	<b>16,066,629</b>	<b>4,634,408</b>	<b>1,656,427</b>	<b>22,357,464</b>	<b>22,357,484</b>

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**25. EVENTS OCCURRING AFTER THE END OF THE REPORTING PERIOD**

No significant events occurred after the reporting period that had an effect on the financial statements.

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**26. OTHER MATERIAL ACCOUNTING POLICIES**

**a) Goods and services tax (GST)**

Revenues, expenses and assets are recognised net of the amount of GST, except where the amount of GST incurred is not recoverable from the Australian Taxation Office (ATO).

Receivables and payables are stated inclusive of GST receivable or payable. The net amount of GST recoverable from, or payable to, the ATO is included with receivables or payables in the statement of financial position.

Cash flows are presented on a gross basis. The GST components of cash flows arising from investing or financing activities which are recoverable from, or payable to, the ATO are presented as operating cash flows.

**b) Current and non-current classification**

The asset or liability is classified as current if it is expected to be settled within the next 12 months, being the City's operational cycle. In the case of liabilities where the City does not have the unconditional right to defer settlement beyond 12 months, such as vested long service leave, the liability is classified as current even if not expected to be settled within the next 12 months. Inventories held for trading are classified as current or non-current based on the City's intentions to release for sale.

**c) Rounding off figures**

All figures shown in this annual financial report, other than a rate in the dollar, are rounded to the nearest dollar. Amounts are presented in Australian Dollars.

**d) Comparative figures**

Where required, comparative figures have been adjusted to conform with changes in presentation for the current financial year.

When the City applies an accounting policy retrospectively, makes a retrospective restatement or reclassifies items in its financial statements that has a material effect on the statement of financial position, an additional (third) Statement of Financial Position as at the beginning of the preceding period in addition to the minimum comparative financial report is presented.

**e) Budget comparative figures**

Unless otherwise stated, the budget comparative figures shown in this annual financial report relate to the original budget estimate for the relevant item of disclosure.

**f) Superannuation**

The City contributes to a number of Superannuation Funds on behalf of employees. All funds to which the City contributes are defined contribution plans.

**g) Fair value of assets and liabilities**

Fair value is the price that the City would receive to sell the asset or would have to pay to transfer a liability, in an orderly (i.e. unforced) transaction between independent, knowledgeable and willing market participants at the measurement date.

As fair value is a market-based measure, the closest equivalent observable market pricing information is used to determine fair value. Adjustments to market values may be made having regard to the characteristics of the specific asset or liability. The fair values of assets that are not traded in an active market are determined using one or more valuation techniques. These valuation techniques maximise, to the extent possible, the use of observable market data.

To the extent possible, market information is extracted from either the principal market for the asset or liability (i.e. the market with the greatest volume and level of activity for the asset or liability) or, in the absence of such a market, the most advantageous market available to the entity at the end of the reporting period (i.e. the market that maximises the receipts from the sale of the asset after taking into account transaction costs and transport costs).

For non-financial assets, the fair value measurement also takes into account a market participant's ability to use the asset in its highest and best use or to sell it to another market participant that would use the asset in its highest and best use.

**h) Interest revenue**

Interest revenue is calculated by applying the effective interest rate to the gross carrying amount of a financial asset measured at amortised cost except for financial assets that subsequently become credit-impaired. For credit-impaired financial assets the effective interest rate is applied to the net carrying amount of the financial asset (after deduction of the loss allowance).

**i) Fair value hierarchy**

AASB 13 *Fair Value Measurement* requires the disclosure of fair value information by level of the fair value hierarchy, which categorises fair value measurement into one of three possible levels based on the lowest level that an input that is significant to the measurement can be categorised into as follows:

**Level 1**

Measurements based on quoted prices (unadjusted) in active markets for identical assets or liabilities that the entity can access at the measurement date.

**Level 2**

Measurements based on inputs other than quoted prices included in Level 1 that are observable for the asset or liability, either directly or indirectly.

**Level 3**

Measurements based on unobservable inputs for the asset or liability.

The fair values of assets and liabilities that are not traded in an active market are determined using one or more valuation techniques. These valuation techniques maximise, to the extent possible, the use of observable market data. If all significant inputs required to measure fair value are observable, the asset or liability is included in Level 2. If one or more significant inputs are not based on observable market data, the asset or liability is included in Level 3.

**Valuation techniques**

The City selects a valuation technique that is appropriate in the circumstances and for which sufficient data is available to measure fair value. The availability of sufficient and relevant data primarily depends on the specific characteristics of the asset or liability being measured. The valuation techniques selected by the City are consistent with one or more of the following valuation approaches:

**Market approach**

Valuation techniques that use prices and other relevant information generated by market transactions for identical or similar assets or liabilities.

**Income approach**

Valuation techniques that convert estimated future cash flows or income and expenses into a single discounted present value.

**Cost approach**

Valuation techniques that reflect the current replacement cost of the service capacity of an asset.

Each valuation technique requires inputs that reflect the assumptions that buyers and sellers would use when pricing the asset or liability, including assumptions about risks. When selecting a valuation technique, the City gives priority to those techniques that maximise the use of observable inputs and minimise the use of unobservable inputs. Inputs that are developed using market data (such as publicly available information on actual transactions) and reflect the assumptions that buyers and sellers would generally use when pricing the asset or liability are considered observable, whereas inputs for which market data is not available and therefore are developed using the best information available about such assumptions are considered unobservable.

**j) Impairment of assets**

In accordance with Australian Accounting Standards the City's assets, other than inventories, are assessed at each reporting date to determine whether there is any indication they may be impaired.

Where such an indication exists, an impairment test is carried out on the asset by comparing the recoverable amount of the asset, being the higher of the asset's fair value less costs to sell and value in use, to the asset's carrying amount except for non-financial assets that are:

- land and buildings classified as property, plant and equipment;
- infrastructure; or
- vested improvements that the local government controls, in circumstances where there has been an impairment indication of a general decrease in asset values.

These non-financial assets are assessed in accordance with the regulatory framework detailed in Note 9.

Any excess of the asset's carrying amount over its recoverable amount is recognised immediately in profit or loss, unless the asset is carried at a revalued amount in accordance with another Standard (e.g. AASB 116 *Property, Plant and Equipment*) whereby any impairment loss of a revalued asset is treated as a revaluation decrease in accordance with that other Standard.



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**27. FUNCTION AND ACTIVITY**

**(a) Service objectives and descriptions**

City operations as disclosed in this financial report encompass the following service orientated functions and activities.

<b>Objective</b>	<b>Description</b>
<b>Governance</b> To provide a decision making process for the efficient allocation of scarce resources.	The administration and operation of facilities and services to Elected Members of Council. It includes costs for assisting elected members and ratepayers with matters which do not concern specific Council services.
<b>General purpose funding</b> To collect revenue to allow for the provision of services.	Revenue from rates including interim rates, interest and fees on instalment arrangements and interest on arrears. It includes amounts receivable from the Western Australian Local Government Grants Commission, such as Financial Assistance Grants.
<b>Law, order, public safety</b> To provide services to help ensure a safer and environmentally conscious community.	Administration and operation of funds received from the Department of Fire and Emergency Services for the Kalgoorlie Boulder SES. It covers the cost of providing community safety programs and Ranger and Security services including animal control, parking, impounding of vehicles, CCTV maintenance, fire prevention and the Safer Streets Patrol.
<b>Health</b> To provide an operational framework for environmental and community health.	Administration, inspection and operation of programs concerned with the general health of the community. These services include infant health centres, food sampling and inspection of food premises, noise and pest control. It also includes the Aboriginal Environmental Health Program.
<b>Education and welfare</b> To provide services to disadvantaged persons, the elderly, children and youth.	Funding for welfare services for families, children and the aged. It includes the administration of the Eastern Goldfields Community Centre, and programs for youth and senior citizens.
<b>Housing</b> To provide and maintain housing.	Provision and maintenance of temporary staff housing.
<b>Community amenities</b> To provide services required by the community.	General refuse collection, sanitation and disposal services including the operation of the Yarri Road Refuse Facility. The management of the City's sewerage system, the South Boulder Waste Water Treatment Plant, urban storm water drainage and protection of the environment. It also covers town planning and regional development services, as well as cemetery and public conveniences.
<b>Recreation and culture</b> To establish and effectively manage infrastructure and resources which will help the social well being of the community.	Funding for the Kalgoorlie and Boulder Town Halls, other public halls, the William Grundt Memorial Library and recreation facilities, including the Goldfields Oasis and the Kalgoorlie Golf Course. It includes the maintenance of these recreation facilities, public parks, gardens and reserves, and also funds community programs such as the Annual Grant Program
<b>Transport</b> To provide safe, effective and efficient transport services to the community.	Construction and maintenance of roads, drainage works, footpaths, parking facilities, maintenance of bus shelters, street cleaning and street lighting.
<b>Economic services</b> To help promote the local government and its economic wellbeing.	Providing and regulating services including tourism, area promotion and building control. It includes place management and support for local economic development.
<b>Other property and services</b> To monitor and control operating accounts.	Administration, inspection and operation of work carried out on property or services not under the care, control or management of the City. These include private works, public work overheads, plant operation and other unclassified activities.

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**27. FUNCTION AND ACTIVITY (Continued)**

**(b) Income and expenses**

	<b>2024 Actual</b>	<b>2023 Actual (Restated)</b>
	<b>\$</b>	<b>\$</b>
<b>Income excluding grants, subsidies and contributions and capital grants, subsidies and contributions</b>		
Governance	1,240	3,967
General purpose funding	34,605,743	31,286,219
Law, order, public safety	195,745	225,124
Health	257,677	319,154
Education and welfare	604,608	1,169,664
Housing	233,657	168,953
Community amenities	21,504,117	19,295,576
Recreation and culture	7,072,013	6,521,884
Transport	18,573,155	16,551,221
Economic services	4,978,538	3,057,053
Other property and services	1,226,543	1,013,984
	<b>89,253,036</b>	<b>79,612,799</b>
<b>Grants, subsidies and contributions and capital grants, subsidies and contributions</b>		
General purpose funding	3,635,308	4,235,930
Law, order, public safety	188,065	40,915
Health	621,670	121,331
Education and welfare	2,235,459	1,268,324
Community amenities	7,176	7,850
Recreation and culture	661,569	327,786
Transport	5,980,039	7,007,155
Economic services	6,000,000	500,000
Other property and services	14,471	666,239
	<b>19,343,757</b>	<b>14,175,530</b>
<b>Total Income</b>	<b>108,596,793</b>	<b>93,788,329</b>
<b>Expenses</b>		
Governance	(4,549,597)	(3,173,575)
General purpose funding	(1,526,367)	(1,171,864)
Law, order, public safety	(2,748,358)	(1,922,281)
Health	(1,346,633)	(1,243,645)
Education and welfare	(3,830,743)	(3,211,765)
Housing	(436,716)	(410,152)
Community amenities	(16,022,399)	(15,894,054)
Recreation and culture	(34,534,412)	(26,707,042)
Transport	(26,153,900)	(25,839,061)
Economic services	(4,290,554)	(4,365,471)
Other property and services	(1,371,448)	(1,591,838)
<b>Total expenses</b>	<b>(96,811,127)</b>	<b>(85,530,748)</b>
<b>Net result for the period</b>	<b>11,785,666</b>	<b>8,257,581</b>
<b>(c) Total Assets</b>		
Governance	3,561,055	4,390,843
General purpose funding	0	12,399,411
Law, order, public safety	1,989,185	1,989,185
Health	391,883	391,883
Education and welfare	7,657,969	7,628,761
Housing	2,567,452	0
Community amenities	95,911,252	93,221,337
Recreation and culture	171,659,271	168,393,556
Transport	351,973,088	349,785,714
Economic services	22,182,751	21,432,815
Other property and services	46,870,124	38,659,809
Unallocated	16,575,964	11,273,953
	<b>721,339,994</b>	<b>709,567,267</b>

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**28. RATING INFORMATION**

**(a) General Rates**

RATE TYPE	Rate Description	Basis of valuation	Rate in \$	Number of Properties	2023/24 Actual Rateable Value*	2023/24 Actual Rate	2023/24 Actual Interim Rates	2023/24 Actual Total Revenue	2023/24 Budget Rate	2023/24 Budget Interim Rate	2023/24 Budget Total Revenue	2022/23 Actual Total Revenue
<b>Gross rental valuations</b>												
01	GRV Residential		0.072860	7,208	149,130,034	10,865,614	(34,670)	10,830,944	10,865,614	(5,000)	10,860,614	10,472,689
02	GRV Central Business		0.076498	249	27,502,662	2,103,899	27,997	2,131,896	2,103,899	24,500	2,128,399	1,966,134
03	GRV General Industry		0.082601	347	28,780,462	2,377,295	25,668	2,402,963	2,377,295	35,000	2,412,295	2,280,426
04	GRV Mining		0.052526	7	5,072,500	266,438	0	266,438	266,438	0	266,438	256,263
08	GRV Other Properties		0.081590	557	38,414,926	3,134,274	0	3,134,274	3,134,274	0	3,134,274	3,035,238
<b>Unimproved valuations</b>												
05	UV Pastoral		0.083217	46	3,087,858	256,962	0	256,962	256,962	500	257,462	142,069
09/11	UV Mining Operations		0.180400	551	26,628,303	4,803,746	16,356	4,820,102	4,803,746	0	4,803,746	4,196,007
10	UV Exploration / Prospecting		0.180400	1,389	7,626,093	1,375,747	(94,374)	1,281,373	1,371,280	5,000	1,376,280	1,274,341
<b>Total general rates</b>					10,354	286,242,838	25,183,975	(59,023)	25,179,508	60,000	25,239,508	23,623,167
<b>Minimum payment</b>												
<b>Gross rental valuations</b>												
01	GRV Residential		1,019	4,964	53,129,235	5,058,316	0	5,058,316	5,058,316	0	5,058,316	4,891,180
02	GRV Central Business		1,019	57	517,385	58,083	0	58,083	58,083	0	58,083	58,800
03	GRV General Industry		1,019	11	66,900	11,209	0	11,209	11,209	0	11,209	9,800
04	GRV Mining		1,019	6	5,020	6,114	0	6,114	6,114	0	6,114	5,880
08	GRV Other Properties		1,019	93	495,151	94,767	0	94,767	94,767	0	94,767	94,080
<b>Unimproved valuations</b>												
05	UV Pastoral		317	7	6,000	2,219	0	2,217	2,219	0	2,219	2,135
09/11	UV Mining Operations		441	331	317,566	145,971	0	145,971	145,971	0	145,971	143,736
10	UV Exploration / Prospecting		317	429	405,093	135,993	0	135,993	136,310	0	136,310	125,965
<b>Total minimum payments</b>					5,888	54,942,350	5,512,672	0	5,512,989	0	5,512,989	5,331,576
<b>Total general rates and minimum payments</b>					16,252	341,185,188	30,696,647	(59,023)	30,692,497	60,000	30,752,497	28,954,743
<b>Total Rates</b>								30,637,622			30,752,497	28,954,743
Rate instalment interest								506,736				404,054

The rate revenue was recognised from the rate record as soon as practicable after the City resolved to impose rates in the financial year as well as when the rate record was amended to ensure the information in the record was current and correct.

Sewerage Rates	Rate in \$	Number of Properties	2023/24 Actual Rateable Value*	2023/24 Actual Rate	2023/24 Actual Interim Rates	2023/24 Actual Total Revenue	2023/24 Budget Rate	2023/24 Budget Interim Rate	2023/24 Budget Total Revenue	2022/23 Actual Total Revenue
<b>Sewerage Rates</b>										
Sewerage Rates	0.0319	8,327	217,439,156	6,943,702	0	6,943,702	6,630,606	0	6,630,606	5,891,964
Sewerage Rates Minimum	436.000	4,668	50,557,789	2,035,248	0	2,035,248	1,978,099	0	1,978,099	1,978,099
					12,995	267,996,945	8,978,950	0	8,608,705	7,870,063



**CITY OF KALGOORLIE-BOULDER**  
**NOTES TO AND FORMING PART OF THE FINANCIAL REPORT**  
**FOR THE YEAR ENDED 30 JUNE 2024**

**29. DETERMINATION OF SURPLUS OR DEFICIT**

		2023/24 (30 June 2024 Carried Forward)	2023/24 Budget (30 June 2024 Carried Forward)	2022/23 (30 June 2023 Carried Forward)
	Note	\$	\$	\$
<b>(a) Non-cash amounts excluded from operating activities</b>				
The following non-cash revenue or expenditure has been excluded from amounts attributable to operating activities within the Statement of Financial Activity in accordance with <i>Financial Management Regulation 32</i> .				
<b>Adjustments to operating activities</b>				
Less: Profit on asset disposals		(103,431)	(369,996)	(224,629)
Less: Reversal of prior year loss on revaluation of fixed assets		18,703	0	(3,577)
Add: Loss on disposal of assets		30,206	36,067	7,430
Add: Depreciation	9(a)	24,117,704	25,354,635	24,948,646
Non-cash movements in non-current assets and liabilities:				
Pensioner deferred rates		43,745	0	(11,750)
Assets held for sale	6	0	0	3,370,000
Employee benefit provisions		208,438	0	65,002
Other provisions		998,172	0	966,948
<b>Non-cash amounts excluded from operating activities</b>		<b>25,313,537</b>	<b>25,020,706</b>	<b>29,118,070</b>
<b>(b) Surplus or deficit after imposition of general rates</b>				
The following current assets and liabilities have been excluded from the net current assets used in the Statement of Financial Activity in accordance with <i>Financial Management Regulation 32</i> to agree to the surplus/(deficit) after imposition of general rates.				
<b>Adjustments to net current assets</b>				
Less: Reserve accounts	31	(36,407,300)	(19,906,418)	(33,244,615)
Less: Financial assets at amortised cost				
Less: Current assets not expected to be received at end of year				
- Land held for resale	6	(13,950,000)	0	0
- Loans receivable - clubs/institutions		(110,502)	0	(107,380)
Add: Current liabilities not expected to be cleared at end of year				
- Current portion of borrowings	14	1,083,313	1,083,313	1,049,113
- Current portion of contract liability held in reserve		139,716	51,700	0
- Current portion of lease liabilities	10(b)	285,478	240,084	301,799
- Employee benefit provisions		173,387	311,335	312,195
<b>Total adjustments to net current assets</b>		<b>(48,785,908)</b>	<b>(18,219,986)</b>	<b>(31,688,888)</b>
<b>Net current assets used in the Statement of Financial Activity</b>				
Total current assets		73,031,367	43,195,282	66,065,687
Less: Total current liabilities		(28,661,310)	(25,452,943)	(28,514,555)
Less: Total adjustments to net current assets		(48,785,908)	(18,219,986)	(31,688,888)
<b>Surplus or deficit after imposition of general rates</b>		<b>(4,415,851)</b>	<b>(477,647)</b>	<b>5,862,244</b>

**CITY OF KALGOORLIE-BOULDER**  
**NOTES TO AND FORMING PART OF THE FINANCIAL REPORT**  
**FOR THE YEAR ENDED 30 JUNE 2024**

**30. BORROWING AND LEASE LIABILITIES**

**(a) Borrowings**

Purpose	Actual					Budget				
	Principal at 1 July 2022	New Loans During 2022-23	Principal at 30 June 2023	Principal Repayments During 2022-23	Principal at 30 June 2024	Principal at 1 July 2023	New Loans During 2023-24	Principal Repayments During 2023-24	Principal at 30 June 2024	
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Community amenities</b>										
LOAN - SEWERAGE	0	0	0	0	0	0	9,500,000	0	0	9,500,000
LOAN - RECYCLED STORM WATER	0	0	0	0	0	0	3,000,000	0	0	3,000,000
<b>Recreation and culture</b>										
LOAN 352 (336) - LIBRARY EXTENSIONS	416,420	0	352,526	(63,894)	286,524	352,526	0	(66,002)	286,524	
LOAN 352 (339) - OASIS ALTERNATIVE ENERGY	387,760	0	328,264	(59,496)	266,805	328,264	0	(61,460)	266,804	
LOAN 352 (341) - RFSC CONSTRUCTION	1,648,694	0	1,395,736	(252,958)	1,134,418	1,395,726	0	(261,316)	1,134,410	
LOAN 352 (343) - MUSEUM RELOCATION	578,741	0	489,942	(88,799)	398,212	489,942	0	(91,730)	398,212	
LOAN 352 (344) - OASIS ALTERNATIVE ENERGY	339,025	0	287,006	(52,019)	233,271	287,006	0	(53,735)	233,271	
LOAN 352 (345) - SHEPHERSON OVAL LIGHTING	465,899	0	394,414	(71,485)	320,570	394,414	0	(73,845)	320,569	
LOAN 352 (350) - RAY FINLAYSON SPORTING C	1,292,382	0	1,094,094	(198,288)	889,252	1,094,085	0	(204,841)	889,244	
LOAN - PARKS and RESERVES LED LIGHTING	0	0	0	0	0	0	1,500,000	0	0	1,500,000
LOAN - GAC CAR PARK ROOF	0	0	0	0	0	0	1,500,000	0	0	1,500,000
<b>Transport</b>										
LOAN - ROADS	0	0	0	0	0	0	10,000,000	0	0	0
<b>Economic services</b>										
LOAN - BROOKMAN ST LAND	0	0	0	0	0	0	6,000,000	0	0	0
<b>Other property and services</b>										
LOAN 352 (340) - METHANE CONTROL	407,060	0	344,603	(62,457)	280,085	344,603	0	(64,519)	280,084	
LOAN 352 (342) - ENDOWMENT BLOCK ROOF	399,860	0	338,507	(61,353)	275,130	338,507	0	(63,377)	275,130	
<b>Total</b>	5,935,841	0	5,025,092	(910,749)	4,084,267	5,025,073	31,500,000	(940,825)	19,584,248	
<b>Self Supporting Loans</b>										
<b>Recreation and culture</b>										
LOAN 352 (326)- GOLDFIELDS TENNIS CLUB - S	46,542	0	0	(7,141)	32,024	39,401	0	(7,377)	32,024	0
LOAN 352 (338) - KALGOORLIE BOWLING CLUB	7,837	0	6,635	(1,202)	5,393	6,635	0	(1,242)	5,393	0
<b>Other property and services</b>										
LOAN 355 MASONIC HOMES SSL	681,760	0	584,879	(96,881)	485,210	584,879	0	(99,669)	485,210	0
<b>Total Self Supporting Loans</b>	736,139	0	630,915	(105,224)	522,627	630,915	0	(108,288)	522,627	0
<b>Total Borrowings</b>	14	6,671,980	5,656,007	(1,015,973)	4,606,894	5,655,988	31,500,000	(1,049,113)	20,106,875	

Self supporting loans are financed by payments from third parties. These are shown in Note 4 as other financial assets at amortised cost. All other loan repayments were financed by general purpose revenue.

**CITY OF KALGOORLIE-BOULDER**  
**NOTES TO AND FORMING PART OF THE FINANCIAL REPORT**  
**FOR THE YEAR ENDED 30 JUNE 2024**

**30. BORROWING AND LEASE LIABILITIES (Continued)**

**Borrowing Finance Cost Payments**

<b>Purpose</b>	<b>Loan Number</b>	<b>Institution</b>	<b>Interest Rate</b>	<b>Actual for year ending 30 June 2024</b> \$	<b>Budget for year ending 30 June 2024</b> \$	<b>Actual for year ending 30 June 2023</b> \$
<b>Community amenities</b>						
LOAN - SEWERAGE		WATC*		0	0	0
<b>Recreation and culture</b>						
LOAN 352 (336) - LIBRARY EXTENSIONS		WATC*	3.26%	(10,691)	(10,691)	(12,799)
LOAN 352 (339) - OASIS ALTERNATIVE ENERGY		WATC*	3.26%	(9,955)	(9,955)	(11,918)
LOAN 352 (341) - RFSC CONSTRUCTION		WATC*	3.26%	(42,327)	(42,327)	(50,675)
LOAN 352 (343) - MUSEUM RELOCATION		WATC*	3.26%	(14,858)	(14,858)	(17,789)
LOAN 352 (344) - OASIS ALTERNATIVE ENERGY		WATC*	3.26%	(8,704)	(8,704)	(10,421)
LOAN 352 (345) - SHEPHERSON OVAL LIGHTING		WATC*	3.26%	(11,961)	(11,961)	(14,320)
LOAN 352 (350) - RAY FINLAYSON SPORTING COMPLEX		WATC*	3.26%	(33,180)	(33,180)	(39,723)
<b>Transport</b>						
LOAN - ROADS		WATC*		0	0	0
<b>Economic services</b>						
LOAN - BROOKMAN ST LAND		WATC*		0	0	0
<b>Other property and services</b>						
LOAN 352 (340) - METHANE CONTROL		WATC*	3.26%	(10,450)	(10,451)	(12,512)
LOAN 352 (342) - ENDOWMENT BLOCK ROOF		WATC*	3.26%	(10,266)	(10,266)	(12,290)
<b>Total</b>				(152,392)	(152,393)	(182,447)
<b>Self Supporting Loans Finance Cost Payments</b>						
<b>Recreation and culture</b>						
LOAN 352 (326)- GOLDFIELDS TENNIS CLUB - SSL		WATC*	3.26%	(1,195)	(1,195)	(1,431)
LOAN 352 (338) - KALGOORLIE BOWLING CLUB SSL		WATC*	3.26%	(201)	(201)	(241)
<b>Other property and services</b>						
LOAN 355 MASONIC HOMES SSL		WATC*	2.84%	(15,320)	(99,669)	(18,112)
<b>Total Self Supporting Loans Finance Cost Payments</b>				(16,716)	(101,065)	(19,784)
<b>Total Finance Cost Payments</b>				(169,108)	(253,458)	(202,231)

\* WA Treasury Corporation



### 30. BORROWING AND LEASE LIABILITIES (Continued)

Purpose	Note	Actual				Budget			
		Principal		Principal		Principal		Principal	
		July 2022	New Leases During 2022-23	Repayments During 2022-23	June 2023	July 2023	New Leases During 2023-24	Repayments During 2023-24	June 2024
		\$	\$	\$	\$	\$	\$	\$	\$
<b>Recreation and culture</b>									
Treadmills		1,415	0	(1,415)	0	0	0	0	0
Golf Carts + GPS		457,712	0	(94,699)	363,013	0	(94,699)	268,314	268,314
Golf Carts		0	58,375	(7,783)	50,592	0	(11,675)	38,917	38,917
<b>Economic services</b>									
Industrial Purposes		1,199,619	0	(59,610)	1,140,009	0	(61,855)	1,078,154	1,078,418
Industrial Purposes		0	0	0	0	0	0	0	2,750,032
<b>Other property and services</b>									
Electrical Equipment		23,151	0	(13,560)	9,591	0	(9,591)	0	0
Generator		12,799	0	(6,559)	6,240	0	(6,240)	0	0
ICT Equipment		489,821	0	(115,251)	374,570	0	(115,252)	259,318	259,317
<b>Total Lease Liabilities</b>	10(b)	2,184,517	58,375	(298,877)	1,944,015	0	(299,312)	1,644,703	4,394,998
<b>Lease Finance Cost Payments</b>									
Purpose	Lease Number	Institution	Actual for year ending 30 June 2024	Budget for year ending 30 June 2024	Actual for year ending 30 June 2023				
			\$	\$	\$				
<b>Recreation and culture</b>									
Treadmills	Lease E6N0162159	MAIA Financial		0	(51)				
Golf Carts + GPS	Lease 10222	Diamond Capital		(3,946)	(3,542)				
Golf Carts	Lease 10322	Diamond Capital		(1,015)	(677)				
<b>Economic services</b>									
Industrial Purposes	Lease - Lot 500			(36,148)	(40,390)				
Industrial Purposes	Lease - Reserve 41254			0	0				
<b>Other property and services</b>									
Electrical Equipment	Lease E6N0159905	MAIA Financial		(360)	(480)				
Generator	Lease E6N0160151	MAIA Financial		(232)	(232)				
ICT Equipment	Lease - QTE 002755 & QTE002740	DELL		(10,713)	(10,713)				
<b>Total Finance Cost Payments</b>				(52,414)	(56,085)				

## CITY OF KALGOORLIE-BOULDER

### 31. RESERVE ACCOUNTS

Restricted by legislation/agreement													
(a)	Public Open Space Reserve	135,723	3,993	0	139,716	135,717	0	0	135,717	133,431	2,292	0	135,723
		135,723	3,993	0	139,716	135,717	0	0	135,717	133,431	2,292	0	135,723
Restricted by council													
(b)	Leave Reserve	466,671	313,730	0	780,401	466,651	0	0	466,651	311,317	155,354	0	466,671
(c)	Plant Reserve	877,231	1,397,809	(1,200,000)	1,075,040	877,194	1,500,000	(2,342,000)	35,194	937,731	1,437,558	(2,750,000)	877,231
(d)	Building Reserve	866,101	25,482	0	891,583	866,064	0	0	866,064	1,048,104	17,997	(200,000)	866,101
(e)	Computer Facilities Reserve	380,003	111,180	(195,000)	296,183	379,986	100,000	(395,000)	84,986	437,491	107,512	(165,000)	380,003
(f)	Sewerage Construction Reserve	2,319,645	3,387,793	(1,200,000)	4,507,438	2,319,546	2,700,000	(3,637,000)	1,382,546	215,847	2,903,798	(800,000)	2,319,645
(g)	Recreation Reserve	333,784	9,820	(343,604)	0	333,770	0	(333,770)	0	328,147	5,637	0	333,784
(h)	Parking Facilities Reserve	48,859	1,437	(50,296)	0	48,857	0	(48,857)	0	48,034	825	0	48,859
(i)	Oasis Reserve	213,891	1,477,929	(300,000)	3,316,820	213,879	1,500,000	(3,581,100)	57,899	937,731	1,251,160	(50,000)	213,891
(j)	Aerodrome Reserve	11,940,737	2,272,312	(300,000)	13,913,049	11,940,227	2,000,000	(1,385,000)	12,555,227	10,048,055	2,092,682	(200,000)	11,940,737
(k)	Valuations Equalisation Reserve	476,407	204,017	(560,000)	120,424	476,386	190,000	(560,000)	106,386	320,889	155,518	0	476,407
(l)	Insurance Equalisation Reserve	230,842	6,792	0	237,634	230,833	0	0	230,833	226,943	3,899	0	230,842
(m)	Town Halls Refurbishment Reserve	1,206,822	185,506	(70,000)	1,322,328	1,206,770	150,000	(338,049)	1,018,721	1,117,620	169,202	(80,000)	1,206,822
(n)	Waste Initiatives Reserve	72,105	502,121	0	574,226	72,102	500,000	0	572,102	70,887	1,218	0	72,105
(o)	Airport and City Promotions Reserve	1,309,700	188,533	(75,000)	1,423,233	1,309,644	150,000	(156,000)	1,303,644	1,287,584	172,119	(150,000)	1,309,700
(p)	Future Projects Reserve	10,441,094	3,348,131	(5,980,000)	7,809,225	10,440,648	3,000,000	(12,350,000)	1,090,648	17,510,607	4,300,487	(11,370,000)	10,441,094
		33,108,892	13,432,592	(10,273,900)	36,267,584	33,107,477	11,790,000	(25,126,776)	19,770,701	36,098,926	12,774,966	(15,765,000)	33,108,892
		33,244,615	13,436,585	(10,273,900)	36,407,300	33,243,194	11,790,000	(25,126,776)	19,906,418	36,232,357	12,777,258	(15,765,000)	33,244,615

All reserves are supported by cash and cash equivalents and financial assets at amortised cost and are restricted within equity as Reserve accounts.

In accordance with council resolutions or adopted budget in relation to each reserve account, the purpose for which the reserves are set aside and their anticipated date of use are as follows:

Name of reserve account Restricted by legislation/agreement	Purpose of the reserve account
(a) Public Open Space Reserve	To comply with Planning and Development Act, section 154.
<b>Restricted by council</b>	
(b) Leave Reserve	To fund payments to staff for accrued leave and / or budgeted leave.
(c) Plant Reserve	To fund the City's ten year (10) Plant Replacement Program.
(d) Building Reserve	To fund building projects and major structural repairs to existing assets.
(e) Computer Facilities Reserve	To fund Information Technology projects.
(f) Sewerage Construction Reserve	To provide for the ongoing construction and future replacement of sewerage lines and any other relevant initiatives.
(g) Recreation Reserve	To be utilised for future reserves, ovals, or any other recreational projects Council deems necessary.
(h) Parking Facilities Reserve	To provide for the future parking needs of the City.
(i) Oasis Reserve	To improve the Goldfields Oasis.
(j) Aerodrome Reserve	To facilitate the replacement of assets to subsidise operations, items not included in the Airport Movement Reserve.
(k) Valuations Equalisation Reserve	To provide for revaluation expenses, every four (4) years.
(l) Insurance Equalisation Reserve	To provide for any Workers Compensation expenses.
(m) Town Halls Refurbishment Reserve	To provide for future maintenance, refurbishment, heritage development of the Kalgoorlie and Boulder Town Halls.
(n) Waste Initiatives Reserve	To develop and introduce alternatives or modified waste collection treatment and disposal options.
(o) Airport and City Promotions Reserve	To promote the City of Kalgoorlie-Boulder and the Kalgoorlie-Boulder Airport.
(p) Future Projects Reserve	To fund future projects that Council supports as a desired outcome for the overall Community.

**CITY OF KALGOORLIE-BOULDER**  
**NOTES TO AND FORMING PART OF THE FINANCIAL REPORT**  
**FOR THE YEAR ENDED 30 JUNE 2024**

**32. TRUST FUNDS**

Funds held at balance date which are required to be held in trust and which are not included in the financial statements are as follows:

	<b>1 July 2023</b>	<b>Amounts Received</b>	<b>Amounts Paid</b>	<b>30 June 2024</b>
	\$	\$	\$	\$
Public Open Space Contributions	473,922	0	0	473,922
General	116,565	2,573	(39,948)	79,190
Unclaimed monies	59,377	0	(59,377)	0
Property Tenancy	89,100	17,395	(38,247)	68,248
Sale of Land	0	731,429	(537,567)	193,862
	738,964	751,397	(675,139)	815,222



**CITY OF KALGOORLIE-BOULDER**  
**NOTES TO AND FORMING PART OF THE FINANCIAL REPORT**  
**FOR THE YEAR ENDED 30 JUNE 2024**

**33. CORRECTION OF ERROR**

During the financial year it was identified Land held on management orders, and not owned by the City of Kalgoorlie-Boulder, had been incorrectly included in the 30 June 2022 asset revaluations to the value of \$51,019,395. This is non compliant with Local Government (Financial Management) Regulations 1996, Regulation 17A.

During the year to 30 June 2023 depreciation was incorrectly charged on these assets to the value of \$758,410. This has been corrected as a prior period adjustment to 30 June 2023 figures.

As this error was made in a reporting period prior to the comparative period, the Statement of Financial Position balances were restated as follows;

	<b>As Reported previously</b>	<b>Adjustment</b>	<b>Restated*</b>
	<b>\$</b>	<b>\$</b>	<b>\$</b>
<b>1 July 2022</b>			
<b>Statement of Financial Position</b>			
<b>Non-current Assets</b>			
Property, plant and equipment	231,126,724	(51,019,395)	180,107,329
<b>Total Assets</b>	751,619,985	(51,019,395)	700,600,590
<b>Net Assets</b>	686,076,807	(51,019,395)	635,057,412
<b>Equity</b>			
Revaluation Surplus	363,384,116	(51,019,395)	312,364,721
<b>Total Equity</b>	686,076,807	(51,019,395)	635,057,412
<b>30 June 2023</b>			
<b>Statement of Comprehensive Income</b>			
Depreciation on Non-current Assets	(25,707,056)	758,410	(24,948,646)
<b>Net result for the period</b>	7,499,171	758,410	8,257,581
<b>Total comprehensive income for the period</b>	7,499,171	758,410	8,257,581
<b>Statement of Financial Position</b>			
<b>Non-current Assets</b>			
Property, plant and equipment	239,447,714	(50,260,985)	189,186,729
<b>Total Assets</b>	759,828,252	(50,260,985)	709,567,267
<b>Net Assets</b>	693,575,979	(50,260,985)	643,314,994
<b>Equity</b>			
Retained Surplus	296,947,248	758,410	297,705,658
Revaluation Surplus	363,384,116	(51,019,395)	312,364,721
<b>Total Equity</b>	693,575,979	(50,260,985)	643,314,994

\*Restated - for correction of prior period error relating to land not owned by the City.



## Auditor General

### INDEPENDENT AUDITOR'S REPORT 2024 City of Kalgoorlie-Boulder

To the Council of the City of Kalgoorlie-Boulder

#### Opinion

I have audited the financial report of the City of Kalgoorlie-Boulder (City) which comprises:

- the statement of financial position as at 30 June 2024, the statement of comprehensive income, statement of changes in equity, statement of cash flows and statement of financial activity for the year then ended
- notes comprising a summary of material accounting policies and other explanatory information.

In my opinion, the financial report:

- is based on proper accounts and records
- presents fairly, in all material respects, the results of the operations of the City for the year ended 30 June 2024 and its financial position at the end of that period
- is in accordance with the *Local Government Act 1995* (the Act) and, to the extent that they are not inconsistent with the Act, Australian Accounting Standards.

#### Basis for opinion

I conducted my audit in accordance with Australian Auditing Standards. My responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial report section below.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

#### Emphasis of Matter – Restatement of Comparative Balances

I draw attention to Note 33 to the financial report which states that the amounts reported in the previously issued 30 June 2023 financial report have been restated and disclosed as comparatives in this financial report. My opinion is not modified in respect of this matter.

#### Other information

The Chief Executive Officer (CEO) is responsible for the preparation and the Council for overseeing the other information. The other information is the information in the entity's annual report for the year ended 30 June 2024, but not the financial report and my auditor's report.

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

In connection with my audit of the financial report, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial report or my knowledge obtained in the audit or otherwise appears to be materially misstated.

If, based on the work I have performed, I conclude that there is a material misstatement of this other information, I am required to report that fact. I did not receive the other information prior to the date of this auditor's report. When I do receive it, I will read it and if I conclude that there is a material misstatement in this information, I am required to communicate the matter to the CEO and Council and request them to correct the misstated information. If the misstated information is not corrected, I may need to retract this auditor's report and re-issue an amended report.

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

The Chief Executive Officer (CEO) of the City is responsible for:

- keeping proper accounts and records
- preparation and fair presentation of the financial report in accordance with the requirements of the Act, the Regulations and Australian Accounting Standards
- managing internal control as required by the CEO to ensure the financial report is free from material misstatement, whether due to fraud or error.

In preparing the financial report, the CEO is responsible for:

- assessing the City's ability to continue as a going concern
- disclosing, as applicable, matters related to going concern
- using the going concern basis of accounting unless the State Government has made decisions affecting the continued existence of the City.

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

### **Auditor's responsibilities for the audit of the financial report**

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

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

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



### **My independence and quality management relating to the report on the financial report**

I have complied with the independence requirements of the *Auditor General Act 2006* and the relevant ethical requirements relating to assurance engagements. In accordance with ASQM 1 Quality Management for Firms that Perform Audits or Reviews of Financial Reports and Other Financial Information, or Other Assurance or Related Services Engagements, the Office of the Auditor General maintains a comprehensive system of quality management including documented policies and procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

### **Matters relating to the electronic publication of the audited financial report**

This auditor's report relates to the financial report of the City of Kalgoorlie-Boulder for the year ended 30 June 2024 included in the annual report on the City's website. The City's management is responsible for the integrity of the City's website. This audit does not provide assurance on the integrity of the City's website. The auditor's report refers only to the financial report. It does not provide an opinion on any other information which may have been hyperlinked to/from the annual report. If users of the financial report are concerned with the inherent risks arising from publication on a website, they are advised to contact the City to confirm the information contained in the website version.



Grant Robinson  
Assistant Auditor General Financial Audit  
Delegate of the Auditor General for Western Australia  
Perth, Western Australia  
10 December 2024







**City of  
Kalgoorlie  
Boulder**

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