

Ordinary Meeting of Council - 20 November 2023 Attachments

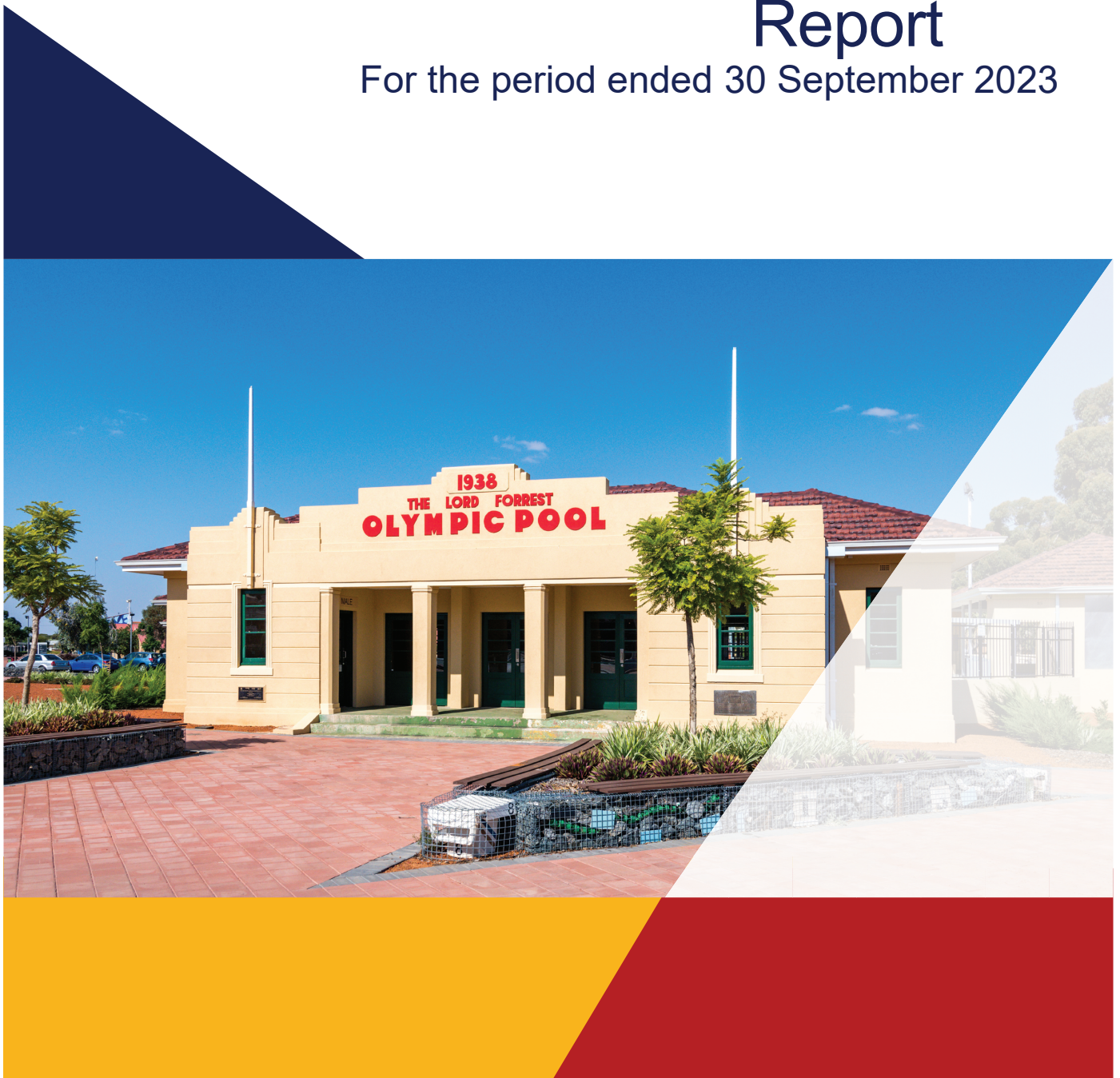
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Monthly Financial Report

For the period ended 30 September 2023



CITY OF KALGOORLIE-BOULDER
MONTHLY FINANCIAL REPORT
(Containing the required statement of financial activity and statement of financial position)
For The Period Ended 30 September 2023

LOCAL GOVERNMENT ACT 1995
LOCAL GOVERNMENT (FINANCIAL MANAGEMENT) REGULATIONS 1996

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**CITY OF KALGOORLIE-BOULDER
STATEMENT OF FINANCIAL ACTIVITY
FOR THE PERIOD ENDED 30 SEPTEMBER 2023**

	Supplementary Information	Adopted Budget Estimates (a) \$	YTD Budget Estimates (b) \$	YTD Actual (c) \$	Variance* \$ (c) - (b) \$	Variance* % ((c) - (b))/(b) %	Var.
OPERATING ACTIVITIES							
Revenue from operating activities							
General rates	10	30,752,496	30,679,996	30,778,571	98,575	0.32%	▲
Grants, subsidies and contributions	14	10,403,000	937,805	1,693,864	756,059	80.62%	▲
Fees and charges		47,422,350	22,654,882	24,335,451	1,680,569	7.42%	▲
Interest revenue		1,123,851	280,963	810,700	529,737	188.54%	▲
Other revenue		4,604,185	857,036	1,143,395	286,359	33.41%	▲
Profit on asset disposals	6	369,996	0	19,621	19,621	0.00%	
		94,675,878	55,410,682	58,781,602	3,370,920	6.08%	
Expenditure from operating activities							
Employee costs		(29,714,237)	(7,315,736)	(7,898,763)	(583,027)	(7.97%)	▼
Materials and contracts		(26,093,081)	(5,812,017)	(5,218,554)	593,463	10.21%	▲
Contributions, donations & subsidies		(7,536,176)	(683,586)	(759,902)	(76,316)	(11.16%)	▼
Utility charges		(4,200,359)	(836,090)	(915,159)	(79,069)	(9.46%)	▼
Depreciation		(25,354,635)	(6,338,454)	(6,324,842)	13,612	0.21%	
Finance costs		(1,658,055)	(426,514)	(378,484)	48,030	11.26%	▲
Insurance		(1,660,800)	(415,200)	(270,774)	144,426	34.78%	▲
Other expenditure		(190,818)	(57,455)	(183,734)	(126,279)	(219.79%)	▼
Loss on asset disposals	6	(36,067)	0	0	0	0.00%	
		(96,444,228)	(21,885,052)	(21,950,212)	(65,160)	(0.30%)	
Non-cash amounts excluded from operating activities	Note 2(b)	25,020,706	6,338,454	6,441,589	103,135	1.63%	▲
Amount attributable to operating activities		23,252,356	39,864,084	43,272,979	3,408,895	8.55%	
INVESTING ACTIVITIES							
Inflows from investing activities							
Proceeds from capital grants, subsidies and contributions	15	24,328,699	7,897,033	5,704,476	(2,192,557)	(27.76%)	▼
Proceeds from disposal of assets	6	725,460	0	46,568	46,568	0.00%	
Proceeds from financial assets at amortised cost - self supporting loans		0	26,781	26,781	0	0.00%	
		25,054,159	7,923,814	5,777,825	(2,145,989)	(27.08%)	
Outflows from investing activities							
Payments for property, plant and equipment	5	(56,229,278)	(3,298,365)	(2,358,950)	939,415	28.48%	▲
Payments for construction of infrastructure	5	(39,747,981)	(3,906,777)	(3,245,876)	660,901	16.92%	▲
Payments for investment property	5	(1,496,000)	(94,000)	(14,635)	79,365	84.43%	▲
		(97,473,259)	(7,299,142)	(5,619,461)	1,679,681	23.01%	
Amount attributable to investing activities		(72,419,100)	624,672	158,364	(466,308)	(74.65%)	
FINANCING ACTIVITIES							
Inflows from financing activities							
Proceeds from new debentures	11	31,500,000	0	0	0	0.00%	
Transfer from reserves	4	25,126,776	25,126,776	25,126,776	0	0.00%	
		56,626,776	25,126,776	25,126,776	0	0.00%	
Outflows from financing activities							
Repayment of borrowings	11	(1,049,113)	(259,131)	(259,131)	0	0.00%	
Payments for principal portion of lease liabilities	12	(326,028)	(75,460)	(75,460)	0	0.00%	
Transfer to reserves	4	(11,790,000)	(11,790,000)	(12,089,372)	(299,372)	(2.54%)	▼
		(13,165,141)	(12,124,591)	(12,423,963)	(299,372)	(2.47%)	
Amount attributable to financing activities		43,461,635	13,002,185	12,702,813	(299,372)	(2.30%)	
MOVEMENT IN SURPLUS OR DEFICIT							
Surplus or deficit at the start of the financial year		5,227,462	5,227,462	5,234,119	6,657	0.13%	
Amount attributable to operating activities		23,252,356	39,864,084	43,272,979	3,408,895	8.55%	▲
Amount attributable to investing activities		(72,419,100)	624,672	158,364	(466,308)	(74.65%)	▼
Amount attributable to financing activities		43,461,635	13,002,185	12,702,813	(299,372)	(2.30%)	▼
Surplus or deficit after imposition of general rates		(477,647)	58,718,403	61,368,275	2,649,871	4.51%	▲

KEY INFORMATION

▲ ▼ Indicates a variance between Year to Date (YTD) Budget and YTD Actual data as per the adopted materiality threshold.

* Refer to Note 3 for an explanation of the reasons for the variance.

This statement is to be read in conjunction with the accompanying Financial Statements and Notes.

**CITY OF KALGOORLIE-BOULDER
STATEMENT OF FINANCIAL POSITION
FOR THE PERIOD ENDED 30 SEPTEMBER 2023**

	Supplementary Information	30 June 2023	30 September 2023
		\$	\$
CURRENT ASSETS			
Cash and cash equivalents	3	39,318,575	63,525,655
Trade and other receivables	7	15,552,371	37,010,084
Other financial assets	8	7,560,840	3,107,979
Inventories	8	3,555,963	3,574,044
TOTAL CURRENT ASSETS		65,987,749	107,217,762
NON-CURRENT ASSETS			
Trade and other receivables		1,027,089	1,042,416
Inventories		80,000	80,000
Property, plant and equipment		239,447,714	239,966,551
Infrastructure		439,950,228	438,785,460
Right-of-use assets		2,035,803	1,975,320
Investment property		11,206,391	11,180,479
TOTAL NON-CURRENT ASSETS		693,747,225	693,030,226
TOTAL ASSETS		759,734,974	800,247,988
CURRENT LIABILITIES			
Trade and other payables	9	14,588,810	11,506,348
Other liabilities	13	10,149,444	10,350,231
Lease liabilities	12	225,161	525,217
Borrowings	11	982,527	1,805,956
Employee related provisions	13	3,237,432	3,285,422
TOTAL CURRENT LIABILITIES		29,183,374	27,473,174
NON-CURRENT LIABILITIES			
Lease liabilities	12	1,741,262	1,343,339
Borrowings	11	4,672,067	3,590,919
Employee related provisions		684,319	585,306
Other provisions		30,903,302	31,152,845
TOTAL NON-CURRENT LIABILITIES		38,000,950	36,672,409
TOTAL LIABILITIES		67,184,324	64,145,583
NET ASSETS		692,550,650	736,102,405
EQUITY			
Retained surplus		289,879,135	346,702,086
Reserve accounts	4	33,244,615	19,973,424
Revaluation surplus		369,426,900	369,426,895
TOTAL EQUITY		692,550,650	736,102,405

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

**NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
FOR THE PERIOD ENDED 30 SEPTEMBER 2023**

1 BASIS OF PREPARATION AND SIGNIFICANT ACCOUNTING POLICIES

BASIS OF PREPARATION

This prescribed financial report has 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.

Local Government (Financial Management) Regulations 1996, regulation 34 prescribes contents of the financial report. Supporting information does not form part of the financial report.

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.

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 16 to these financial statements.

Judgements and estimates

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 believed to be reasonable under the circumstances; the results of which form the basis of making the judgements about carrying values of assets and liabilities that are not readily apparent from other sources. Actual results may differ from these estimates.

The balances, transactions and disclosures impacted by accounting estimates are as follows:

- estimated fair value of certain financial assets
- impairment of financial assets
- estimation of fair values of land and buildings, infrastructure and investment property
- estimation uncertainties made in relation to lease accounting
- estimated useful life of intangible assets

SIGNIFICANT ACCOUNTING POLICES

Significant accounting policies utilised in the preparation of these statements are as described within the 2023-24 Annual Budget. Please refer to the adopted budget document for details of these policies.

PREPARATION TIMING AND REVIEW

Date prepared: All known transactions up to 31 October 2023

**CITY OF KALGOORLIE-BOULDER
NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
FOR THE PERIOD ENDED 30 SEPTEMBER 2023**

2 STATEMENT OF FINANCIAL ACTIVITY INFORMATION

(a) Net current assets used in the Statement of Financial Activity	Supplementary Information	Adopted Budget	Last Year	Year to Date
		Opening 30 June 2023	Closing 30 June 2023	30 September 2023
Current assets		\$	\$	\$
Cash and cash equivalents	3	39,983,048	39,318,575	63,525,655
Trade and other receivables	7	14,715,932	15,552,371	37,010,084
Other financial assets	8	7,378,978	7,560,840	3,107,979
Inventories	8	159,209	3,555,963	3,574,044
		62,237,167	65,987,749	107,217,762
Less: current liabilities				
Trade and other payables	9	(11,661,724)	(14,588,810)	(11,506,348)
Other liabilities	13	(9,966,344)	(10,149,444)	(10,350,231)
Lease liabilities	12	(149,436)	(225,161)	(525,217)
Borrowings	11	(1,049,113)	(982,527)	(1,805,956)
Employee related provisions	13	(2,369,778)	(3,237,432)	(3,285,422)
Other provisions	13	(131,700)	0	0
		(25,328,095)	(29,183,374)	(27,473,174)
Net current assets		36,909,072	36,804,375	79,744,588
Less: Total adjustments to net current assets	Note 2(c)	(31,681,610)	(31,570,256)	(17,405,176)
Closing funding surplus / (deficit)		5,227,462	5,234,119	62,339,412

(b) Non-cash amounts excluded from operating activities

The following non-cash revenue and expenditure has been excluded from operating activities within the Statement of Financial Activity in accordance with *Financial Management Regulation 32*.

Non-cash amounts excluded from operating activities	Adopted Budget	YTD Budget (a)	YTD Actual (b)
	\$	\$	\$
Adjustments to operating activities			
Less: Profit on asset disposals	6	(369,996)	0
Add: Loss on asset disposals	6	36,067	0
Add: Depreciation		25,354,635	6,338,454
- Investment property			6,324,842
- Other provisions			(25,912)
			249,543
Total non-cash amounts excluded from operating activities		25,020,706	6,338,454
			6,441,589

(c) Current assets and liabilities excluded from budgeted deficiency

The following current assets and liabilities have been excluded from the net current assets used in the Statement of Financial Activity in accordance with *Financial Management Regulation 32* to agree to the surplus/(deficit) after imposition of general rates.

Adjustments to net current assets	Adopted Budget	Last Year	Year to Date
	Opening 30 June 2023	Closing 30 June 2023	30 September 2023
	\$	\$	\$
Less: Reserve accounts	4	(33,243,194)	(33,244,615)
Add: Current liabilities not expected to be cleared at the end of the year:			
- Current portion of borrowings	11	1,049,113	982,527
- Current portion of lease liabilities	12	149,436	225,161
- Current portion of other provisions held in reserve		51,700	0
- Current portion of employee benefit provisions held in reserve	4	311,335	466,671
Total adjustments to net current assets	Note 2(a)	(31,681,610)	(31,570,256)
			(17,405,176)

CURRENT AND NON-CURRENT CLASSIFICATION

In the determination of whether an asset or liability is current or non-current, consideration is given to the time when each asset or liability is expected to be settled. Unless otherwise stated assets or liabilities are classified as current if expected to be settled within the next 12 months, being the Council's operational cycle.

**CITY OF KALGOORLIE-BOULDER
NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
FOR THE PERIOD ENDED 30 SEPTEMBER 2023**

3 SUMMARY OF MATERIAL VARIANCES

The material variance thresholds are adopted annually by Council as an indicator of whether the actual expenditure or revenue varies from the year to date actual materially.
The material variance adopted by Council for the 2023-24 year is \$50,000 or 10.00% whichever is the greater.

Description	Var. \$	Var. %	
	\$	%	
Revenue from operating activities			
General rates	98,575	0.32%	▲
Grants, subsidies and contributions	756,059	80.62%	▲
Fees and charges	1,680,569	7.42%	▲
Interest revenue	529,737	188.54%	▲
Other revenue	286,359	33.41%	▲
Expenditure from operating activities			
Employee costs	(583,027)	(7.97%)	▼
Materials and contracts	593,463	10.21%	▲
Utility charges	(79,069)	(9.46%)	▼
Finance costs	48,030	11.26%	▲
Insurance	144,426	34.78%	▲
Other expenditure	(126,279)	(219.79%)	▼
Non-cash amounts excluded from operating activities	103,135	1.63%	▲
Inflows from investing activities			
Proceeds from capital grants, subsidies and contributions	(2,192,557)	(27.76%)	▼
Outflows from investing activities			
Payments for property, plant and equipment	939,415	28.48%	▲
Payments for construction of infrastructure	660,901	16.92%	▲
Payments for investment property	79,365	84.43%	▲
Outflows from financing activities			
Transfer to reserves	(299,372)	(2.54%)	▼
Surplus or deficit after imposition of general rates	2,649,871	4.51%	▲

CITY OF KALGOORLIE-BOULDER
SUPPLEMENTARY INFORMATION
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**CITY OF KALGOORLIE-BOULDER
SUPPLEMENTARY INFORMATION
FOR THE PERIOD ENDED 30 SEPTEMBER 2023**

1 KEY INFORMATION

Funding Surplus or Deficit Components

Funding surplus / (deficit)				
	Adopted Budget	YTD Budget (a)	YTD Actual (b)	Var. \$ (b)-(a)
Opening	\$5.23 M	\$5.23 M	\$5.23 M	\$0.01 M
Closing	(\$0.48 M)	\$58.72 M	\$61.37 M	\$2.65 M

Refer to Statement of Financial Activity

Cash and cash equivalents		
	\$63.53 M	% of total
Unrestricted Cash	\$43.32 M	68.2%
Restricted Cash	\$20.21 M	31.8%

Refer to 3 - Cash and Financial Assets

Payables		
	\$11.51 M	% Outstanding
Trade Payables	\$6.68 M	
0 to 30 Days		43.3%
Over 30 Days		56.7%
Over 90 Days		3.6%

Refer to 9 - Payables

Receivables		
	\$16.50 M	% Collected
Rates Receivable	\$20.51 M	66.1%
Trade Receivable	\$16.50 M	% Outstanding
Over 30 Days		61.8%
Over 90 Days		41.3%

Refer to 7 - Receivables

Key Operating Activities

Amount attributable to operating activities			
Adopted Budget	YTD Budget (a)	YTD Actual (b)	Var. \$ (b)-(a)
\$23.25 M	\$39.86 M	\$43.27 M	\$3.41 M

Refer to Statement of Financial Activity

Rates Revenue		
YTD Actual	\$30.78 M	% Variance
YTD Budget	\$30.68 M	0.3%

Refer to 10 - Rate Revenue

Grants and Contributions		
YTD Actual	\$6.71 M	% Variance
YTD Budget	\$0.94 M	615.0%

Refer to 14 - Grants and Contributions

Fees and Charges		
YTD Actual	\$24.34 M	% Variance
YTD Budget	\$22.65 M	7.4%

Refer to Statement of Financial Activity

Key Investing Activities

Amount attributable to investing activities			
Adopted Budget	YTD Budget (a)	YTD Actual (b)	Var. \$ (b)-(a)
(\$72.42 M)	\$0.62 M	\$0.16 M	(\$0.47 M)

Refer to Statement of Financial Activity

Proceeds on sale		
YTD Actual	\$0.05 M	%
Adopted Budget	\$0.73 M	(93.6%)

Refer to 6 - Disposal of Assets

Asset Acquisition		
YTD Actual	\$3.25 M	% Spent
Adopted Budget	\$39.75 M	(91.8%)

Refer to 5 - Capital Acquisitions

Capital Grants		
YTD Actual	\$5.70 M	% Received
Adopted Budget	\$24.33 M	(76.6%)

Refer to 5 - Capital Acquisitions

Key Financing Activities

Amount attributable to financing activities			
Adopted Budget	YTD Budget (a)	YTD Actual (b)	Var. \$ (b)-(a)
\$43.46 M	\$13.00 M	\$12.70 M	(\$0.30 M)

Refer to Statement of Financial Activity

Borrowings	
Principal repayments	(\$0.26 M)
Interest expense	(\$0.05 M)
Principal due	\$5.40 M

Refer to 11 - Borrowings

Reserves	
Reserves balance	\$20.21 M
Interest earned	\$0.30 M

Refer to 4 - Cash Reserves

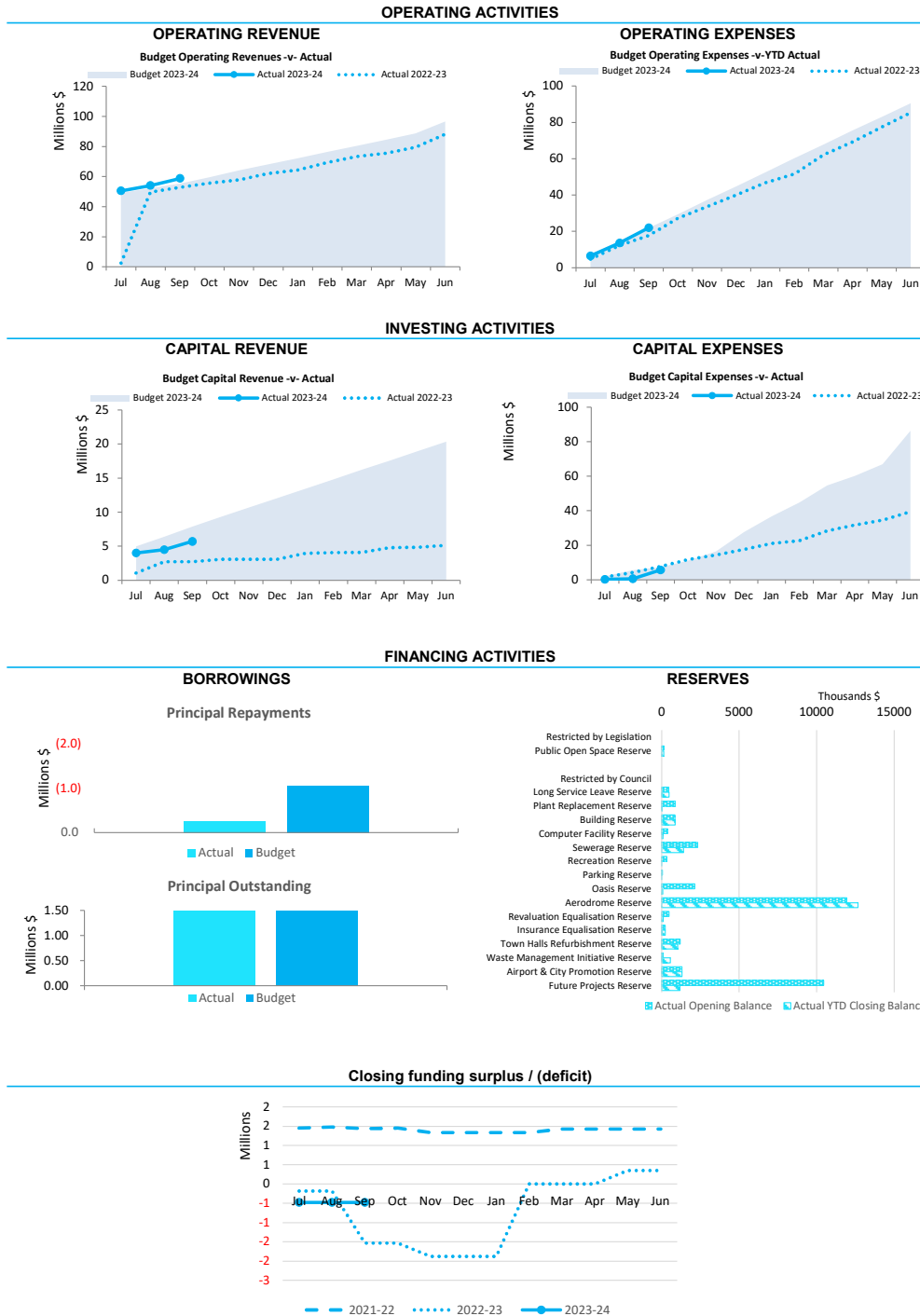
Lease Liability	
Principal repayments	(\$0.08 M)
Interest expense	(\$0.01 M)
Principal due	\$1.87 M

Refer to Note 12 - Lease Liabilities

This information is to be read in conjunction with the accompanying Financial Statements and notes.

**CITY OF KALGOORLIE-BOULDER
SUPPLEMENTARY INFORMATION
FOR THE PERIOD ENDED 30 SEPTEMBER 2023**

2 KEY INFORMATION - GRAPHICAL



This information is to be read in conjunction with the accompanying Financial Statements and Notes.

**CITY OF KALGOORLIE-BOULDER
SUPPLEMENTARY INFORMATION
FOR THE PERIOD ENDED 30 SEPTEMBER 2023**

3 CASH AND FINANCIAL ASSETS

Description	Classification	Unrestricted \$	Restricted \$	Total Cash \$
Cash on hand				
Cash and Cash Equivalents	Cash and cash equivalents	43,318,444	20,207,211	63,525,655
Total		43,318,444	20,207,211	63,525,655
Comprising				
Cash and cash equivalents		43,318,444	20,207,211	63,525,655
		43,318,444	20,207,211	63,525,655

KEY INFORMATION

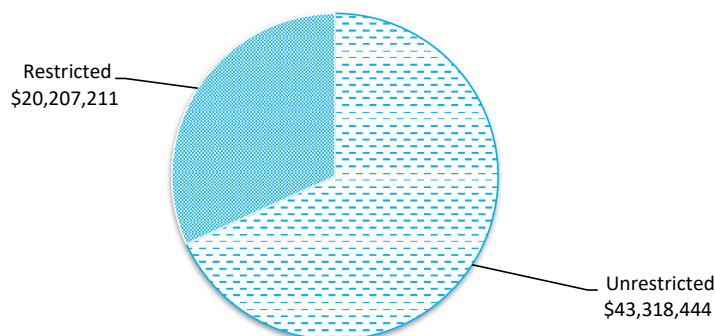
Cash and cash equivalents include cash on hand, cash at bank, deposits available on demand with banks and other short term highly liquid investments with original maturities of three months or less that are readily convertible to known amounts of cash and which are subject to an insignificant risk of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

Bank overdrafts are reported as short term borrowings in current liabilities in the statement of net current assets.

The local government 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.

Financial assets at amortised cost held with registered financial institutions are listed in this note other financial assets at amortised cost are provided in Note 4 - Other assets.



**CITY OF KALGOORLIE-BOULDER
SUPPLEMENTARY INFORMATION
FOR THE PERIOD ENDED 30 SEPTEMBER 2023**

4 RESERVE ACCOUNTS

Reserve name	Budget Opening Balance	Budget Transfers In (+)	Budget Transfers Out (-)	Budget Closing Balance	Actual Opening Balance	Actual Interest Earned	Actual Transfers In (+)	Actual Transfers Out (-)	Actual YTD Closing Balance
	\$	\$	\$	\$	\$	\$	\$	\$	\$
Restricted by Legislation									
Public Open Space Reserve	135,717	0	0	135,717	135,723	1,227	0	0	136,950
Restricted by Council									
Long Service Leave Reserve	466,651	0	0	466,651	466,671	4,191	0	0	470,862
Plant Replacement Reserve	877,194	1,500,000	(2,342,000)	35,194	877,231	7,903	1,500,000	(2,342,000)	43,134
Building Reserve	866,064	0	0	866,064	866,101	7,814	0	0	873,915
Computer Facility Reserve	379,986	100,000	(395,000)	84,986	380,003	3,413	100,000	(395,000)	88,416
Sewerage Reserve	2,319,546	2,700,000	(3,637,000)	1,382,546	2,319,645	20,896	2,700,000	(3,637,000)	1,403,541
Recreation Reserve	333,770	0	(333,770)	0	333,784	2,994	0	(333,770)	3,008
Parking Reserve	48,857	0	(48,857)	0	48,859	449	0	(48,857)	451
Oasis Reserve	2,138,799	1,500,000	(3,581,100)	57,699	2,138,891	19,250	1,500,000	(3,581,100)	77,041
Aerodrome Reserve	11,940,227	2,000,000	(1,385,000)	12,555,227	11,940,737	107,535	2,000,000	(1,385,000)	12,663,272
Revaluation Equalisation Reserve	476,386	190,000	(560,000)	106,386	476,407	4,281	190,000	(560,000)	110,688
Insurance Equalisation Reserve	230,833	0	0	230,833	230,842	2,066	0	0	232,908
Town Halls Refurbishment Reserve	1,206,770	150,000	(338,049)	1,018,721	1,206,822	10,867	150,000	(338,049)	1,029,640
Waste Management Initiative Reserve	72,102	500,000	0	572,102	72,105	659	500,000	0	572,764
Airport & City Promotion Reserve	1,309,644	150,000	(156,000)	1,303,644	1,309,700	11,795	150,000	(156,000)	1,315,495
Future Projects Reserve	10,440,648	3,000,000	(12,350,000)	1,090,648	10,441,094	94,033	3,000,000	(12,350,000)	1,185,127
	33,243,194	11,790,000	(25,126,776)	19,906,418	33,244,615	299,372	11,790,000	(25,126,776)	20,207,211

**CITY OF KALGOORLIE-BOULDER
SUPPLEMENTARY INFORMATION
FOR THE PERIOD ENDED 30 SEPTEMBER 2023**

INVESTING ACTIVITIES

5 CAPITAL ACQUISITIONS

Capital acquisitions	Adopted		YTD Actual	YTD Actual Variance
	Budget	YTD Budget		
	\$	\$	\$	\$
Buildings	16,887,546	1,101,633	88,307	(1,013,325)
Furniture and equipment	1,550,000	147,500	14,188	(133,312)
Plant and equipment	4,126,000	268,500	300,785	32,285
Light Vehicles	418,000	0	37,363	37,363
Work in Progress	33,247,732	1,780,732	1,918,307	137,575
Acquisition of property, plant and equipment	56,229,278	3,298,365	2,358,950	(939,415)
Infrastructure - Roads	23,071,781	2,880,277	2,783,015	(97,262)
Infrastructure - Footpaths	3,252,200	0	73,360	73,360
Infrastructure - Sewerage	7,090,000	664,000	218,546	(445,455)
Infrastructure - Parks & Reserves	2,555,000	212,500	156,331	(56,169)
Infrastructure - Street Lights	334,000	150,000	0	(150,000)
Infrastructure - Effluent	1,545,000	0	14,624	14,624
Infrastructure - Drainage	530,000	0	0	0
Infrastructure - Landfill	820,000	0	0	0
Infrastructure - Car Parking	550,000	0	0	0
Acquisition of infrastructure	39,747,981	3,906,777	3,245,876	(660,901)
Investment property	1,496,000	94,000	14,635	(79,365)
Acquisition of investment property	1,496,000	94,000	14,635	(79,365)
Right of Use - Land	2,776,523	0	0	0
Right of Use Assets	2,776,523	0	0	0
Total capital acquisitions	100,249,782	7,299,142	5,619,461	(1,679,681)
Capital Acquisitions Funded By:				
Capital grants and contributions	24,328,699	7,897,033	5,704,476	(2,192,557)
Borrowings	31,500,000	0	0	0
Lease liabilities	2,776,523	0	0	0
Other (disposals & C/Fwd)	725,460	0	46,568	46,568
Reserve accounts				
Plant Replacement Reserve	2,342,000	0	2,342,000	2,342,000
Computer Facility Reserve	395,000	0	395,000	395,000
Sewerage Reserve	3,637,000	0	3,637,000	3,637,000
Recreation Reserve	333,770	0	333,770	333,770
Parking Reserve	0	0	48,857	48,857
Oasis Reserve	3,581,100	0	3,581,100	3,581,100
Aerodrome Reserve	1,385,000	0	1,385,000	1,385,000
Revaluation Equalisation Reserve	0	0	560,000	560,000
Town Halls Refurbishment Reserve	338,049	0	338,049	338,049
Airport & City Promotion Reserve	0	0	156,000	156,000
Future Projects Reserve	12,350,000	0	12,350,000	12,350,000
Contribution - operations	16,557,181	(597,891)	(25,258,359)	(24,660,468)
Capital funding total	100,249,782	7,299,142	5,619,461	(1,679,681)

CITY OF KALGOORLIE-BOULDER
SUPPLEMENTARY INFORMATION
FOR THE PERIOD ENDED 30 SEPTEMBER 2023

INVESTING ACTIVITIES

5 CAPITAL ACQUISITIONS

SIGNIFICANT ACCOUNTING POLICIES

Each class of fixed assets within either plant and equipment or infrastructure, is carried at cost or fair value as indicated less, where applicable, any accumulated depreciation and impairment losses.

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 *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.

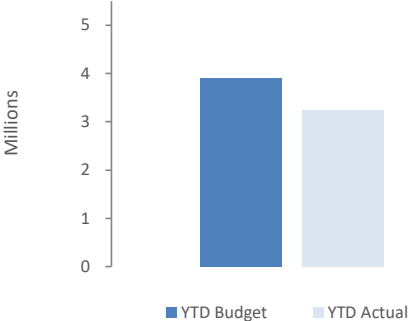
Initial recognition and measurement for assets held at cost

Plant and equipment including furniture and equipment is recognised at cost on acquisition in accordance with *Financial Management Regulation 17A*. Where acquired at no cost the asset is initially recognise at fair value. Assets held at cost are depreciated and assessed for impairment annually.

Initial recognition and measurement between mandatory revaluation dates for assets held at fair value

In relation to this initial measurement, cost is determined as the fair value of the assets given as consideration plus costs incidental to the acquisition. For assets acquired at zero cost or otherwise significantly less than fair value, cost is determined as fair value at the date of 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.

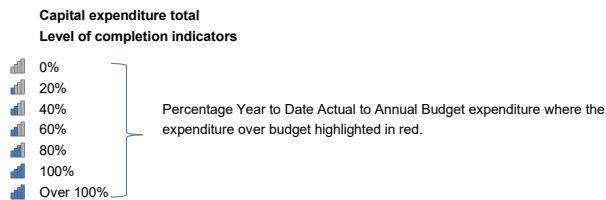
Payments for Capital Acquisitions



CITY OF KALGOORLIE-BOULDER
SUPPLEMENTARY INFORMATION
FOR THE PERIOD ENDED 30 SEPTEMBER 2023

INVESTING ACTIVITIES

5 CAPITAL ACQUISITIONS - DETAILED



Level of completion indicator, please see table at the end of this note for further detail.

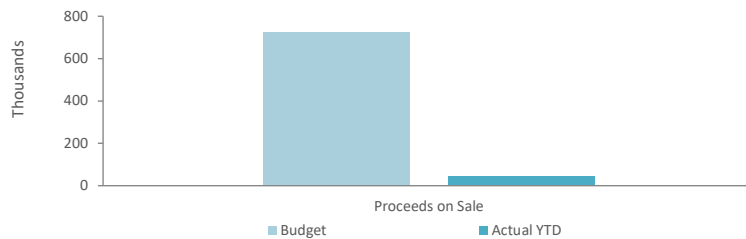
	Account Description	Adopted		Variance	
		Budget	YTD Budget	YTD Actual	(Under)/Over
		\$	\$	\$	\$
422003	Health Inspection & Admin - Light Vehicles (Renewa	1,167,000	190,000	53,207	(136,793)
451020	Yarri Road Landfill	820,000	-	162	162
453005	Sewerage - SBWWTP IDEA Plant (Renewal/Replacement)	2,120,000	70,000	67,632	(2,368)
453009	Sewerage - Sewer Network Pipe and Access Chambers	330,000	184,000	145,454	(38,546)
453012	Sewer Network System Capacity reviews and increase	500,000	-	5,460	5,460
453013	Sewer Reticulation Main Upgrade - Area 1, 2 and 3	4,000,000	400,000	-	(400,000)
453902	Sewerage - Water Bank (WIP)	9,827,000	-	78,384	78,384
453903	Economic Development - Recycled Water New Stormwat	3,000,000	-	5,125	5,125
457012	Other Community Amenities - Peppercorn Lease Build	384,584	134,584	-	(134,584)
460009	Public Halls & Civic Centres - Boulder Town Hall W	174,049	174,049	-	(174,049)
460025	Public Halls & Civic Centres - Facility Improvemen	164,000	-	2,665	2,665
463007	Oasis - Building Reactive Works (Renewal/Replaceme	241,300	-	5,460	5,460
464002	Golf Course - Plant & Equipment (Renewal/Replaceme	370,000	-	195,364	195,364
464004	Golf Course - Buildings Purchase/Improvements	405,000	-	7,020	7,020
464901	Golf Course - Wip Golf Course Clubhouse/Resort Con	10,000,000	-	67,549	67,549
465007	Park Fence Replacement Program (Renewal/Replacemen	664,000	-	24,050	24,050
465019	Other Rec & Sport - Renewal Of Path - Karkurla Par	350,000	-	-	-
465022	Parks And Reserves Lighting Works - Led Park Light	1,585,000	112,500	-	(112,500)
465026	Other Rec & Sport - Irrigation Replacement Program	895,000	-	-	-
465075	Other Rec & Sport - Sir Richard Moore Oval - Asbes	250,000	25,000	-	(25,000)
465085	Playground Shade Sail Works - Playground Shade Sai	180,000	-	-	-
465087	Other Rec & Sport - Karkurla Park Toilet Block and	427,680	4,000	3,748	(252)
465096	Other Rec & Sport - Parks & Reserves Construction	480,000	-	-	-
465110	Other Welfare - Youth Hub (New/Upgrade)	6,385,000	355,000	-	(355,000)
469008	GAC Furniture & Equipment Purchase	250,000	-	-	-
469009	GAC Roof Repair/Replacement	1,500,000	-	-	-
470009	Yarri Road - Rrg - Project # 21115876 (Renewal)	955,547	-	-	-
470036	Resurfacing (R2R And Rrg)	10,366,000	400,000	1,480,526	1,080,526
470048	Drainage Construction (Upgrade)	530,000	-	-	-
470056	Footpath Construction & Reconstruction (Renewal)	2,902,200	-	19,310	19,310
470059	Lionel St (0 - 4.2Silk) - Rrg - Project # 21115887	266,251	-	-	-
470131	Kurnalpi Rd / Pinjin Rd - Improvement - Rpg - Proj	450,000	45,000	-	(45,000)
470136	Resurfacing of Roads LRCIP3	1,048,825	-	-	-
470166	Resurfacing of Roads R2R	1,500,000	1,000,000	968,980	(31,020)
470167	Maxwell St / Johnson St (Federal Black Spot)	1,340,000	893,333	1,500	(891,833)
470168	Remote Access - Trans Access (Rrg)	400,000	80,000	117,931	37,931
470170	Trans-Access - (Special Project Grant)	300,000	15,000	14,936	(64)
470171	Gatacre Drive resurfacing RRG	554,326	-	-	-
470172	Mount Monger Road resurfacing RRG	1,230,722	49,919	-	(49,919)
470173	Trans-Access - Aboriginal Access Roads (Fags)	150,000	15,000	-	(15,000)
470179	Infrastructure - Roads - Chaffers Street Seal	350,000	-	-	-
470182	Upgrade of the Johns Road/GEH Intersection-Design	700,000	150,000	145,909	(4,092)
470185	Kitchener Cutline Road (MRWA)	1,000,000	100,000	-	(100,000)
470186	Kitchener Cutline Road (Special Roads)	900,000	-	-	-
470188	Roads - Broad Arrow - Ora Band Road: RRG	632,056	-	-	-
470189	Roads - BULONG ROAD: RRG	610,229	-	-	-
470411	Throssel St Depot Capital Works	500,000	-	-	-
470500	Const Roads Bridges Depots - Energy Projects (New/	334,000	150,000	-	(150,000)
471007	Mtce Road Bridges Depot - Plant & Equipment (Renew	550,000	-	110	110
472002	Road Plant Purchases - Plant Purchases Depot (Rene	940,000	-	30,780	30,780
475021	Airport - HVAC, Airside Lighting, Tinted Windows t	630,000	-	-	-
486030	Recycled Water - Race Course Dam Pump Station Filtr	300,000	-	-	-
486901	Economic Development - WIP Kalgoorlie City Centre	4,130,732	1,660,732	1,584,311	(76,421)
486902	Economic Development - Purchase Of Land Brookman S	6,000,000	-	-	-
486904	Economic Development - WIP Kalgoorlie City Centre	530,000	200,000	198,328	(1,672)
491000	Admin General - Buildings (Renewal/Replacement)	1,000,000	100,000	62,780	(37,221)
491001	Admin General - Furniture & Equipment (Renewal/Rep	526,000	47,500	-	(47,500)
491002	Admin General - Furniture & Equipment (Upgrade / N	310,000	-	-	-
495002	Residential Housing Unit - staff housing	630,000	-	-	-
495023	Endowment Block - Annual Renewal Works (Renewal/Re	1,196,000	94,000	10,150	(83,850)
495024	Endowment Block - Power Upgrade (Renewal/Replaceme	300,000	-	4,485	4,485

**CITY OF KALGOORLIE-BOULDER
SUPPLEMENTARY INFORMATION
FOR THE PERIOD ENDED 30 SEPTEMBER 2023**

OPERATING ACTIVITIES

6 DISPOSAL OF ASSETS

Asset Ref.	Asset description	Budget				YTD Actual			
		Net Book Value	Proceeds	Profit	(Loss)	Net Book Value	Proceeds	Profit	(Loss)
		\$	\$	\$	\$	\$	\$	\$	\$
	Law, order, public safety								
	Budgeted	8,349	23,000	14,651	0	0	0	0	0
	Health								
	Budgeted	2,904	8,000	5,096	0	0	0	0	0
	Community amenities								
	Budgeted	7,260	20,000	12,740	0	0	0	0	0
	Recreation and culture								
	Budgeted	54,599	95,000	40,401	0	0	0	0	0
MV567	Holden Colorado LX Crew Cab	0	0	0	0	0	7,640	7,640	0
GC069	Workman HDX - Multi Pro Sprayer	0	0	0	0	25,499	27,727	2,228	0
PE1020	John Deere Utility TX 4X2	0	0	0	0	362	2,800	2,438	0
PE1021	John Deere Utility TX 4X2	0	0	0	0	362	2,800	2,438	0
PE1022	John Deere Utility TX 4X2	0	0	0	0	362	2,800	2,438	0
PE1023	John Deere Utility TX 4X2	0	0	0	0	362	2,800	2,438	0
	Transport								
	Budgeted	293,373	510,460	217,087	0	0	0	0	0
	Other property and services								
	Budgeted	25,046	69,000	43,954	0	0	0	0	0
		391,531	725,460	333,929	0	26,946	46,568	19,620	0

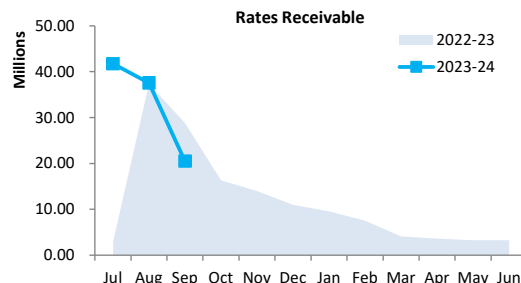


**CITY OF KALGOORLIE-BOULDER
SUPPLEMENTARY INFORMATION
FOR THE PERIOD ENDED 30 SEPTEMBER 2023**

OPERATING ACTIVITIES

7 RECEIVABLES

Rates receivable	30 Jun 2023	30 Sep 2023
	\$	\$
Opening arrears previous years	3,504,932	3,257,209
Levied this year	29,153,778	30,741,741
Sewerage Rates	8,616,247	8,986,695
Less - collections to date	(38,017,748)	(22,471,194)
Gross rates collectable	3,257,209	20,514,451
Net rates collectable	3,257,209	20,514,451
% Collected	116.4%	66.1%



Receivables - general	Credit	Current	30 Days	60 Days	90+ Days	Total
	\$	\$	\$	\$	\$	\$
Receivables - general	0	3,390,197	1,001,331	817,593	3,660,977	8,870,099
Percentage	0.0%	38.2%	11.3%	9.2%	41.3%	
Balance per trial balance						
Trade receivables						8,870,099
Other receivables						1,749,229
GST receivable						(43,692)
Prepayments						1,130,488
Loans receivable - clubs/institutions						80,823
Accrued Income						4,708,686
Total receivables general outstanding						16,495,633

Amounts shown above include GST (where applicable)

KEY INFORMATION

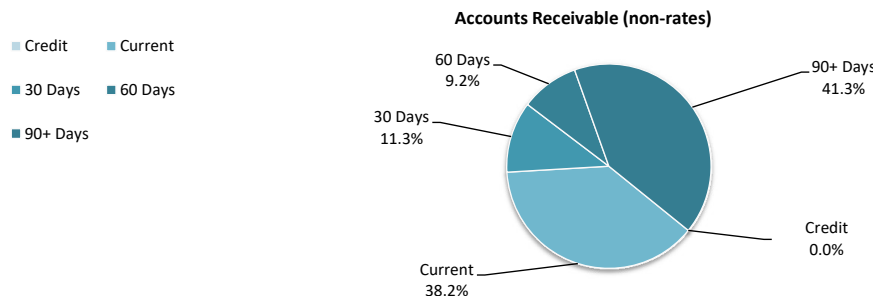
Trade and other receivables include amounts due from ratepayers for unpaid rates and service charges and other amounts due from third parties for goods sold and services performed in the ordinary course of business.

Trade receivables are recognised at original invoice amount less any allowances for uncollectable amounts (i.e. impairment). The carrying amount of net trade receivables is equivalent to fair value as it is due for settlement within 30 days.

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.



**CITY OF KALGOORLIE-BOULDER
SUPPLEMENTARY INFORMATION
FOR THE PERIOD ENDED 30 SEPTEMBER 2023**

OPERATING ACTIVITIES

8 OTHER CURRENT ASSETS

Other current assets	Opening Balance 1 July 2023	Asset Increase	Asset Reduction	Closing Balance 30 September 2023
	\$	\$	\$	\$
Other financial assets at amortised cost				
Financial assets at fair value through profit and loss	7,560,840	0	(4,452,861)	3,107,979
Inventory				
Fuel	94,663	13,080	0	107,743
Oasis Stock	9,868	0	(944)	8,924
Golf course Stock	71,761	4,970	0	76,731
GAC Stock	9,671	975	0	10,646
Land held for resale				
Cost of acquisition	3,370,000	0	0	3,370,000
Total other current assets	11,116,803	19,025	(4,453,805)	6,682,023
Amounts shown above include GST (where applicable)				

KEY INFORMATION

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.

Inventory

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 lower of cost and net realisable value. Cost includes the cost of acquisition, development, borrowing costs and holding costs until completion of development. 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 Council's intentions to release for sale.

**CITY OF KALGOORLIE-BOULDER
SUPPLEMENTARY INFORMATION
FOR THE PERIOD ENDED 30 SEPTEMBER 2023**

OPERATING ACTIVITIES

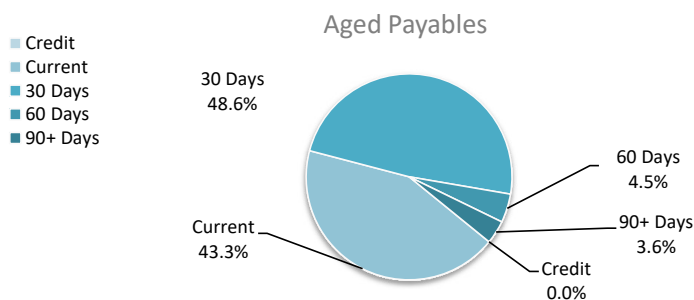
9 PAYABLES

Payables - general	Credit	Current	30 Days	60 Days	90+ Days	Total
	\$	\$	\$	\$	\$	\$
Payables - general	0	2,888,906	3,243,551	302,140	243,231	6,677,829
Percentage	0.0%	43.3%	48.6%	4.5%	3.6%	
Balance per trial balance						
Sundry creditors						6,677,829
Accrued salaries and wages						2,044,224
ATO liabilities						4,535
Other payables						451,411
Rates paid in advance						2,328,349
Total payables general outstanding						11,506,348

Amounts shown above include GST (where applicable)

KEY INFORMATION

Trade and other payables represent liabilities for goods and services provided to the City prior to the end of the period 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 normally 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.



CITY OF KALGOORLIE-BOULDER
SUPPLEMENTARY INFORMATION
FOR THE PERIOD ENDED 30 SEPTEMBER 2023

OPERATING ACTIVITIES

10 RATE REVENUE

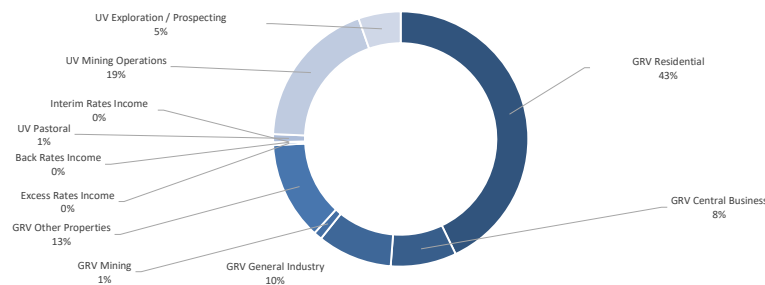
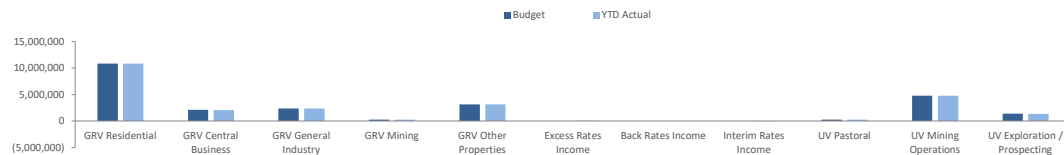
General rate revenue

RATE TYPE	Rate in \$ (cents)	Number of Properties	Rateable Value	Rate Revenue \$	Budget			YTD Actual		Total Revenue \$
					Interim Rate Revenue \$	Back Rate Revenue \$	Total Revenue \$	Rate Revenue \$	Reassessed Rate Revenue \$	
Gross rental value										
GRV Residential	0.072860	7,208	149,130,034	10,865,614	15,000	(20,000)	10,860,614	10,822,407	9,533	10,831,940
GRV Central Business	0.076498	249	27,502,662	2,103,899	9,500	15,000	2,128,399	2,103,899	0	2,103,899
GRV General Industry	0.082601	347	28,780,462	2,377,295	20,000	15,000	2,412,295	2,377,295	17,277	2,394,572
GRV Mining	0.052526	7	5,072,500	266,438	0	0	266,438	266,438	0	266,438
GRV Other Properties	0.081590	557	38,414,926	3,134,274	20,000	(20,000)	3,134,274	3,134,274	0	3,134,274
Excess Rates Income			0	0	0	0	0	78,201	0	78,201
Back Rates Income			0	0	0	0	0	9,226	0	9,226
Interim Rates Income			0	0	0	0	0	(4,262)	0	(4,262)
Unimproved value										
UV Pastoral	0.086521	46	2,969,941	256,962	500	0	257,462	256,962	0	256,962
UV Mining Operations	0.187562	551	25,611,509	4,803,746	20,000	(20,000)	4,803,746	4,803,746	5,132	4,808,878
UV Exploration / Prospecting	0.187562	1,388	7,311,074	1,375,747	25,000	(20,000)	1,380,747	1,375,747	(26,806)	1,348,941
Sub-Total		10,353	284,793,107	25,183,975	110,000	(50,000)	25,243,975	25,223,934	5,135	25,229,069
Minimum payment			Minimum Payment \$							
Gross rental value										
GRV Residential	1,019	4,964	0	5,058,316	0	0	5,058,316	5,058,316	0	5,058,316
GRV Central Business	1,019	57	0	58,083	0	0	58,083	58,083	0	58,083
GRV General Industry	1,019	11	0	11,209	0	0	11,209	11,209	0	11,209
GRV Mining	1,019	6	0	6,114	0	0	6,114	6,114	0	6,114
GRV Other Properties	1,019	93	0	94,767	0	0	94,767	94,767	0	94,767
Unimproved value										
UV Pastoral	317	7	0	2,219	0	0	2,219	2,219	0	2,219
UV Mining Operations	441	331	0	145,971	0	0	145,971	145,971	0	145,971
UV Exploration / Prospecting	317	430	0	135,993	0	0	135,993	135,993	0	135,993
Sub-total		5,899		5,512,672	0	0	5,512,672	5,512,672	0	5,512,672
Total general rates				30,696,647			30,756,647	30,736,606	5,135	30,741,741

KEY INFORMATION

The City did not raise specified area rates for the year ended 30th June 2024.

Prepaid rates are, until the taxable event for the rates has occurred, refundable at the request of the ratepayer. Rates received in advance give rise to a financial liability. On 1 July 2020 the prepaid rates were recognised as a financial asset and a related amount was recognised as a financial liability and no income was recognised. When the taxable event occurs the financial liability is extinguished and income recognised for the prepaid rates that have not been refunded.



**CITY OF KALGOORLIE-BOULDER
SUPPLEMENTARY INFORMATION
FOR THE PERIOD ENDED 30 SEPTEMBER 2023**

FINANCING ACTIVITIES

11 BORROWINGS

Repayments - borrowings

Information on borrowings	Loan No.	New Loans		Principal Repayments		Principal Outstanding		Interest Repayments		
		1 July 2023	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget
Particulars		\$	\$	\$	\$	\$	\$	\$	\$	
Community amenities										
Loan 352 (340)- Methane Control		344,603	0	0	(15,934)	(64,519)	328,669	280,084	(2,808)	(10,451)
Loan - Sewerage		0	0	9,500,000	0	0	0	9,500,000	0	0
Loan - Recycled Storm Water		0	0	3,000,000	0	0	0	3,000,000	0	0
Recreation and culture										
Loan 352 (336) - Library Extensions		352,526	0	0	(16,300)	(66,002)	336,226	286,524	(2,873)	(10,692)
Loan 352 (339) - Oasis Alternative Energy		328,264	0	0	(15,178)	(61,460)	313,085	266,804	(2,675)	(9,955)
Loan 352 (341) - RFSC Construction		1,395,726	0	0	(64,536)	(261,316)	1,331,190	1,134,409	(11,375)	(42,327)
Loan 352 (343) - Museum Relocation		489,942	0	0	(22,654)	(91,730)	467,287	398,212	(3,993)	(14,858)
Loan 352 (344) - Oasis Alternative Energy		287,006	0	0	(13,271)	(53,735)	273,736	233,271	(2,339)	(8,704)
Loan 352 (345) - Shepherson Oval Lighting		394,414	0	0	(18,237)	(73,845)	376,177	320,569	(3,214)	(11,961)
Loan 352 (350) - Ray Finlayson Sporting Complex		1,094,085	0	0	(50,588)	(204,841)	1,043,496	889,244	(8,917)	(33,180)
Loan - Karlkurla Park Toilet		0	0	0	0	0	0	0	0	0
Loan - Parks and Reserves LED Lighting		0	0	1,500,000	0	0	0	1,500,000	0	0
Loan - GAC Car Park Roof		0	0	1,500,000	0	0	0	1,500,000	0	0
Transport										
Loan - Roads		0	0	10,000,000	0	0	0	10,000,000	0	0
Economic services										
Loan - Brookman St Land		0	0	6,000,000	0	0	0	6,000,000	0	0
Other property and services										
Loan 352 (342) - Endowment Block Roof		338,506			(15,652)	(63,377)	322,854	275,129	(2,759)	(10,266)
		5,025,071	0	31,500,000	(232,350)	(940,825)	4,792,721	35,584,246	(40,954)	(152,393)
Self supporting loans										
Education and welfare										
Loan 355 Masonic Homes Ssl		584,880	0	0	(24,653)	(99,669)	560,247	485,211	(4,094)	(15,320)
Recreation and culture										
Loan 352 (326) - Goldfields Tennis Club - Ssl		39,401	0	0	(1,822)	(7,377)	37,579	32,024	(321)	(1,195)
Loan 352 (338) - Kalgoorlie Bowling Club SSL		6,635			(307)	(1,242)	6,328	5,392	(54)	(201)
		630,915	0	0	(26,781)	(108,288)	604,154	522,627	(4,470)	(16,716)
Total		5,655,986	0	31,500,000	(259,131)	(1,049,113)	5,396,875	36,106,873	(45,424)	(169,109)
Current borrowings		1,049,113					1,805,956			
Non-current borrowings		4,606,873					3,590,919			
		5,655,986					5,396,875			

All debenture repayments were financed by general purpose revenue.

Self supporting loans are financed by repayments from third parties.

KEY INFORMATION

Borrowing costs are recognised as an expense when incurred except where they are directly attributable to the acquisition, construction or production of a qualifying asset. Where this is the case, they are capitalised as part of the cost of the particular asset until such time as the asset is substantially ready for its intended use or sale.

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. Non-current borrowings fair values are based on discounted cash flows using a current borrowing rate.

**CITY OF KALGOORLIE-BOULDER
SUPPLEMENTARY INFORMATION
FOR THE PERIOD ENDED 30 SEPTEMBER 2023**

FINANCING ACTIVITIES

12 LEASE LIABILITIES

Movement in carrying amounts

Information on leases Particulars	Lease No.	New Leases		Principal Repayments		Principal Outstanding		Interest Repayments		
		1 July 2023	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget
		\$	\$	\$	\$	\$	\$	\$	\$	
Recreation and culture										
Lease - Diamond 10222		363,013	0	0	(23,675)	(94,699)	339,338	268,314	(986)	(3,461)
Lease - Diamond 10322		50,592	0	0	(2,919)	(11,675)	47,673	38,917	(254)	(1,015)
Economic services										
Lease - Lot 500		1,140,009	0	0	(15,146)	(61,591)	1,124,863	1,078,418	(9,854)	(38,415)
Lease - Reserve 41254		0	0	2,776,523	0	(26,491)	0	2,750,032	0	(23,509)
Other property and services										
Lease - E6N0159905		9,921	0	0	(3,307)	(9,921)	6,614	0	(120)	(360)
Lease - E6N0160151		6,400	0	0	(1,600)	(6,399)	4,800	1	(58)	(232)
Lease - QTE 002755 & QTE002744		374,080	0	0	(28,813)	(115,252)	345,267	258,828	(2,678)	(10,713)
Total		1,944,015	0	2,776,523	(75,460)	(326,028)	1,868,555	4,394,510	(13,951)	(77,705)
Current lease liabilities		501,630					525,217			
Non-current lease liabilities		1,343,339					1,343,339			
		1,844,969					1,868,556			

All lease repayments were financed by general purpose revenue.

KEY INFORMATION

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 asset 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 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 classified as short-term leases (i.e. a lease with a remaining 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.

**CITY OF KALGOORLIE-BOULDER
SUPPLEMENTARY INFORMATION
FOR THE PERIOD ENDED 30 SEPTEMBER 2023**

OPERATING ACTIVITIES

13 OTHER CURRENT LIABILITIES

	Note	Opening Balance 1 July 2023	Liability transferred from/(to) non current	Liability Increase	Liability Reduction	Closing Balance 30 September 2023
		\$	\$	\$	\$	\$
Other current liabilities						
Other liabilities						
Contract liabilities		1,895,808	0	4,657,814	0	6,553,622
Bonds and deposits held		8,253,636	0	0	(4,457,027)	3,796,609
Total other liabilities		10,149,444	0	4,657,814	(4,457,027)	10,350,231
Employee Related Provisions						
Provision for annual leave		1,534,136	0	35,491	0	1,569,627
Provision for long service leave		1,571,596	0	12,499	0	1,584,095
Provision for Public Open Space		131,700	0	0	0	131,700
Total Provisions		3,237,432	0	47,990	0	3,285,422
Total other current liabilities		13,386,876	0	4,705,804	(4,457,027)	13,635,653

Amounts shown above include GST (where applicable)

A breakdown of contract liabilities and associated movements is provided on the following pages at Note 14

KEY INFORMATION

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.

Employee Related Provisions

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 calculation of net current assets.

Other long-term employee benefits

The City's obligations for employees' annual leave and long service leave entitlements are recognised as employee related provisions in the statement of financial position.

Long-term employee benefits 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.

Contract liabilities

An entity's obligation to transfer goods or services to a customer for which the entity has received consideration (or the amount is due) from the customer.

Capital grant/contribution liabilities

Grants to acquire or construct recognisable non-financial assets to identified specifications be constructed to be controlled by the City are recognised as a liability until such time as the City satisfies its obligations under the agreement.

**CITY OF KALGOORLIE-BOULDER
SUPPLEMENTARY INFORMATION
FOR THE PERIOD ENDED 30 SEPTEMBER 2023**

OPERATING ACTIVITIES

14 GRANTS, SUBSIDIES AND CONTRIBUTIONS

Provider	Unspent grant, subsidies and contributions liability				Grants, subsidies and contributions revenue			
	Liability 1 July 2023	Increase in Liability	Decrease in Liability (As revenue)	Liability 30 Sep 2023	Adopted Budget Revenue	YTD Budget	Annual Budget	YTD Revenue Actual
	\$	\$	\$	\$	\$	\$	\$	\$
Grants and subsidies								
General purpose funding								
Federal Assistance Grant Scheme	0	0	0	0	3,000,000	44,489	3,000,000	44,489
Law, order, public safety								
Bush Fire Brigade Grant - LGGS Grant	0	0	0	0	0	0	0	21,010
State Emergency Service - LGGS Grant	0	0	0	0	24,800	6,200	24,800	0
Health								
Aboriginal Environmental Health	215,824	0	0	215,824	248,000	83,000	248,000	0
Education and welfare								
Youth Grants	0	0	0	0	150,000	0	150,000	0
Sucide Prevention	89,549	0	0	89,549	0	0	0	0
Other Welfare - Grants Received	0	0	0	0	5,750,000	187,500	5,750,000	5,134,319
Community amenities								
Bus Shelter Maintenance	0	0	0	0	8,000	2,000	8,000	0
Recreation and culture								
Healthy Communities Grant	0	0	0	0	74,000	0	74,000	0
Children's Book Week Govt Grant	0	0	0	0	14,200	14,200	14,200	14,200
Outdoor Concert Series Grant	0	0	0	0	40,000	3,750	40,000	0
Community - Every Hub	30,000	0	0	30,000	0	0	0	0
GAC - In the House	91,881	0	0	91,881	80,000	20,000	80,000	44,137
Events & Festivals Sponsorship	0	0	0	0	25,000	0	25,000	0
Library - Better Beginnings Grant	9,643	0	0	9,643	0	0	0	0
Transport								
Regional Road Group Direct Grant	0	0	0	0	770,000	470,000	770,000	1,253,908
Roadwise Grants	0	0	0	0	33,000	0	33,000	0
Other property and services								
Trainee Government Subsidies	0	0	0	0	10,000	10,000	10,000	2,444
	436,897	0	0	436,897	10,227,000	841,139	10,227,000	6,514,507
Contributions								
General purpose funding								
Rates - Incentive Income				0	0	0	0	5,000
Seniors Income	0	0	0	0	6,000	0	6,000	29
Blackspot Funding					0	0	0	6,000
Sanitation - Recycling Services	0	0	0	0	0	0	0	41,219
Recreation and culture								
Events & Festivals Sponsorship	0	0	0	0	50,000	41,667	50,000	77,273
Heritage Donations	0	0	0	0	0	0	0	1,379
Sunset Concert Series	0	0	0	0	120,000	55,000	120,000	60,000
GAC Gallery	0	0	0	0	0	0	0	38
	0	0	0	0	176,000	96,667	176,000	190,938
TOTALS	436,897	0	0	436,897	10,403,000	937,805	10,403,000	6,705,444

**CITY OF KALGOORLIE-BOULDER
SUPPLEMENTARY INFORMATION
FOR THE PERIOD ENDED 30 SEPTEMBER 2023**

INVESTING ACTIVITIES

15 CAPITAL GRANTS, SUBSIDIES AND CONTRIBUTIONS

Provider	Capital grant/contribution liabilities				Capital grants, subsidies and contributions revenue		
	Liability	Increase in Liability	Decrease in Liability	Liability	Adopted Budget	YTD	YTD Revenue
	1 July 2023		(As revenue)	30 Sep 2023	Revenue	Budget	Actual
	\$	\$	\$	\$	\$	\$	\$
Capital grants and subsidies							
Education and welfare							
Lotterywest - Youth Hub	0	0	0	0	4,206,968	0	0
State Government Funding - Boulder Camp	0	0	0	0	350,000	87,500	0
Community amenities							
Sewerage - Grants Received	0	0	0	0	4,000,000	1,000,000	0
Boulder Landcare Group	0	0	0	0	600,000	0	0
Transport							
Govt Grant - Blackspot (Federal)	196,411	0	0	196,411	691,901	172,975	132,200
Govt Grant - Roads To Recovery	207,819	0	0	207,819	1,500,000	375,000	0
Govt Grant - Blackspot (State)	0	0	0	0	35,000	8,750	6,000
Regional Roads Group Projects (Rrg)	404,995	0	0	404,995	2,462,405	985,601	984,962
Strategic Industrial Land Infrastructure Grant	0	0	0	0	1,048,825	212,206	209,765
Bike Plan Development Grant	0	0	0	0	343,600	0	0
Govt Grant - Special Federal - Fag's Aboriginal Roads	0	0	0	0	150,000	150,000	266,667
Const Roads Bridges Depots - State Special Grant					500,000	125,000	104,882
Const Roads Bridges Depots - MRWA Grant - Cutline					1,400,000	770,000	0
Economic services							
CBD Transformation Project Grant	0	0	0	0	7,000,000	4,000,000	4,000,000
Other property and services							
ICT - CCTV	649,687	0	0	649,687	0	0	0
Recreation and culture							
GAC Operating Grants Received	0	0	0	0	40,000	10,000	0
	1,458,912	0	0	1,458,912	24,328,699	7,897,033	5,704,476

**CITY OF KALGOORLIE-BOULDER
SUPPLEMENTARY INFORMATION
FOR THE PERIOD ENDED 30 SEPTEMBER 2023**

16 TRUST FUND

Funds held at balance date which are required by legislation to be credited to the trust fund and which are not included in the financial statements are as follows:

Description	Opening	Amount	Amount	Closing
	Balance			Received
	1 July 2023			30 Sep 2023
	\$	\$	\$	\$
Public Open Space	473,923	0	0	473,923
General	116,007	0	0	116,007
Property Tenancy	87,847	0	(11,387)	76,461
Unclaimed Wages	59,127	0	(59,127)	0
Winter Appeal	100	150	(131)	119
Election Nominations	80	2,000	0	2,080
	737,084	2,150	(70,645)	668,589

**CITY OF KALGOORLIE-BOULDER
SUPPLEMENTARY INFORMATION
FOR THE PERIOD ENDED 30 SEPTEMBER 2023**

17 BUDGET AMENDMENTS

Amendments to original budget since budget adoption. Surplus/(Deficit)

Description	Council Resolution	Classification	Non Cash Adjustment	Increase in Available Cash	Decrease in Available Cash	Amended Budget Running Balance
			\$	\$	\$	\$
Budget adoption						(477,647)
				0	0	0

**NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
FOR THE PERIOD ENDED 30 SEPTEMBER 2023**

EXPLANATION OF MATERIAL VARIANCES

The material variance thresholds are adopted annually by Council as an indicator of whether the actual expenditure or revenue varies from the year to date Actual materially.
The material variance adopted by Council for the 2023-24 year is \$50,000 or 10.00% whichever is the greater.

		30/09/2023	30/09/2023	2023/24	Variance %	Reportable	Variance \$
Revenue		YTD Actual (b)	YTD Budget (a)	Budget	(b)-(a)		
		\$	\$	\$	%		
0301	RATE REVENUE	-31,171,211	-30,779,996	-31,552,496	1.27%		391,215
0302	OTHER GENERAL PURPOSE FUNDING	-589,131	-321,188	-4,106,800	83.42%	Report	267,943
0403	OTHER GOVERNANCE	-90	0	0	0.00%		90
0501	FIRE PREVENTION	-10,180	-3,875	-15,500	162.71%		6,305
0502	ANIMAL CONTROL	-33,763	-35,111	-214,456	-3.84%		-1,349
0503	OTHER LAW, ORDER & PUBLIC SAFETY	-12,960	-14,313	-55,250	-9.45%		-1,352
0702	PREVENTIVE SERVICES - INSPECTION/ADMIN	-144,778	-94,899	-381,595	52.56%		49,880
0704	Preventive Services - Meat Inspection	0	-58	-230	-100.00%		-58
0804	AGED AND DISABLED - SENIOR CITIZENS CENTRES	-26,046	-24,250	-94,000	7.40%		1,796
0809	OTHER WELFARE	-198,631	-279,889	-10,476,523	-29.03%	Report	-81,258
0901	STAFF HOUSING*	-61,949	-79,710	-318,840	-22.28%		-17,761
1001	SANITATION - HOUSEHOLD REFUSE	-2,390	-2,100	-8,400	13.81%		290
1002	SANITATION - OTHER	-6,789,530	-6,324,187	-8,414,559	7.36%		465,343
1003	SEWERAGE	-10,498,763	-10,695,000	-15,848,000	-1.83%		-196,237
1005	PROTECTION OF ENVIRONMENT	0	-250	-1,000	-100.00%		-250
1006	TOWN PLANNING & REGIONAL DEVELOPMENT	-20,080	-68,800	-299,208	-70.81%		-48,720
1007	OTHER COMMUNITY AMENITIES	0	-2,000	-608,000	-100.00%		-2,000
1101	PUBLIC HALLS & CIVIC CENTRES	-52,028	-14,998	-60,000	246.90%		37,030
1103	OTHER RECREATION & SPORT	-1,514,399	-1,445,203	-6,260,219	4.79%		69,196
1104	LIBRARIES	-25,152	-24,463	-55,250	2.82%		690
1105	HERITAGE	-2,773	-2,428	-19,700	14.20%		345
1106	OTHER CULTURE	-306,920	-251,567	-839,600	22.00%	Report	55,353
1201	CONST ROADS BRIDGES DEPOTS	-2,964,384	-3,269,533	-8,558,131	-9.33%		-305,149
1206	AERODROMES	-4,636,648	-4,253,249	-17,373,000	9.01%		383,399
1302	TOURISM & AREA PROMOTION	-31,996	-3,000	-12,000	966.52%		28,996
1303	BUILDING CONTROL	-35,961	-60,000	-240,000	-40.07%		-24,039
1306	ECONOMIC DEVELOPMENT	-4,997,815	-4,947,250	-10,789,000	1.02%		50,565
1402	GENERAL ADMINISTRATION OVERHEADS	-3,686	-10,925	-97,122	-66.26%		-7,239
1403	PUBLIC WORKS OVERHEADS	0	0	-32,000	0.00%		0
1405	SALARIES & WAGES	-37,099	-35,700	-142,800	3.92%		1,399
1406	BUSINESS UNIT OPERATIONS	-217,736	-237,500	-960,000	-8.32%		-19,764
1409	UNCLASSIFIED	0	-25	-100	-100.00%		-25
1601	FINANCE & BORROWING	-73,425	0	0	0.00%		73,425
		-64,486,078	-63,307,715	-119,004,577	1.86%	3	(1,178,363)

NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
FOR THE PERIOD ENDED 30 SEPTEMBER 2023

EXPLANATION OF MATERIAL VARIANCES

The material variance thresholds are adopted annually by Council as an indicator of whether the actual expenditure or revenue varies from the year to date Actual materially.
The material variance adopted by Council for the 2022-23 year is \$50,000 or 10.00% whichever is the greater.

Expenses	30/09/2023	30/09/2023	2023/24	Variance %	Reportable	Variance \$
	YTD Actual (b) \$	YTD Budget (a) \$	Budget \$	(b)-(a) %		
0301 RATE REVENUE	233,377	252,112	1,685,622	-7.43%		-18,735
0402 MEMBERS OF COUNCIL	434,098	456,067	2,064,753	-4.82%		-21,969
0403 OTHER GOVERNANCE	478,234	459,948	2,121,952	3.98%		18,286
0501 FIRE PREVENTION	5,844	7,050	34,700	-17.11%		-1,206
0502 ANIMAL CONTROL	126,973	118,522	477,921	7.13%		8,450
0503 OTHER LAW, ORDER & PUBLIC SAFETY	447,264	445,877	1,894,232	0.31%		1,387
0701 MATERNAL AND INFANT HEALTH	2,675	2,711	10,844	-1.35%		-36
0702 PREVENTIVE SERVICES - INSPECTION/ADMIN	341,383	307,848	1,284,709	10.89%		33,534
0703 PREVENTIVE SERVICES - PEST CONTROL	20	6,750	27,000	-99.71%		-6,730
0705 PREVENTIVE SERVICES - OTHER	6,575	7,875	9,000	-16.50%		-1,300
0706 OTHER HEALTH	-2,077	250	1,000	-930.93%		-2,327
0801 PRE SCHOOLS	3,296	3,341	13,364	-1.35%		-45
0802 EDUCATION	10,110	10,498	41,991	-3.69%		-388
0803 CARE OF FAMILIES AND CHILDREN	25,630	24,399	96,511	5.04%		1,231
0804 AGED AND DISABLED - SENIOR CITIZENS CENTRES	153,323	179,381	752,004	-14.53%		-26,058
0805 HACC	0	1,486	5,943	-100.00%		-1,486
0809 OTHER WELFARE	423,222	384,923	6,642,124	9.95%		38,299
0901 STAFF HOUSING*	159,611	169,676	678,704	-5.93%		-10,065
1001 SANITATION - HOUSEHOLD REFUSE	2,039,278	2,001,468	8,483,824	1.89%		37,810
1002 SANITATION - OTHER	350,637	300,009	1,384,279	16.88%	Report	50,628
1003 SEWERAGE	1,035,418	1,087,671	4,484,002	-4.80%		-52,253
1005 PROTECTION OF ENVIRONMENT	-1,750	6,625	26,500	-126.42%		-8,375
1006 TOWN PLANNING & REGIONAL DEVELOPMENT	434,554	462,033	1,918,906	-5.95%		-27,479
1007 OTHER COMMUNITY AMENITIES	28,376	88,820	620,282	-68.05%	Report	-60,445
1101 PUBLIC HALLS & CIVIC CENTRES	201,566	240,216	961,478	-16.09%		-38,650
1103 OTHER RECREATION & SPORT	5,592,603	5,603,635	22,924,323	-0.20%		-11,031
1104 LIBRARIES	240,731	249,782	1,003,211	-3.62%		-9,051
1105 HERITAGE	89,897	96,644	395,575	-6.98%		-6,747
1106 OTHER CULTURE	751,526	704,362	3,686,212	6.70%		47,163
1201 CONST ROADS BRIDGES DEPOTS	2,324,351	2,265,597	9,162,390	2.59%		58,753
1202 MTCE ROADS BRIDGES DEPOTS	2,925,283	2,931,178	12,282,921	-0.20%		-5,895
1206 AERODROMES	1,389,801	1,489,684	5,944,324	-6.70%		-99,883
1302 TOURISM & AREA PROMOTION	434,729	412,062	1,182,252	5.50%		22,667
1303 BUILDING CONTROL	181,946	214,864	884,669	-15.32%		-32,918
1305 PLANT NURSERY	1,925	15,319	61,277	-87.44%		-13,395
1306 ECONOMIC DEVELOPMENT	494,534	432,343	1,525,749	14.38%	Report	62,191
1308 OTHER ECONOMIC SERVICES	54,412	57,158	235,703	-4.81%		-2,746
1402 GENERAL ADMINISTRATION OVERHEADS	99,614	80,875	0	23.17%		18,739
1403 PUBLIC WORKS OVERHEADS	-1,180	-21,887	15,000	-94.61%		20,708
1404 PLANT OPERATION COSTS	-55,532	-151,649	-606,325	-63.38%	Report	96,117
1406 BUSINESS UNIT OPERATIONS	233,222	257,882	1,101,528	-9.56%		-24,660
1407 GOLDFIELDS RECORD STORAGE	0	75	300	-100.00%		-75
1409 UNCLASSIFIED	98,511	82,229	329,496	19.80%		16,282
	21,950,211	21,885,051	96,429,228	0.30%	4	65,161

EFT MUNICIPAL PAYMENTS OCTOBER 2023				
EFT NUMBER	DATE	VENDOR	DESCRIPTION	VALUE
EFT-127541	27/10/2023	BOC GAS & GEAR	DEPOT - CONTAINER SERVICE - 26.2.23 TO 28.3.23 OASIS - BOC BALLOON GAS GC - GAS BOTTLES FOR GOLF COURSE - 4034285506 - 29.05.2023 - 27.06.2023 DEPOT - CONTAINER SERVICE - 28.06.2023 TO 28.07.2023 EGCC-SENIORS CONTAINER SERVICE - DAILY TRACKING FOR PERIOD 28.06.2023 TO 28.07.2023 GC - GAS BOTTLES FOR GOLF COURSE - 4034542981 - 28.06.2023. - 28.07.2023 DEPOT - CONTAINER SERVICE - 29.07.2023 TO 28.08.2023 EGCC- SENIORS CONTAINER SERVICE	\$ 735.05
EFT-127542	27/10/2023	3E ADVANTAGE PTY LTD	GAC - POS EQUIPMENT FY 23/24 ICT- ONK FIXED RENTAL PAYMENT FOR OCTOBER	\$ 588.68
EFT-127543	27/10/2023	ACCESS EQUIPMENT HIRE	CD - TWO SCISSORS LIFT - ELECTRIC AND 4 HARNESSSES - 09/08/2023 TO 30/08/2023	\$ 1,148.62
EFT-127544	27/10/2023	ACCESS SOFTWARE AUSTRALIA PTY LTD	FIN - MONTHLY PAYROLL SOFTWARE LICENSE	\$ 4,423.27
EFT-127545	27/10/2023	ADAPT A LIFT GROUP PTY LTD	FLEET - ADAPTALIFT HYSTER 2.5T FORKLIFT SUPPLY QUOTE REF 87348	\$ 32,780.00
EFT-127546	27/10/2023	AFGRI EQUIPMENT AUSTRALIA PTY LTD	FLEET - PARTS FOR P732Q	\$ 5,815.70
EFT-127547	27/10/2023	AIR LIQUIDE AUSTRALIA LIMITED	DEPOT - GAS CYLINDER RENTAL 1/9/23 - 30/9/23	\$ 208.00
EFT-127548	27/10/2023	ALL MINE AND CONSTRUCTION TRAINING PTY LTD	CDC - WORKING AT HEIGHTS, CONFINED SPACE & GAS TESTING TRAINING CDC - CLIENT EXCAVATOR TRAINING CDC - CONFINED SPACES AND GAS TESTING PKG	\$ 1,740.00
EFT-127549	27/10/2023	ALU-GLASS	PROPERTY - 2 TINDALS CRESCENT REGLAZE WINDOW TO LOUNGE ROOM 1 X 1443 X 562 4MM CLEAR	\$ 1,732.50
EFT-127550	27/10/2023	ANGIES BAR & KIOSK	AIRPORT - MILK FOR THE ADMIN OFFICE	\$ 214.50
EFT-127551	27/10/2023	ATOM SUPPLY	OASIS - BAG TOOL GREEN CANVAS MDF BASE 350X110X250MM HIGH 2 INTERNAL POCKE- CODE 91970070 REEL CHALK LINE SET 30M REEL 3X REWIND SPEAR & JACKSON 10155- CODE 40011544	\$ 56.21
EFT-127552	27/10/2023	AUSTRALASIAN PERFORMING RIGHT ASSOCIATION LTD - APRA/ONEMUSIC AUSTRALIA	EVENTS - ONEMUSIC LICENSE 1 JULY 2023 - 30 JUNE 2024 OASIS - MUSIC LICENSING FEES	\$ 7,959.76
EFT-127553	27/10/2023	AUSTRALIAN MUSEUMS & GALLERIES ASSOCIATION (AMAGA)	HERITAGE - AMAGA MEMBERSHIP RENEWAL 2023/2024	\$ 283.00
EFT-127554	27/10/2023	AUSTRALIAN SERVICES UNION	FIN - UNION PAYMENT PPE 15/10/2023	\$ 581.00
EFT-127555	27/10/2023	AUSTRALIAN SOCIETY OF ARCHIVISTS INC	HERITAGE - ASA MEMBERSHIP RENEWAL 2024	\$ 300.00
EFT-127556	27/10/2023	AUSTRALIAN TAX OFFICE (ATO)	FIN - PAYG TAX WITHHELD PPE 15/10/2023	\$ 230,565.00
EFT-127557	27/10/2023	AVANTGARDE TECHNOLOGIES PTY LTD	ICT - ADDITIONAL SWITCHES FOR SWITCH PROJECT. RFT 014 20/21 ICT - SITE VISIT FROM AVANTGARDE FOR THE PROJECT. RFT014 20/21	\$ 15,543.63
EFT-127558	27/10/2023	BATTERIES N MORE	PARKS - BATTERIES FOR WATER CONTROLLERS	\$ 79.90
EFT-127559	27/10/2023	BIKRAM SHERGILL	FUEL - REIMBURSEMENT	\$ 106.76
EFT-127560	27/10/2023	BOULDER PARTS AND TOWING	PROPERTY - MO0065382 - REGO - KBC15AQ VEHICLE REPAIRS EXCESS	\$ 890.00
EFT-127561	27/10/2023	BRENDON PENN CRANE HIRE (BSC GROUP PTY LTD)	WATER - CRANE HIRE RELATING INSTALL OF HIRE PUMP AND REMOVE AND INSTALL AIRATOR MOTOR	\$ 399.30
EFT-127562	27/10/2023	BROWN'S PARTY HIRE	EVENTS - AP 23 - GLASSWARE HIRE EXEC/COUNCIL - CIVIC RECEPTION 14/09/2023 - HIRING OF PLATES AND WINE GLASSES GC - EVENT FUNCTION EQUIPMENT	\$ 1,206.15
EFT-127563	27/10/2023	BUILD UP SKATEBOARDING	YOUTH - YOUTHFEST SPECIALISED SKATE WORKSHOPS, COMPETITION AND YOUTH ACTIVATION	\$ 5,280.00
EFT-127564	27/10/2023	BUILT BY GEOFF	OASIS - FLOW RIDER TEMPORARY FENCING	\$ 462.00
EFT-127565	27/10/2023	BUNNINGS BUILDING SUPPLIES P/L	GAC - GALLERY MAINTAINENCE SUPPLIES GAC - MONITOR MOUNT, CABLE MANAGEMENT CORDS, DISTILLED WATER, PIPE INSULATION K-FLEX, LEAD EXTENSION 2M, DOLLY FURNITURE MOVING ED - BUNNING MURAL ART COSTS FOR KCC FIRST NATIONS PUBLIC ARTWORK PROJECT.	\$ 617.79
EFT-127566	27/10/2023	CABCHARGE PAYMENTS PTY LTD	ADMIN - CAB CHARGES FROM 04/9/2023 - 01/10/2023	\$ 560.77
EFT-127567	27/10/2023	CALLAWAY GOLF SOUTH PACIFIC PTY LTD	GC - CALLAWAY GOLF GLOVES FOR THE PRO SHOP	\$ 2,725.80

EFT-127568	27/10/2023	CENTRAL REGIONAL TAFE	D&G - FINAL CHILDCARE EDUCATOR SCHOLARSHIP PAYMENT TO CENTRAL REGIONAL TAFE	\$ 1,594.91
EFT-127569	27/10/2023	CHAMPION SPORTS PTY LTD	GC - BUGGY & UMBRELLA HOLDER FOR DIRECT SALE	\$ 323.40
EFT-127570	27/10/2023	CHILD SUPPORT AGENCY	FIN - CHILD SUPPORT DEDUCTION - PPE 15/10/2023	\$ 823.20
EFT-127571	27/10/2023	CITY OF KALGOORLIE-BOULDER	FIN - BSL LEVY AUGUST 2023, BSL LEVY SEPTEMBER 2023 CTF LEVY AUGUST 2023 CTF LEVY SEPTEMBER 2023	\$ 425.00
EFT-127572	27/10/2023	CITY OF KALGOORLIE-BOULDER SOCIAL CLUB	FIN - SOCIAL CLUB PPE 15/10/2023	\$ 1,146.09
EFT-127573	27/10/2023	CLINIPATH PATHOLOGY PTY LTD	OHS - DRUG AND ALCOHOL TESTING MULTIPLE EMPLOYEES	\$ 161.70
EFT-127574	27/10/2023	CLOUD COLLECTION PTY LTD T/A CLOUD PAYMENT GROUP	RATES - DEBT RECOVERY	\$ 6,958.93
EFT-127575	27/10/2023	COCA COLA AMATIL	GC - BEVERAGE ORDER FOR THE PROSHOP AND BAR	\$ 3,487.56
EFT-127576	27/10/2023	CONSTRUCTION FORESTRY MINING ENERGY UNION - CONSTR	FIN - UNION PAYMENT PPE 01/10/2023 UNION PAYMENT PPE 15/10/2023 UNION PAYMENT PPE 17/09/2023	\$ 480.00
EFT-127577	27/10/2023	CONSTRUCTION TRAINING FUND	FIN - CTF LEVY AUGUST 2023 CTF LEVY SEPTEMBER 2023	\$ 13,556.30
EFT-127578	27/10/2023	CONVERGED COMMUNICATION NETWORK APPLICATION PTY LTD T/A CCNA	ICT- RINGCENTRAL PROFESSIONAL SERVICES	\$ 2,464.00
EFT-127579	27/10/2023	CORPORATE TRAVEL MANAGEMENT	MEN SHED- TRAVEL AND ACCOMMODATION BOULDER TOWN HALL - AWARDS ACCOMMODATION	\$ 3,568.52
EFT-127580	27/10/2023	COYLES MOWER & CHAINSAW CENTRE	PARKS - FLY WHEEL ASSEMBLY, SPARK PLUG, FUEL TANK FILTER, WORK SHOP SPARES, LABOUR	\$ 241.60
EFT-127581	27/10/2023	DAVID GOLF & ENGINEERING PTY LTD	GC - HAZARD MARKERS	\$ 2,266.00
EFT-127582	27/10/2023	DEPARTMENT OF FIRE AND EMERGENCY SERVICES (DFES)	FIN - 2023/24 ESL RELATING TO COUNCIL OWNED PROPERTIES(X63)	\$ 54,461.82
EFT-127583	27/10/2023	DEPARTMENT OF MINES, INDUSTRY REGULATION & SAFETY (DMIRS) - BUILDING & ENERGY DIVISION (BSL)	FIN - BSL LEVY AUGUST 2023, BSL LEVY SEPTEMBER 2023	\$ 21,899.57
EFT-127584	27/10/2023	DYNACAST GOLF GROUP (FORMERLY BRIDGESTONE AUSTRALIA)	GC - GOLF HIRE CLUBS FOR RENTAL ADULTS/KIDS	\$ 3,852.20
EFT-127585	27/10/2023	EAST GOLD DAIRY DISTRIBUTORS	GC - WEEKLY JUICE AND MILK SUPPLY'S	\$ 410.40
EFT-127586	27/10/2023	EASTERN GOLDFIELDS COLLEGE	CEO -VALEDICTORY AWARD 2023 - CKB DONATION	\$ 150.00
EFT-127587	27/10/2023	ELEMENT	ED - CONSULTANT - JULY FINAL HANDOVER AND PROVISION OF PROJECT RECORD	\$ 1,430.00
EFT-127588	27/10/2023	ELEVATED WORK SERVICES PTY LTD (PREVIOUSLY HOWE ELECTRICS)	RESERVES - TENDER T014 - 18/19 - RESERVES- TREE PRUNING & REMOVAL - ZONE 2	\$ 51,992.35
EFT-127589	27/10/2023	ELLERY BROOKMAN	D&G - REVIEW OF LICENSE AGREEMENT FOR EV CHARGING STATION - EN2	\$ 478.50
EFT-127590	27/10/2023	EMILY ANDERS	EVENTS - AP23 - SIP & PAINT WORKSHOP	\$ 1,450.00
EFT-127591	27/10/2023	EMYJOR SERVICES PLUMBING, EXCAVATION & CONTROLLED WASTE	WATER - RFT 002 20/21 SEWER JUNCTIONS AND LID CHANGES - JULY 2023 AND AUGUST 2023 WATER - RFT002 20/21 WASTEWATER AND RECYCLED WATER NETWORK MAINTENANCE AND RENEWALS - SEWER CAPITAL WORKS INCLUDING JUNCTIONS, LIDS WATER - RFT002 20/21 WASTEWATER AND RECYCLED WATER NETWORK MAINTENANCE AND RENEWALS - SEWER OPERATIONAL INCLUDING JETTING	\$ 142,807.53
EFT-127592	27/10/2023	ENSURV PTY LTD ATF THE HARRIS FAMILY TRUST T/A GUARDIAN FIRST AID AND FIRE	P&C - TRAVEL FIRST AID KIT FOR ADMIN CRECHE	\$ 236.50
EFT-127593	27/10/2023	EVOLUTION MINING (MUNGARI) PTY LTD	RATES - REFUND	\$ 113.54
EFT-127594	27/10/2023	FREYSSINET AUSTRALIA PTY LTD	ENG - RFT020 21/22 - SUPPLY AND CONSTRUCTION OF 23 COLLINS ST FOOTPATH REPAIR	\$ 24,628.77
EFT-127595	27/10/2023	G BOWDEN PLUMBING	PROPERTY - CENTENNIAL PARK CLEAR BLOCKED MALE DISABLED TOILET BOULDER CAMP CLEAR 2 BLOCKED TOILETS PARKS - PLUMBING WORK DONE AT HAMMOND PARK & OASIS PLAYING FIELDS RESERVES - TURN OFF BALL VALVE - OASIS PLAYING FIELDS, LORD FORREST COMPLEX	\$ 7,073.00
EFT-127596	27/10/2023	GISELLE VERGARA	D&G - CHILDCARE EDUCATOR SCHOLARSHIP	\$ 2,175.95
EFT-127597	27/10/2023	GOLDFIELDS AUTO ELECTRICAL	FLEET - STARTER MOTOR REPAIRS & PARTS P209A	\$ 2,541.55

EFT-127598	27/10/2023	GOLDFIELDS CANVAS	FLEET - KBC02AE SUPPLY AND INSTALL SEAT COVERS BY GOLDFIELDS CANVAS	\$ 738.00
EFT-127599	27/10/2023	GOLDFIELDS INDOOR PLANT HIRE (THOMSON DEVELOPMENTS & CARPENTRY PTY LTD)	AIRPORT - PLANT HIRE AND MAINTENANCE FOR THE MONTH OF OCTOBER 2023	\$ 1,265.00
EFT-127600	27/10/2023	GOLDFIELDS LINEMARKING	ENG - RFT030 21/22 - SUPPLY OF LINEMARKING WORKS - DRAWING 10-L-100-123 - GATACRE DR (BROADWOOD ST - WORTLEY ST) PHASE 1 ENG - RFT030 21/22 - LINEMARK WORKS VARIOUS INTERSECTIONS, FORREST ST, HOPKINS ST , PIESSE ST - 10-L-100-139 - SUPPLY AND INSTALL GIVE WAY LINE, 0.3M WIDE, THERMOPLASTIC ENG - RFT030 21/22 - LINEMARK WORKS -ON STREET PARKING GEORGE ST - 10-P-169-03 - SUPPLY AND INSTALL EDGE LINE, 0.12M WIDE, GLASS BEAD ENG - RFT030 21/22 - LINEMARK WORKS -BOURKE ST (WOODMAN ST - PARSONS ST)	\$ 38,537.25
EFT-127601	27/10/2023	GOLDFIELDS MINING SUPPLIES	WATER - SPARE PARTS FOR RECYCLED WATER LINE BREAKS - ASBESTOS LINES WATER - MATERIALS REQUIRED FOR PUMP CHANGE OUT AT RACE COURSE DAM.	\$ 964.35
EFT-127602	27/10/2023	GOLDFIELDS RECORDS STORAGE	IM - SEPTEMBER MONTHLY ARCHIVE STORAGE AND BIN DESTRUCTION	\$ 2,073.06
EFT-127603	27/10/2023	GOLDFIELDS SPORT DEVELOPMENT FOUNDATION	CD - ANNUAL GRANT PROGRAM 2023/24	\$ 8,000.00
EFT-127604	27/10/2023	GOLDRUSH TOURS	TOURISM - DRY HIRE - 12 SEATER HIACE	\$ 5,280.00
EFT-127605	27/10/2023	GPC ASIA PACIFIC PTY LTD T/A NAPA AUTO PART	FLEET - BREAK REPAIRS P155H FLEET - WIPER BLADES FOR VARIOUS VEHICLES	\$ 343.49
EFT-127606	27/10/2023	GTT TOWING TRANSPORT & EMERGENCY SERVICES	HERITAGE - VEHICLES RELOCATION TO CRUICKSHANKS	\$ 8,254.40
EFT-127607	27/10/2023	HAMPTON TRANSPORT SERVICES PTY LTD	DEPOT -MAINTENANCE GRADE KP RD WITH WATER	\$ 66,422.91
EFT-127608	27/10/2023	HARVEY NORMAN BEDDING KALGOORLIE	PROPERTY - STAFF HOUSING WATER SERVICE AUSTEN DBL BED BLK	\$ 2,847.00
EFT-127609	27/10/2023	HEATLEY SALES PTY LTD (HEATLEYS)	DEPOT - EAR MUFFS PARKS - TROUSER MENS C/D CARGO H/W REF NAVY 72R	\$ 213.88
EFT-127610	27/10/2023	HERSEYS SAFETY	FLEET - KBC80AN 200L LOCKABLE DIESEL TANK PUMP	\$ 1,595.22
EFT-127611	27/10/2023	HOSMAR PTY LTD T/A TOTAL ASPHALT	ENG - SUPPLY AND PROFILE, SUPPLY, SPRAY & COVER, BROOMING, WATER TRUCK, TRAFFIC MANAGEMENT	\$ 14,146.24
EFT-127612	27/10/2023	INSTANT WINDSCREENS	FLEET - KBC94AS REPLACE WINDSCREEN	\$ 815.00
EFT-127613	27/10/2023	J BLACKWOOD & SON PTY LTD (BLACKWOODS)	RESERVES - SANITISER 15L WASTE - PPE HIGH VIS WATERPROOF JACKET	\$ 855.32
EFT-127614	27/10/2023	JB HI-FI COMMERCIAL	ICT- HARDWARE PURCHASE ICT- WEBCAM, TV, HEADSET, MOBILE AND OTHER HARDWARE ORDER	\$ 3,020.99
EFT-127615	27/10/2023	JODI BEST	CD - OUTSTANDING INDIVIDUAL GRANT 2023/2024	\$ 600.00
EFT-127616	27/10/2023	KALGOORLIE CASE AND DRILL PTY LTD (KCD)	DEPOT - SCREWS FOR SIGNAGE DEPOT - SUPPLY CLEANING PRODUCTS	\$ 987.46
EFT-127617	27/10/2023	KALGOORLIE FEED BARN PTY LTD	RANGERS - ANIMAL FOOD AND LITTER DEPOT - PESTICIDE FOR SPRAYING - OXYFLUROFEN	\$ 3,473.00
EFT-127618	27/10/2023	KALGOORLIE IT	ICT - SSD CARD ORDER FOR MARKETING TEAM	\$ 249.00
EFT-127619	27/10/2023	KALGOORLIE MITRE 10 (CARDAJAM PTY LTD)	PROPERTY - TOOLS LADDER 2.4M 3IN1	\$ 385.00
EFT-127620	27/10/2023	KALGOORLIE MONUMENTAL WORKS	EXEC - INSTALLATION OF THE NEW PLAQUE AND THE ORIGINAL PLAQUE ONTO THE KPS FRONT WALL	\$ 880.00
EFT-127621	27/10/2023	KALGOORLIE NEWSAGENCY	LIBRARY - MAGAZINES FOR SEPTEMBER 2023	\$ 165.07
EFT-127622	27/10/2023	KALGOORLIE REFRIGERATION AND AIRCONDITIONING	PROPERTY - ADMIN BUILDING - FIN AIRCON	\$ 918.50
EFT-127623	27/10/2023	KAYCHOLAS (KCLD HOLDINGS PTY LTD)	YOUTH - YOUTHFEST CLEANERS AND RUBBISH COLLECTION	\$ 939.40
EFT-127624	27/10/2023	KLEEN WEST DISTRIBUTORS	OASIS - CLEANING SUPPLIES PAPER TOWELS	\$ 1,740.20
EFT-127625	27/10/2023	KLEENWEST DISTRIBUTORS	RANGERS - CLEANING CHEMICAL	\$ 1,265.44
EFT-127626	27/10/2023	KM FABRICATIONS (WA)	PROPERTY- KCC ICE CREAM SHOP TO REGLAZE ONE (1) WINDOW PANEL IN 8.38MM CLEAR LAMINATED SAFETY GLASS	\$ 4,590.00
EFT-127627	27/10/2023	LAKES ELECTRICAL (LED GOLDFIELDS)	GAC - CONDUIT FOR CYCLORAMA	\$ 206.80

EFT-127628	27/10/2023	LANDGATE	PLANNING - CERTIFICATE OF TITLES ICT - SLIP DATA LICENSE RENEWAL PLANNING - CERTIFICATE OF TITLES RATES - LANDGATE VALUATION INTERIM ROLLS GRV - G2023/13 TO G2023/19 (INCLUSIVE) UV - M2023/07 TO M2023/09	\$ 10,837.85
EFT-127629	27/10/2023	LAWRENCE & HANSON GROUP PTY LTD (AUSLEC)	PARKS - ENCLOSURE LOCKINSERT MTL KEY3 17852	\$ 35.41
EFT-127630	27/10/2023	LEIDOS SECURITY DETECTION & AUTOMATION AUSTRALIA GROUP PTY LTD	AIRPORT - PREVENTATIVE MAINTENANCE SERVICE OF THE AIRPORT SCREENING EQUIPMENT	\$ 30,048.70
EFT-127631	27/10/2023	LEMMON & LIME	EXEC - CATERING FOR ORDINARY COUNCIL MEETING 24/07/2023 GAC -SCONES FOR MORNING MELODIES - 12 OCTOBER 2023	\$ 632.50
EFT-127632	27/10/2023	LGIS LIABILITY	CEO - SOUTHWEST WORK CARE FORUM	\$ 275.00
EFT-127633	27/10/2023	LGRCEU	FIN - UNION LGRCEU PAYMENT PPE 15/10/2023	\$ 77.00
EFT-127634	27/10/2023	LIQUOR CITY (KALGOORLIE) PTY LTD	GC - BEVERAGE SUPPLIES	\$ 5,918.94
EFT-127635	27/10/2023	LOCAL GOVERNMENT PROFESSIONALS AUSTRALIA WA	P&C - GOLDFIELDS BRANCH FORUM	\$ 750.00
EFT-127636	27/10/2023	MANGELSDORF ENGINEERING PTY LTD	DEPOT -PUGMILL P0315 BORE AND KEY COUPLING	\$ 1,188.00
EFT-127637	27/10/2023	MARONI ELECTRICAL	AIRPORT - SUPPLY AND INSTALL LED LIGHTS AIRSIDE	\$ 2,508.00
EFT-127638	27/10/2023	MATCHBURY ENTERPRISES PTY LTD T/A SYKES TRANSPORT WA	WORKS - FREIGHT FOR DIGGA WEST DELIVERY	\$ 167.48
EFT-127639	27/10/2023	MATTBEN PTY LTD T/AS FREIGHT LINES GROUP	WATER - TRANSPORTATION OF CHLORINE BOTTLES FROM PERTH AND RETURN	\$ 174.02
EFT-127640	27/10/2023	MCINTOSH AND SON	GC - PARTS FOR PGC 136/137	\$ 3,090.69
EFT-127641	27/10/2023	MCLEODS BARRISTERS & SOLICITORS	ED - LEGAL EXPENSE - LEASE AND SUBLEASE OF RESERVE 41254 D&G - LEGAL ADVICE FOR WORKERS ACCOMMODATION	\$ 6,278.45
EFT-127642	27/10/2023	MCM PROTECTION PTY LTD	PROPERTY- KINGSBURY PATROLS LOCK UP 7 DAYS A WEEK AUGUST INVOICE FOR SERVICE DONE -RFT012 20/21 PROPERTY- MONITORING OF THE ELECTRONIC SECURITY SYSTEM INSTALLED AT CKB AMINISTRATION-TERM OF INVOICE:1/10/23 TO THE END OF CURRENT QUARTERLY BILLING CYCLE 31/12/23 PROPERTY- KINGSBURY PATROLS LOCK UP 7 DAYS A WEEK SEPTEMBER INVOICE FOR SERVICE DONE -RFT012 20/21	\$ 22,717.10
EFT-127643	27/10/2023	MCOOKIES	ED - WHATS DOWN THE TRACK SPECIALISED SUPPLIER	\$ 1,050.00
EFT-127644	27/10/2023	MELISSA HAYES	RATES - REFUND	\$ 508.66
EFT-127645	27/10/2023	METROCOUNT	ENG - TRAFFIC MONITORING EQUIPMENT - FIELD - CENTRELINE FLAP 10 PACK	\$ 2,588.30
EFT-127646	27/10/2023	MONSTERBALL AMUSEMENTS & HIRE	EVENTS - CSP 23 - BOUNCY CASTLES	\$ 9,994.99
EFT-127647	27/10/2023	MSS SECURITY PTY LTD	AIRPORT - SECURITY SCREENING FEES FOR THE MONTH OF AUGUST 2023 - CONTRACT T018 13/14	\$ 6,579.14
EFT-127648	27/10/2023	NEXT GEN BUILDING PTY LTD	PROPERTY - DEPOT OFFICE MID WALL CONSTRUCTION SUPPLY TIMBER FRAMING TO CONSTRUCT 2X MID WALLS APPROXIMATELY 1200MM HIGH	\$ 6,326.14
EFT-127649	27/10/2023	NICOLE BALES PROFESSIONAL WRITING SERVICES	MARKETING- PUBLIC RELATIONS WRITING SUPPORT	\$ 875.00
EFT-127650	27/10/2023	NORTH KALGOORLIE PRIMARY SCHOOL	CEO - SPONSORSHIP FOR END OF YEAR AWARDS	\$ 60.00
EFT-127651	27/10/2023	ONSITE RENTAL GROUP OPERATIONS PTY LTD	PROPERTY - BOULDER CAMP TOILET PORTALOO ON SITE TO UNIT BUILD	\$ 235.77
EFT-127652	27/10/2023	PAUL LEES	ED - RELOCATION OF HOUSEHOLD EFFECTS	\$ 13,452.70
EFT-127653	27/10/2023	PERTH EXPOHIRE	ED - WHATS DOWN THE TRACK 2023 SUPPLY HIRE	\$ 764.50
EFT-127654	27/10/2023	PETER GILL	RATES - REFUND	\$ 716.03
EFT-127655	27/10/2023	PFD FOOD SERVICES PTY LTD	EGCC - SENIORS DINNER ROLLS AND MARGARINE PORTIONS. GC - GROCERY & SERVING SUPPLIES EGCC - SENIORS CORN KERNELS & THICKENED CREAM	\$ 881.80

EFT-127656	27/10/2023	PICKWICK INTEGRATED FACILITIES SERVICES	PROPERTY- CLEANING-EASTERN GOLDFIELDS COMMUNITY CENTRE, WORKS DEPOT, ADMINISTRATION BUILDING, RANGERS, RAY FINLAYSON, WASTE WATER TREATMENT PLANT, MEN'S SHED, GOLDFIELDS WAR MUSEUM, C Y O'CONNOR HALL, GOLF COURSE CLUBHOUSE (INC PH'S), GOLF COURSE MAINTENANCE SHED, WILSON STREET EXELOO, KINGSBURY PARK, PORTER STREET EXELOO, LOOPLINE PARK, BURT STREET EXELOO, BOULDER TOWN HALL EXELOO , KALGOORLIE ROTARY PARK, CENTENNIAL PARK, MARKET ARCADE AND ENDOWMENT BLOCK, DIGGER DAWS - MAIN BLOCK, DIGGER DAWS - LIONEL STREET, DIGGER DAWS - EXELOO, CRUICKSHANK'S - ENTRY BLOCK, CRUICKSHANK'S - OVAL BLOCK, CRUICKSHANK'S - EXELOO, SIR RICHARD MOORE - PICADILLY ST, SIR RICHARD MOORE - EXELOO, EDWARDS PARK, SHEPHERDSON OVAL, USHER PARK, NORKAL PARK, OASIS PLAYING FIELDS - OVAL BLOCK, OASIS PLAYING FIELDS - EXELOO, GOLDFIELDS ART CENTRE (INC PH'S), AIRPORT, MORRISON OVAL, BOULDER ROTARY PARK, WALLACE PARK, AIRPORT TOILETS PROPERTY- 2A TINDALS CRES HOUSE CLEAN SEPTEMBER	\$ 140,995.14
EFT-127657	27/10/2023	PLANNING INSTITUTE OF AUSTRALIA	P&C - FOR PLACEMENT OF ADVERTISEMENT ON THE PIA EMPLOYMENT DIRECTORY WEBSITE	\$ 612.00
EFT-127658	27/10/2023	PLEXUS HEALTHCARE KALGOORLIE (TRINITY MEDICAL CENTRE)	OHS -MEDICAL APP FOR EMP 3965	\$ 468.00
EFT-127659	27/10/2023	RED EDGE EVENTS - CELEBRATIONS (BUNNY & FOX)	EXEC/COUNCIL - NEWLY ELECTED COUNCIL'S SWEARING IN DINNER - KALGOORLIE TOWN HALL	\$ 318.00
EFT-127660	27/10/2023	REPCO	FLEET - TYRE REPAIR-PLUGS-30PK BLACK, TYRE REPAIR-PATCH KIT-56 PATCHES, 20G STEEL WHEEL WEIGHT (100), 15G STEEL WHEEL WEIGHT (100), 30G STEEL WHEEL WEIGHT (100)	\$ 264.48
EFT-127661	27/10/2023	RICHGRO GARDEN PRODUCTS	PARKS - POTTING MIX	\$ 1,518.00
EFT-127662	27/10/2023	RIKLAN EMERGENCY MANAGEMENT SERVICES PTY LTD	CDC - WORKING CONFINED SPACES & GAS TESTING CDC - CONFINED SPACE ENTRY & GAS TESTING ATMOSPHERE CLUSTER	\$ 580.00
EFT-127663	27/10/2023	ROSSLYN HILL MINING PTY LTD	HEALTH - TRACHOMA SCREENING TRIP- 21-23 AUGUST	\$ 583.00
EFT-127664	27/10/2023	RSEA PTY LTD	RANGERS - E1370 SHIRT LS COOL RIPSTOP KHAKI M WATER - PPE FOR EMPLOYEE 3396 DEPOT - UNIFORMS, EMPLOYEE 4004	\$ 407.10
EFT-127665	27/10/2023	RUSHELEC SERVICES	PROPERTY - BURT ST HUB POWER WORK	\$ 4,018.99
EFT-127666	27/10/2023	SOLOMONS FLOORING GOLDFIELDS	PROPERTY - RANGERS WAND POLES	\$ 60.00
EFT-127667	27/10/2023	SOUTH METROPOLITAN TAFE	P&C - TRAINING FOR EMPLOYEE #3324	\$ 294.75
EFT-127668	27/10/2023	SOUTHERN CROSS AUSTEREO PTY LTD	MARKETING - YOUTHFEST - RADIO ADVERTISING - HITFM - 50 X 30S COMMERCIALS PRIME TIME SLOTS, WEEKDAYS ONLY + 5 MAX BONUS FILL PER DAY + PRODUCTION FEE	\$ 1,474.00
EFT-127669	27/10/2023	SPECIALIST WHOLESALERS PTY LTD T/A TRUCKLINE	FLEET - PART FOR P331H	\$ 439.73
EFT-127670	27/10/2023	ST MARY'S PRIMARY SCHOOL (KALGOORLIE)	CEO - END OF YEAR - BOOK PRIZE SPONSORSHIP/DONATION	\$ 60.00
EFT-127671	27/10/2023	STRATCO	PROPERTY - RFSC SPINNING VENTILATOR 300MM MIST GREEN	\$ 257.90
EFT-127672	27/10/2023	SUVDAA GANSUKH	FIN - REIMBURSEMENT	\$ 516.18
EFT-127673	27/10/2023	TELSTRA CORPORATION	ICT - TELEPHONE 0400421225 SMS SYSTEM CHARGES 08/10/2023-07/11/2023 ICT - MOBILE USAGE 0147145141 - 14/10/23 - 13/11/23 ICT - PHONE USAGE AND INTERNET USAGE TO 10 OCT 2023	\$ 13,696.14
EFT-127674	27/10/2023	THE GOLDFIELDS EQUESTRIAN CENTRE MANAGEMENT COMMITTEE	CD - ANNUAL GRANT PROGRAM 2023/24	\$ 7,209.09
EFT-127675	27/10/2023	THE SWEET SPOT WA	EVENTS - AP23 - MACARONS FOR AWARDS NIGHT	\$ 900.00
EFT-127676	27/10/2023	TJUMA PULKA MEDIA ABORIGINAL CORPORATION	CD - ANNUAL GRANT PROGRAM 2023/24 -TPMAC	\$ 22,000.00
EFT-127677	27/10/2023	TKPH PTY LTD T/A OTR TYRES	FLEET - KBC80AN SUPPLY AND FIT STEER TYRES	\$ 890.93
EFT-127678	27/10/2023	TONIA CASEY	CD - OUTSTANDING INDIVIDUAL GRANT 2023/2024	\$ 600.00
EFT-127679	27/10/2023	TOTAL CONNECTIONS	FLEET - REPAIR AND SUPPLY PARTS	\$ 1,750.34
EFT-127680	27/10/2023	T-QUIP (TOTAL TORO)	GC - EXTENSION ARM PULL GC - PLANT MATERIALS FOR PGC122 GC - BEDKNIFE FOR PGC 152-153 DEPOT - HAKO SWEEPERS EXPANSION TANK SUPPLY GC - STEERING RACK FOR PGC122	\$ 3,543.35

EFT-127681	27/10/2023	TRILITY SOLUTIONS PTY LTD T/AS HYDRAMET	WATER - OLD BOULDER MINOR SERVICE, PICCADILLY PUMP STATION, RACE COURSE DAM OASIS - PLANT EQUIPMENT UV/ PROBES FOR DOSING SYSTEM	\$ 26,149.23
EFT-127682	27/10/2023	VENDOR PANEL PTY LTD	PROCUREMENT - VENDORPANEL SUBSCRIPTION	\$ 14,272.57
EFT-127683	27/10/2023	WA COUNTRY HEALTH SERVICE	OHS - EMERGENCY APPOINTMENT FOR EMPLOYEE #3751 OHS - EMERGENCY APPOINTMENT FOR EMPLOYEE #3517 OHS - EMERGENCY ATTENDANCE EMPLOYEE # 3917 OHS - HOSPITAL ATTEND EMP #1670 OHS - HOSPITAL ATTENDANCE FOR EMPLOYEE #3795	\$ 2,256.00
EFT-127684	27/10/2023	WA TREASURY CORPORATION	FIN - LN-352B-CONSOLIDATED LOANS - 340 339 326 338 342 336 344 345 343 341 350	\$ 275,807.95
EFT-127685	27/10/2023	WALKERDEN GOLF AUSTRALIA PTY LTD	GC - PROSHOP RETAIL STOCK- WALKERDEN PROVIDES GOLF ACCESSORIES TOWELS, BALL MARKERS, DIVOT TOOLS, TEES, KALGOORLIE GOLF COURSE SCORING PENCILS, ALIGNMENT STOCKS, CLUB CLEANERS	\$ 1,024.86
EFT-127686	27/10/2023	WARREN SYMINTON RALPH PTY LTD	PROPERTY - LEASING - 294 HANNAN STREET - PROPHONE - COMMERCIAL LEASE AGREEMENT	\$ 1,128.82
EFT-127687	27/10/2023	WATER CORPORATION	WATER - PARK AT TUPPER ST BOULDER LOT 3865 RES 38734 WATER - TRICKLE IRRIGATION AT PORTER STREET KALGOORLIE ROUNDABOUT WATER - CAMP AT BENDIGO ST SOUTH BOULDER WATER - SEWER TREATMENT WORKS AT 221L KAMBALDA ROAD BOULDER WATER - PARK AT 5 PHOENIX PLACE SOUTH KALGOORLIE LOT 502 RES 37979 WATER - GARDEN AT 100I BURT ST BOULDER LOT ROUNDABOUT WATER - WAR MUSEUM AT BURT ST BOULDER WATER - ROUNDABOUT AT 1 BURT ST LOT ROAD RESERVE WATER - PARK AT BRACKLEMANN DR BOULDER LOT 4253 WATER - PARK AT RAINSFORD LOOP BOULDER LOT 4152 WATER - CENTRE AT WITTENOOM ST BOULDER LOT 311 RES 3587 WATER - PLAYGROUND AT 3755L SEWELL DR SOUTH KALGOORLIE LOT 37550472 WATER - PARK AT 4401L PEACE WAY BOULDER LOT 4401 WATER - PARK AT 11 COMPTON CT HANNANS WATER - PARK AT 4799L NANKIVILLE RD KALGOORLIE LOT 4799 RES 41601 WATER - PARK AT 4191L BOXHALL RTT BOULDER LOT 4191 WATER - TOILETS AT 149 VIVIAN STREET SOUTH BOULDER LOT 4435 RES 40625 WATER - GARDEN AT BURT ST BOULDER LOT OPP LOT 1 WATER - PARK AT KILLINGTON CR BOULDER LOT 4047 WATER - PARK AT BURT ST BOULDER LOT 304 1079-81 1087-8 GRIBBLE CREEK PARK WATER - CARETAKERS HOUSE LOOPLINE BOULDER WATER - OFFICES AT 116 BURT ST BOULDER - TOWN HALL WATER - RESERVE AT 311 WITTENOOM ST BOULDER LOT 311 RES 3587 - FIRE SERVICE WATER - 2 EUREKA STREET HANNANS LOT F40 WATER - LA SANDPIPE AT HAMILTON ST BOULDER LOT 3391 WATER - GARDEN AT 117 RICHARDSON ST BOULDER LOT 255 RES 23059 WATER - TENNIS COURTS AT FEDERAL RD BOULDER LOT 381 RES 24855 WATER - SPORTS GROUND AT 311L MORAN ST BOULDER LOT 311 RES 3587 WATER - WATER -RECREATION CENTRE AT 99 JOHNSTON ST SOMERVILLE LOT 9000 9001 WATER - SPORTS GROUND AT FEDERAL RD BOULDER LOT 381 RES 24855 CRUIKSHANKS OVAL WATER - PARK AT ROSENBERG CR KALGOORLIE LOT 2906 RES 5324 WATER - AIRPORT AT GATACRE STREET BROADWOOD LOT 4531 RES 42198	\$ 63,600.96
EFT-127688	27/10/2023	WATER2WATER PTY LTD (WATERWISE WA)	PROPERTY - DEPOT MAINTENANCE PROGRAMME 2 X STANDARD SERVICES PER ANNUM TO AP11 SINGLE HOUSING GAC FILTER SYSTEM A10571 FEEDING ZIP FOUNTAIN 2016101940019 LOCATED CITY OF KAL DEPOT OUTSIDE ADMIN	\$ 1,633.00
EFT-127689	27/10/2023	WAYNE DEBONO	RATES - REFUND	\$ 2,002.05
EFT-127690	27/10/2023	WESTERN AUSTRALIAN LOCAL GOVERNMENT ASSOCIATION (WALGA)	TRAINING - DEALING WITH DIFFICULT CUSTOMERS- 12 SEPTEMBER- 13 SEPTEMBER	\$ 12,977.65
EFT-127691	27/10/2023	WINDMILL THEATRE COMPANY	GAC - PRESENTER FEE - HICCUP	\$ 1,250.00
EFT-127692	27/10/2023	WT HYDRAULICS	GC - STRIP & QUOTE DANFOSS CLOSED LOOP PUMP - TORO MOWER	\$ 1,016.40
EFT-127445	20/10/2023	3 DIMENSION HOLDINGS PTY LTD T/AS CAFE 312	D&G - CATERING FOR CEREMONY AT KALGOORLIE TAFE FOR 2023 CITY OF KALGOORLIE-BOULDER CHILDCARE EDUCATOR SCHOLARSHIPS ROUND 2	\$ 448.25
EFT-127446	20/10/2023	A & LV GENOVESE'S CARBARN NEWSAGENCY AND DELI	LIBRARY - NEWSPAPERS FOR SEPTEMBER 2023	\$ 209.50

EFT-127447	20/10/2023	ACCESS EQUIPMENT HIRE	CD - TWO SCISSORS LIFT - ELECTRIC AND 4 HARNESSSES	\$ 4,373.25
EFT-127448	20/10/2023	ACCESS SOFTWARE AUSTRALIA PTY LTD	FIN - MONTHLY PAYROLL SOFTWARE LICENSE	\$ 4,412.60
EFT-127449	20/10/2023	ALL MINE AND CONSTRUCTION TRAINING PTY LTD	CDC - CPCCLDG3001 AND CPCCLDR3001 DOGGING AND RIGGING CDC - RIIMPO320F CONDUCT EXCAVATOR CDC -WORKSAFE HIGH RISL LICENSE	\$ 3,489.00
EFT-127450	20/10/2023	ALU-GLASS	PROPERTY - 2 TINDALS CRESCENT REGLAZE WINDOW TO LOUNGE ROOM 1 X 1443 X 562 4MM CLEAR-INVOICE 204651 PROPERTY - OASIS REGLAZE CRACKED GLASS ON EXIT DOOR	\$ 28,737.20
EFT-127451	20/10/2023	ALYKA PTY LTD	MARKETING - GOLF COURSE- WEBSITE HOSTING - OCTOBER-DECEMBER 2023	\$ 414.00
EFT-127452	20/10/2023	ANTHONY WILLIAM FLINT T/A ADMIRE PAINTING SERVICES	PROPERTY - ENDOWMENT BLOCK PAINTING FROM 04.09.2023. TO 11.09.2023 PROPERTY - ENDOWMENT EXTRA PAINTING WORK FROM 22.09.2023. TO 03.10.2023	\$ 5,137.00
EFT-127453	20/10/2023	AUSTRALIAN LABORATORY SERVICES PTY LTD (ALS)	WATER - MONTHLY WATER SAMPLING WATER - SAMPLE ANALYSIS FOR SEWER, WWTP AND RECYCLED WATER TO MET REGULATORY REQUIREMENTS	\$ 7,745.15
EFT-127454	20/10/2023	AVANTGARDE TECHNOLOGIES PTY LTD	ICT - SOPHOS PHISH THREAT LICENSING RENEWAL RFT014 20/21 ICT - ESC INFRASTRUCTURE REFRESH ICT - ADMINISTRATION BUILDING FIRE/SECURITY/ACCESS UPGRADE LABOUR RFT014 20/21 ICT - TOWN SQUARE BRACKET VARIATION FOR CCTV ICT - CCTV MAINTENANCE FOR MONTH JULY AND AUGUST. RFT014 21/22 (CCTV MAINTENANCE AGREEMENT ATTACHED) ICT - AIRPORT - CCTV CAMERAS ICT - ESC INFRASTRUCTURE REFRESH ICT - ADMINISTRATION BUILDING FIRE/SECURITY/ACCESS UPGRADE LABOUR RFT014 20/21 ICT - CCTV MAINTENANCE SEPTEMBER 23 - JUNE	\$ 299,621.20
EFT-127455	20/10/2023	BMG PRODUCTIONS	YOUTH - YOUTHFEST 2023 GAMING LOUNGE VOUCHERS	\$ 1,782.00
EFT-127456	20/10/2023	BOC GAS & GEAR	DEPOT - HIRE OF EQUIPMENT	\$ 38.55
EFT-127457	20/10/2023	BUILT BY GEOFF	DEPOT - SUPPLY AND INSTALLATION OF FENCE AT SHEPHERDSON OVAL YOUTH - YOUTHFEST 2023 TEMPORARY FENCING	\$ 20,986.90
EFT-127458	20/10/2023	BUNNINGS BUILDING SUPPLIES P/L	EVENTS - EVENTS EQUIPMENT BUNNING MURAL ART COSTS FOR KCC FIRST NATIONS PUBLIC ARTWORK PROJECT OASIS - SAND FOR THE CRECHE SANDPIT CD TEAM - SUPPLIES FOR A EVENT GO BAG PROPERTY- GOLFCOURSE-DALI ENTRANCE SETIKONIC++65MM SATIN S/STEEL 25400SSS - CODE 0038289- QUOTE 316365671 GAC - ORANGE OIL FOR CLEANING TABLES ED - KAL CITY CENTRE - MURAL CONSUMPTION	\$ 5,319.79
EFT-127459	20/10/2023	BZE CONTAINERS PTY LTD	WATER - PRE-FABRICATED LUNCH AND CLEAN ROOMS FOR WWTP IDEA	\$ 18,260.00
EFT-127460	20/10/2023	CARLTON UNITED BREWERIES (CUB) FOSTERS GROUP	GC - WEEKLY ALCOHOL BEVERAGE STOCK SUPPLY	\$ 3,785.99
EFT-127461	20/10/2023	CENTRAL REGIONAL TAFE	CDC - WHITE CARD TRAINING COST REQUIREMENTS CDC - CLIENT TRAINING WHITE CARD	\$ 26.00
EFT-127462	20/10/2023	CHEMICALS AUSTRALIA OPERATIONS PTY LTD T/A IXOM OPERATIONS PTY LTD	WATER - CHLORINE BOTTLE USAGE AND HIRE FOR RECYCLED WATER PUMP STATIONS	\$ 4,092.00
EFT-127463	20/10/2023	CITY BUILDING SUPPLIES PTY LTD	PROPERTY- DIGGER DAWES HARDIFLEX 4.5MM 1800X1200MM -CODE 100008250	\$ 38.56
EFT-127464	20/10/2023	COCA COLA AMATIL	GC - BEVERAGE STOCK ORDER FOR THE PROSHOP AND BAR	\$ 1,441.75
EFT-127465	20/10/2023	COHERA-TECH PTY LTD	LIBRARY -ANNUAL SUBSCRIPTION - PEOPLE COUNTING SERVICES	\$ 724.00
EFT-127466	20/10/2023	COOPERS CARPET CLEANING WA PTY LTD	PROPERTY - CARPETS EXIT CLEAN TILES AND MATTRESS	\$ 280.00
EFT-127467	20/10/2023	CORPORATE TRAVEL MANAGEMENT	ELT TRAINING - MODAL TRAINERS TRAVEL TRAVEL ARRANGEMENT FOR EMPLOYEE - 2555	\$ 4,509.61
EFT-127468	20/10/2023	DONNELLAN CONTRACTING PTY. LTD.	AIRPORT - CONCRETE KERBS LEADING TO OVERFLOW CARPARK & CARPARK MACHINE AIRPORT - CONCRETE SLAB AND BOLLARDS FOR CAR PARK MACHINES	\$ 6,820.00

EFT-127469	20/10/2023	ELECTRICITY RETAIL CORPORATION T/AS SYNERGY	SYNERGY - 2 EUREKA ST, KALGOORLIE - 409835840 SYNERGY - 80 HANNAN STREET - 326269390 SYNERGY - SHOP 9 272 HANNAN STREET KALGOORLIE - 407983360 SYNERGY - 36 CASSIDY STREET - 233640820 SYNERGY - LOT 300 RISEBERRY WAY, SOMERVILLE - 190837310 SYNERGY - POWER WATCH - 024271300 SYNERGY - BURT STREET, BOULDER - 075896430 SYNERGY - BURT STREET, BOULDER - 075896430 SYNERGY - 17 BURT STREET, BOULDER SYNERGY - U A 2 TINDALS CRESCENT HANNANS - 400452280 SYNERGY - SHOP 10 272 HANNAN STREET, KALGOORLIE - 275315950 SYNERGY - PATRONI ROAD KALGOORLIE - 834958140 SYNERGY - 272 HANNAN ST KALGOORLIE - ENDOWMENT BLOCK MARKET ARCADE - 198881930 SYNERGY - LOT 501 RAMUS CIRCLE - 962566400 SYNERGY - LOT 300 HENDERSON DRIVE, SOMERVILLE - 190836940 SYNERGY - SHOP 5 272 HANNAN ST - 410180400 SYNERGY - SHOP 6 272 HANNAN ST, KALGOORLIE - 255942740 SYNERGY - SHOP 1 MARKET ARCADE, 272 HANNAN STREET KALGOORLIE - 328232640 SYNERGY - SHOP 7 272 HANNAN ST - 405463720 SYNERGY - ELECTRICTY - 23 HESTON COURT KALGOORLIE - 396893190 SYNERGY - 150 EGAN STREET, KALGOORLIE - 939858170 SYNERGY - FORREST STREET KALGOORLIE - 812700110 SYNERGY - U 2 269 DUGAN STREET, KALGOORLIE SYNERGY - SHOP 2 272 HANNAN STREET - 393409370 SYNERGY - 300 HANNAN STREET, KALGOORLIE - 198919870 SYNERGY - OSMETTI DRIVE - OASIS PLAYING FIELDS - 157823640 SYNERGY - 56 EGAN STREET, KALGOORLIE - 753501620 SYNERGY - LOT 503 HEFRON CIRCLE KALGOORLIE - 739643700	\$ 16,521.20
EFT-127470	20/10/2023	ELITE COMPLIANCE PTY LTD	PMO - DRAFTING SERVICES FOR KCC TOILET BLOCK	\$ 1,320.00
EFT-127471	20/10/2023	ELITE GYM HIRE	OASIS - LABOUR FOR SPEED BALLS X2	\$ 77.00
EFT-127472	20/10/2023	EMYJOR SERVICES PLUMBING, EXCAVATION & CONTROLLED WASTE	WATER - RFT002 20/21 WASTEWATER AND RECYCLED WATER NETWORK MAINTENANCE AND RENEWALS - SEWER CAPITAL WORKS INCLUDING JUNCTIONS, LIDS PROPERTY - OASIS URGENT LEAK- SUPPLY AND INSTALL COPPER PIPEWORK AND FITTINGS, TO REPLACE FAILED EXPANSION FITTINGS ON FLOW AND RETURN LINES AT HIGH LEVEL WATER - SEWER JETTING AND OVERFLOWS	\$ 38,643.60
EFT-127473	20/10/2023	ENERGY AND WATER OMBUDSMAN (WESTERN AUSTRALIA) LIMITED	WATER - ANNUAL FEES FOR ENERGY AND WATER OMBUDSMAN	\$ 733.34
EFT-127474	20/10/2023	ENSURV PTY LTD ATF THE HARRIS FAMILY TRUST T/A GUARDIAN FIRST AID AND FIRE	OHS - FIRST AID SUPPLIES DEPOT	\$ 261.24
EFT-127475	20/10/2023	EXTREME MARQUEES PTY LTD	MARKETING - 5 TABLE CLOTHS	\$ 1,247.00
EFT-127476	20/10/2023	FAITH CREATIONS PTY LTD	PLANNING - LOCAL HERITAGE FUND	\$ 43,728.89
EFT-127477	20/10/2023	FORPARK AUSTRALIA	PARKS - SPARE PLAYGROUND EQUIPMENT PARKS - SUPPLY AND REPAIR PARTS FOR HAMPDEN STREET	\$ 5,442.80
EFT-127478	20/10/2023	FREYSSINET AUSTRALIA PTY LTD	RESERVES - FOOTPATH REPAIRS	\$ 7,885.18
EFT-127479	20/10/2023	GARRETT HOSPITALITY REGIONAL HOTEL PTY LTD T/A IBIS STYLES KALGOORLIE	LIBRARY - ACCOMMODATION - VISITING AUTHOR	\$ 1,633.00
EFT-127480	20/10/2023	GEOGRAFIA PTY LTD	ED - ANNUAL COMPARISONS REPORT	\$ 5,258.00
EFT-127481	20/10/2023	GIBSON SOAK WATER CO.	CDC - WATER COOLER HIRE AND REPLACEMENT BOTTLES	\$ 253.00
EFT-127482	20/10/2023	GOLDFIELDS ARTS CENTRE	GAC - THE WAIFS - UP ALL NIGHT	\$ 8,592.90
EFT-127483	20/10/2023	GOLDFIELDS INDOOR PLANT HIRE (THOMSON DEVELOPMENTS & CARPENTRY PTY LTD)	GC - PLANT HIRE & MAINTENANCE FOR JULY 2023 PLANNING - PLANNING APPLICATION FEE P106/23 GC - AUGUST 2023 - PLANT HIRE IN MARQUEE	\$ 378.00
EFT-127484	20/10/2023	GOLDFIELDS OFF ROAD	WORKS-TWO-WAY AND SEAT COVERS FOR KBC-17AU	\$ 2,751.00
EFT-127485	20/10/2023	GOLDFIELDS WHOLESALE	EGCC - SENIORS FRESH PRODUCE	\$ 68.98
EFT-127486	20/10/2023	GPH RECRUITMENT	PROPERTY - TRADE ASSISTANCE /MAINTENANCE LABOURERS	\$ 21,276.50
EFT-127487	20/10/2023	HAMPTON TRANSPORT SERVICES PTY LTD	ROAD - RFT011-21/22- PROVISION OF RURAL ROAD MAINTENANCE- MAINTENANCE GRADING TRANS ACCESS RD	\$ 16,429.30
EFT-127488	20/10/2023	HANDY CROOKS	PROPERTY - BOULDER HUB - BUILD OFFICE PARTITION WALLS	\$ 8,112.50

EFT-127489	20/10/2023	HANNANS CLUB	CD - ANNUAL GRANT PROGRAM 2023/24	\$ 35,000.00
EFT-127490	20/10/2023	HOSMAR PTY LTD T/A TOTAL ASPHALT	ENG - SUPPLY AND CONSTRUCTION OF MAY PROFILE & SEAL VARIATIONS ENG - REPLACE PO 245753 - SUPPLY AND CONSTRUCTION OF INTERSECTION: SHAW ST & HARE ST	\$ 99,753.96
EFT-127491	20/10/2023	HWL EBSWORTH LAWYERS	RATES - REFUND	\$ 792.80
EFT-127492	20/10/2023	IT VISION	FIN - ITV STAFF ON SITE 16 & 17 MAY 2023 FOR POST GO-LIVE ISSUES AND SUPPORT HANDOVER	\$ 5,578.28
EFT-127493	20/10/2023	JEANETTE DOROTHY STAMPONE	LIBRARY - BOOK WEEK VISITING AUTHOR	\$ 2,600.00
EFT-127494	20/10/2023	KALGOORLIE BOULDER RACING CLUB	ED - RACE ROUND 2023 SPONSORSHIP	\$ 11,000.00
EFT-127495	20/10/2023	KALGOORLIE FEED BARN PTY LTD	RANGERS - CAT LITTER AND ANIMAL FEED	\$ 425.00
EFT-127496	20/10/2023	KALGOORLIE IT	ICT - RAM (LAPTOP MEMORY)	\$ 349.00
EFT-127497	20/10/2023	KALGOORLIE METRO PROPERTY GROUP (KMPG PTY LTD)	PROPERTY - 2/97 BOURKE STREET, WATER USAGE 13/07/23 - 14/09/23 PROPERTY - 9/36 PIESSE ST SMR WATER USAGE 22/09/23 - 29/09/23 PROPERTY - 2 EUREKA STREET, WATER USAGE 05/07/23 - 05/09/23	\$ 218.74
EFT-127498	20/10/2023	KALGOORLIE WEDDINGS AND EVENTS	EVENTS - AP 23 - 2 X BLACK BARS	\$ 300.00
EFT-127499	20/10/2023	KALSEC TRUST - RECRUITMENT	FIN - TEMP PLACEMENT - PAYROLL OFFICER	\$ 1,421.64
EFT-127500	20/10/2023	KBCCI (KALGOORLIE-BOULDER CHAMBER OF COMMERCE & INDUSTRY)	ED - KBCCI COMMERCE HUB SPONSORSHIP 2023	\$ 11,000.00
EFT-127501	20/10/2023	KEYS BROS REMOVALS & STORAGE	PROPERTY - PROPERTY STORAGE FEES	\$ 225.00
EFT-127502	20/10/2023	KMART AUSTRALIA LTD (KALGOORLIE)	GAC - KIDS ART COMPETITION SUPPLIES	\$ 27.25
EFT-127503	20/10/2023	KRYPTO CAKES	EGCC - SENIORS R U OK DAY CUPCAKES	\$ 825.00
EFT-127504	20/10/2023	LAWRENCE & HANSON GROUP PTY LTD (AUSLEC)	OASIS - POOL EQUIPMENT AND TESTING	\$ 1,379.40
EFT-127505	20/10/2023	LIQUOR CITY (KALGOORLIE) PTY LTD	GC - JAMES SQUIRE 150 LASHES 355 C , GC - MILLER GENUINE DRAFT 330ML B , GC - XXXX GOLD 375ML B , GC - KILKENNY 440ML C , GC - EMU EXPORT 375ML BLOCK , GC - FAT YAKE PALE ALE 375ML B , GC - JOHNNIE WALKER & COLA 375ML CU , GC - J/DANIEL & NS COLA 20PK 375ML , GC - JAMESON DRY & LIME CAN 375ML , GC - JOHNNIE WALKER BLACK 700ML , GC - JIM BEAM BLACK LBL 700ML , GC - JOHNNIE WALKER RED 1125ML , GC - GLASS DIMPLE MUGS 285ML	\$ 2,792.53
EFT-127506	20/10/2023	MARKET CREATIONS AGENCY PTY LTD	MARKETING - IX49 SOCIAL MEDIA MANAGEMENT	\$ 2,073.50
EFT-127507	20/10/2023	MCM PROTECTION PTY LTD	PROPERTY - ADMIN CASH PICK UP UNTIL END OF OCTOBER WEEKLY PICK UP	\$ 467.50
EFT-127508	20/10/2023	NATHAN DUNCAN	RANGER - REIMBURSEMENT - FUEL	\$ 149.89
EFT-127509	20/10/2023	NEVE'S LOCKSMITH SERVICE	PROPERTY- AIRPORT HOUSE	\$ 273.05
EFT-127510	20/10/2023	NUTRIEN (TOTAL EDEN VICTORIA)	RETIC - IRRIGATION PARTS	\$ 1,060.72
EFT-127511	20/10/2023	OHS ALERT	OHS - SUBSCRIPTION ELT	\$ 1,893.00
EFT-127512	20/10/2023	OMNICOM MEDIA GROUP AUSTRALIA PTY LTD T/AS MARKETFORCE	MARKETING - TENDER NO T001 - 23-24 - NEWSPAPER ADVERTISING MARKETING - EARLY CHILDHOOD EDUCATION AND CARE SURVEY - ADVERTISING - NEWSPAPER - KALGOORLIE MINER - 6X3 P4 RHP - SATURDAY 19 AUGUST AND SATURDAY 26 AUGUST MARKETING - MARKET FORCE - ADVERTISING - PAGE 5 - 6X3 - SATURDAY 26 AUGUST - KALGOORLIE MINER - WALK OF FAME NOMINATIONS 2024 MARKETING - COMMUNITY-LED SUPPORT FUND - 6X3 M - NEWSPAPER ADVERTISING [E04428] - PAGE 4 AND 5 SATURDAYS MARKETING - GAC THE BOX ADVERT - E04220 - KAL MINER	\$ 6,280.98
EFT-127513	20/10/2023	PFD FOOD SERVICES PTY LTD	EGCC - SENIORS KITCHEN SUPPLIES.	\$ 646.60
EFT-127514	20/10/2023	QUIPPE CONSULTING	CD - CONSULTANCY SERVICES FOR COMMUNITY-LED SUPPORT FUNDING FOR GOLDFIELDS LOCAL SERVICES PLAN	\$ 31,200.00
EFT-127515	20/10/2023	RATE IT AUSTRALIA PTY LTD	CUSTOMER SERVICE - RATEIT DIGITAL PLATFORM	\$ 2,085.01
EFT-127516	20/10/2023	RED DESERT COOLING	PARKS - REPLACE DAMAGED BBQ AT CENTENNIAL PK YOUTH - YOUTHFEST ELECTRICAL COMPLIANCE WATER - MAINTENANCE AT SBWWTP IN SEPTEMBER 2023	\$ 7,220.13
EFT-127517	20/10/2023	RED EDGE EVENTS - CELEBRATIONS (BUNNY & FOX)	GC - TABLE CLOTH HIRE SERVICES	\$ 280.50

EFT-127518	20/10/2023	REDCAT MEDIA PTY LTD	MARKET - FINAL TWO DIRECTOR VIDEOS AND FINAL EDITS OF ALL VIDEOS	\$ 968.00
EFT-127519	20/10/2023	ROYAL WA HISTORICAL SOCIETY	HERITAGE - RWA HISTORICAL SOCIETY MEMBERSHIP RENEWAL	\$ 95.00
EFT-127520	20/10/2023	ROYAL WOLF AUSTRALIA	DEPOT-6M PALLET WIDE HIGH CUBE 9\6\ MAKE: 20HC FREIG MODEL, FORKLIFT TO LOAD/UNLOAD	\$ 5,316.00
EFT-127521	20/10/2023	RUSSELL RODAN	CD - OIG 2023/2024 GRANT FOR AMBER RODAN	\$ 750.00
EFT-127522	20/10/2023	SJ VICZIANY	GC - EMERGENCY REPAIR BEER SYSTEM ISSUE 2 TAPS NOT WORKING GN & PERONI 17/08/2023 GC - EMERGENCY REPAIR GAS LINE LEAKS IN FUNCTION MARQUEE 7/09/2023	\$ 150.00
EFT-127523	20/10/2023	SOUTHERN CROSS AUSTEREO PTY LTD	MARKETING - THE BOX SHOW AND OPERA 25 X 30 SECONDS COMMERCIALS- 1X INTERVIEW ON TRIPLE M	\$ 786.50
EFT-127524	20/10/2023	SPECIALIST WHOLESALERS PTY LTD T/A TRUCKLINE	FLEET - BACK NUTS FOR P88AP	\$ 21.58
EFT-127525	20/10/2023	TEAM GLOBAL EXPRESS PTY LTD	ENG - DELIVERY COST - JASON SIGNMAKERS WATER - COURIER CHARGES LAB SAMPLES - MAY - SEP 23 WATER - COURIER CHARGES FOR SAMPLES TO LAB MAY - SEP 2023 FREIGHT FOR VARIOUS DELIVERIES HEALTH - POSTAGE, FREIGHT FOR SAMPLE DELIVERIES	\$ 6,824.13
EFT-127526	20/10/2023	TELSTRA CORPORATION LIMITED (T INFRACO)	ENG - LANE STREET (WEST OF HANNAN STREET) UPGRADE	\$ 16,043.42
EFT-127527	20/10/2023	THE ANIMAL HOSPITAL (THE TRUSTEE FOR THE GRANT FAMILY TRUST)	RANGERS - ANIMAL DESTRUCTION, DISPOSAL, AND/OR MEDICAL COSTS	\$ 1,034.80
EFT-127528	20/10/2023	THE AUSIMM	D&G - REGISTRATION FEE FOR CKB ATTENDANCE AT CRITICAL MINERALS CONFERENCE PERTH NOV 21-23	\$ 8,700.00
EFT-127529	20/10/2023	THE TRUSTEE FOR LONG XIANG ZHANG FAMILY TRUST T/A MAC'S DELI	EH - CATERING FOR HEALTH SERVICES WATER BORNE TRAINING - DEPARTMENT OF HEALTH EGCC - SENIORS FORGET ME NOT CAFE MEDIUM SANDWICHES. P&C - INDUCTION CATERING FOR 02.10.2023	\$ 462.00
EFT-127530	20/10/2023	THREE LITTLE FISH PTY. LTD.	GAC - THE WAIFS - UP ALL NIGHT	\$ 21,495.89
EFT-127531	20/10/2023	T-QUIP (TOTAL TORO)	FLEET - PARTS P4145	\$ 1,377.65
EFT-127532	20/10/2023	TRILITY SOLUTIONS PTY LTD T/AS HYDRAMET	OASIS - TRILITY MAIN POOL UV MAINTENANCE AND PARTS REPLACE BROKEN ISOLATORS AND CRITICAL SPARES	\$ 1,255.52
EFT-127533	20/10/2023	VISSIGN AUSTRALIA PTY LTD	MARKETING - LAKE DOUGLAS TOILET BLOCK UPGRADE SIGNAGE AO CORFLUTE RANGERS - DOG KENNEL NUMBERS	\$ 347.60
EFT-127534	20/10/2023	WARREN CLUNING	DEPOT - REIMBURSEMENT - HR LEARNERS PERMIT	\$ 146.50
EFT-127535	20/10/2023	WARREN SYMINTON RALPH PTY LTD	PROPERTY - AIRPORT - PROFESSIONAL FEES - VIVIA LEASE AGREEMENT PROPERTY - LEGAL EXPENSES - LAND SALE (BELLINI)	\$ 1,136.30
EFT-127536	20/10/2023	WE DANCE ENTERTAINMENT	EVENTS - MULTICULTURAL FESTIVAL 23 STAGE PERFORMANCE	\$ 250.00
EFT-127537	20/10/2023	WESTERN AUSTRALIAN POLICE AND COMMUNITY YOUTH CENTRES INC	CD - ANNUAL GRANT PROGRAM 2023/24	\$ 51,001.17
EFT-127538	20/10/2023	WESTRALIA HOMES	ENG - CROSSOVER CONTRIBUTION	\$ 1,088.70
EFT-127539	20/10/2023	WORMALD AUSTRALIA PTY LTD	PROPERTY - AIRPORT MONTHLY FIRE PANEL AND EWIS SYSTEM PROPERTY - OASIS SCOPE OF WORKS: TEST FIP AND OWS IN ALL MONITORED ZONES, ACTIVATE 50% OF ALL SMOKE DETECTORS AND 100% OF MANUAL CALL POINTS	\$ 4,161.85
EFT-127540	20/10/2023	WRIGHT EXPRESS AUSTRALIA PTY LTD (PUMA)	ADMIN - SEPTEMBER 2023 FUEL CALTEX STARCARD (WEX)	\$ 14,351.09
EFT-127443	18/10/2023	BIDFOOD KALGOORLIE	ADMIN - COFFEE AND TEA ORDERING GC - GROCERY & SERVING SUPPLIES	\$ 3,607.15
EFT-127444	18/10/2023	BIDFOOD KALGOORLIE (GOLDLINE DISTRIBUTORS)	GC- FOOD SUPPLIES FOR THE KITCHEN	\$ 15,668.67
EFT-127316	13/10/2023	(RETENTION ONLY) BOORD CONSTRUCTIONS	FIN - 2.5% RETENTION ON CLAIM 1 - CHARLES ST DRAINAGE PROJECT FIN - 2.5% RETENTION ON CLAIM 7 - CHARLES ST DRAINAGE PROJECT	\$ 42,150.96
EFT-127317	13/10/2023	3E ADVANTAGE PTY LTD	ICT - ONK FIXED RENTAL PAYMENT FOR SEPTEMBER	\$ 222.38
EFT-127318	13/10/2023	AFGRI EQUIPMENT AUSTRALIA PTY LTD	FLEET - CANOPY P337Q	\$ 672.66
EFT-127319	13/10/2023	ALL MINE AND CONSTRUCTION TRAINING PTY LTD	CDC - WORKING @ HEIGHTS C/SPACES AND GAS TESTING	\$ 295.00
EFT-127320	13/10/2023	ALLAN PENDAL	FIN - REIMBURSEMENT - FUEL FOR TRAVEL FROM PERTH TO KALGOORLIE FOR AUDIT AND RISK MEETING	\$ 212.00
EFT-127321	13/10/2023	ALLAN RELOYA	GC - REIMBURSEMENT - THE PURCHASE OF SUPPLIES AND INGREDIENTS REQUIRED	\$ 489.19

EFT-127322	13/10/2023	AMANDA REIDY	COUNCILLOR FEES FOR THE MONTH OF OCTOBER 2023	\$ 1,827.00
EFT-127323	13/10/2023	AMY ASTILL	COUNCILLOR FEES FOR THE MONTH OF OCTOBER 2023	\$ 1,827.00
EFT-127324	13/10/2023	ANDREW BRIEN	CEO - REIMBURSEMENT - TAXI	\$ 23.10
EFT-127325	13/10/2023	ANTHONY WILLIAM FLINT T/A ADMIRE PAINTING SERVICES	PROPERTY- VIETNAM WAR MEMORIAL, CENTENARY PARK, BACK OF MEMORIAL PLAQUE BLOCK, 2 X FLAG POLES, CLEAN DOWN	\$ 3,586.00
EFT-127326	13/10/2023	ARTINSTALL	EVENTS - AP23 - FREIGHT PERTH TO KALGOORLIE	\$ 1,045.00
EFT-127327	13/10/2023	ASHLEY ROPER	RATES - REFUND	\$ 4,321.42
EFT-127328	13/10/2023	ATLAS LINEN KALGOORLIE (ELMSIDE CORPORATION)	GAC - TABLE CLOTH DRY CLEANING	\$ 153.14
EFT-127329	13/10/2023	AUSTRALIAN TAX OFFICE (ATO)	FIN - PAYG TAX WITHHELD PPE 1/10/2023	\$ 231,569.00
EFT-127330	13/10/2023	AUSTRALIAN INSTITUTE OF MANAGEMENT	FIN - TIME MANAGEMENT TRAINING	\$ 606.00
EFT-127331	13/10/2023	AUSTRALIAN LABORATORY SERVICES PTY LTD (ALS)	WATER - SAMPLE ANALYSIS FOR SEWER, WWTP AND RECYCLED WATER TO MET REGULATORY REQUIREMENTS.	\$ 789.36
EFT-127332	13/10/2023	AUSTRALIAN SERVICES UNION	FIN-UNION PAYMENT PPE 1/10/2023	\$ 634.00
EFT-127333	13/10/2023	AVANTGARDE TECHNOLOGIES PTY LTD	ICT -AUDIT THE ADMINISTRATION BUILDING AND DEPOT, PROFESSIONAL SOFTWARE AND THE MAIN CONTROL MODULE ICT - UPGRADE TO KALGOORLIE GOLF COURSE CCTV	\$ 108,937.40
EFT-127334	13/10/2023	BELINDA STOCKTON	RATES - REFUND	\$ 4,000.00
EFT-127335	13/10/2023	BELLINI GROUP (WA) PTY LTD	TURF - BULK HAULAGE FROM PERTH TO KALGOORLIE	\$ 5,445.00
EFT-127336	13/10/2023	BIDFOOD KALGOORLIE	GC - GROCERY & SERVING SUPPLIES	\$ 8,338.77
EFT-127337	13/10/2023	BIG K CAR DETAILING	FLEET - DETAILING KBC43AD	\$ 484.00
EFT-127338	13/10/2023	BROWN'S PARTY HIRE	GC - TRESTLE HIRE FOR FUNCTION	\$ 191.40
EFT-127339	13/10/2023	BUILT BY GEOFF	PARKS - SUPPLY & INSTALL OF FENCING AT SIR RICHARD MOORE	\$ 17,754.00
EFT-127340	13/10/2023	BUNNINGS BUILDING SUPPLIES P/L	PARKS - CONCRETE RAPID SET EVENTS - AP 23 - COMMUNITY DAY EVENTS - EVENTS EQUIPMENT AIRPORT - SHELF SHELVING UNITS FOR SEA CONTAINER RESERVES - GARDENING SUPPLIES, WHEEL BARROWS AND GARDEN FORKS AIRPORT - WORKSHOP SUPPLIES PROPERTY - ENDOWMENT SCREWS DECK 8GX65 CODE 2420566 GAC - AAA BATTERIES FOR CANDLES	\$ 4,312.67
EFT-127341	13/10/2023	CABCHARGE PAYMENTS PTY LTD	ADMIN - CAB CHARGES FROM 07 AUGUST - 03 SEPTEMBER	\$ 129.98
EFT-127342	13/10/2023	CALLION INVESTMENTS PTY LTD TRADING AS GOLDFIELDS PEST CONTROL SERVICE	PARKS - BI MONTHLY MANAGEMENT SERVICES GC - QUARTLY PEST SERVICES	\$ 660.00
EFT-127343	13/10/2023	CARDNO SPECTRUM SURVEY PTY LTD	D&G - DEPOSITED PLAN SURVEYING AND LODGEMENT WITH LANDGATE FOR BASKETBALL STADIUM WORKS	\$ 5,981.25
EFT-127344	13/10/2023	CENTRAL REGIONAL TAFE	P&C - TRAINING WHITE CARD COURSE 6 X DEPOT WORKERS	\$ 164.16
EFT-127345	13/10/2023	CENTRE CARE INCORPORATED	OHS - ACCESS WELLBEING EAP SERVICES	\$ 1,859.00
EFT-127346	13/10/2023	CHILD SUPPORT AGENCY	FIN - CHILD SUPPORT DEDUCTION - PPE 1/10/2023	\$ 956.26
EFT-127347	13/10/2023	CIRCUITWEST INC	GAC - ANNUAL MEMBERSHIP RENEWAL - 23/24	\$ 385.00
EFT-127348	13/10/2023	CITY BUILDING SUPPLIES PTY LTD	PROPERTY- DEPOT OFFICE- ARMSTRONG M3570 FINE FISSURED PANEL 15X600X1200	\$ 611.10
EFT-127349	13/10/2023	CITY OF KALGOORLIE TRUST RECONCILIATION	GAC - CELTIC ILLUSION WITH REFUND REQUEST REF-115	\$ 29.80
EFT-127350	13/10/2023	CITY OF KALGOORLIE-BOULDER SOCIAL CLUB	FIN - SOCIAL CLUB PPE 1/10/2023	\$ 544.00
EFT-127351	13/10/2023	CIVILSTORM PTY LTD	ENG - SUPPLY AND CONSTRUCTION OF HART KERSPIEN DRIVE, BROADWOOD - AIRPORT BUS BAY UPGRADE ENG - DESIGN ENGINEERING ASSISTANCE	\$ 8,369.63
EFT-127352	13/10/2023	COCA COLA AMATIL	GC - WEEKLY BEVERAGE ORDER - GC - COCA COLA BOTTLE , COCA COLA ZERO BOTTLE , FANTA BOTTLE , FANTA RASPBERRY BOTTLE , CASCADE GINGER BEER 330M L , MT FRANKLIN 600ML , POWERADE 600 LEMON LIME , POWERADE 600 GOLD RUSH , POWERADE 600 MT BLAST, POWERADE 600 BLACKCURRANT , 600 POWERADE BERRY ICE	\$ 1,208.84

EFT-127353	13/10/2023	CODE RESEARCH PTY LTD	ED - FACILITATION OF OCTOBER BUSINESS OVER COFFEE	\$ 2,200.00
EFT-127354	13/10/2023	CONVERGED COMMUNICATION NETWORK APPLICATION PTY LTD T/A CCNA	ICT - MONTHLY PHONE CHARGE FOR MONTH AUGUST ICT- MONTHLY TELEPHONE CHARGES	\$ 21,103.05
EFT-127355	13/10/2023	CORPORATE TRAVEL MANAGEMENT	EXEC - TRAVEL & ACCOMMODATION FOR 3720 FOR IPAA MEETING EXEC / D&G - ACCOMMODATION AND FLIGHTS FOR CRAIG SLARKE FROM MCLEODS FOR INDUCTION EH - FLIGHTS AND ACCOMMODATION FOR 3806 EH - TRAVEL AND ACCOMMODATION FOR CERT II ABORIGINAL ENVIRONMENTAL HEALTH FOR 3978	\$ 2,869.77
EFT-127356	13/10/2023	COYLES MOWER & CHAINSAW CENTRE	PARKS - PURCHASE OF 3 X STIHL BG86 PETROL BLOWERS	\$ 1,287.00
EFT-127357	13/10/2023	CRITICAL STAGES TOURING	GAC - ROYALTIES FOR THE BOX SHOW - 22 JULY 2023	\$ 257.36
EFT-127358	13/10/2023	DAVID GRILLS	COUNCILLOR FEES FOR THE MONTH OF OCTOBER 2023	\$ 1,827.00
EFT-127359	13/10/2023	DEBORAH BOTICA	COUNCILLOR FEES FOR THE MONTH OF OCTOBER 2023	\$ 1,827.00
EFT-127360	13/10/2023	DEPARTMENT OF PLANNING, LANDS AND HERITAGE	D&G - LEASE AND FOR LOT 502 & LOT 500	\$ 55,550.00
EFT-127361	13/10/2023	DTM TOURISM	TOURISM - KALGOORLIE-BOULDER TOURISM PLAN 2024-2027	\$ 13,502.50
EFT-127362	13/10/2023	ECONOMIC REGULATION AUTHORITY	WATER - WATER LICENSE WL4 OPERATIONAL AND ASSET AUDIT	\$ 15.06
EFT-127363	13/10/2023	ELECTRICITY RETAIL CORPORATION T/AS SYNERGY	SYNERGY - LOT 0 BURT STREET, BOULDER - 150555860	\$ 937.29
EFT-127364	13/10/2023	ELITE COMPLIANCE PTY LTD	PMO - FIRE SOLUTION FOR KCC TOILET BLOCK	\$ 495.00
EFT-127365	13/10/2023	EMYJOR SERVICES PLUMBING, EXCAVATION & CONTROLLED WASTE	WATER - RFT 002 20/21 RECYCLED WATER LINE BREAKS. WATER - SEWER OPERATIONAL INCLUDING JETTING, BLOCKAGES AND OVERFLOWS WATER - SEWER CAPITAL WORKS INCLUDING JUNCTIONS, LIDS	\$ 17,991.33
EFT-127366	13/10/2023	FOSSICK & CO	ED - CHRISTMAS YARN BOMBING PROJECT BURT ST	\$ 4,600.00
EFT-127367	13/10/2023	FREYSSINET AUSTRALIA PTY LTD	ENG - RFT020 21/22 - SUPPLY AND CONSTRUCTION OF 23 COLLINS ST FOOTPATH REPAIR ENG - RFT020 21/22 - SUPPLY AND CONSTRUCTION CONCRETE FOOTPATHS AND MISCELLANEOUS WORKS	\$ 20,347.80
EFT-127368	13/10/2023	GLENN WILSON	COUNCILLOR FEES FOR THE MONTH OF OCTOBER 2023	\$ 3,081.13
EFT-127369	13/10/2023	GOLDFIELDS INDOOR PLANT HIRE (THOMSON DEVELOPMENTS & CARPENTRY PTY LTD)	AIRPORT - PLANT HIRE AND MAINTENANCE FOR THE MONTH OF AUGUST 2023	\$ 1,265.00
EFT-127370	13/10/2023	GOLDFIELDS SEPTIC DISPOSALS (AIPIM NOMINEES PTY LTD)	PROPERTY- BOULDER CAMP PUMP OUT OF TEMP TOILET WEEKLY TO NEW TOILET BUILD	\$ 616.00
EFT-127371	13/10/2023	GOLDFIELDS UTILITY SERVICES (B & D GOLDFIELDS PTY LTD)	PMO - RADAR PENETRATION SERVICES FOR KCC PROJECT ELECTRICAL UPGRADE	\$ 1,952.50
EFT-127372	13/10/2023	GOLDFIELDS WHOLESALE	GC - GROCERY & SERVING SUPPLIES	\$ 315.53
EFT-127373	13/10/2023	GOLDMONT ENGINEERING PTY LTD	FLEET - TRAILER MODIFICATIONS	\$ 971.30
EFT-127374	13/10/2023	GOLDNET PTY LTD	ICT - 50MB COMMUNICATION SERVICE - 01/08/23 TO 30/08/23 ADMIN BUILDING WATER - MICROWAVE INTERNET FOR SOUTH BOULDER WWTP	\$ 3,905.00
EFT-127375	13/10/2023	GPC ASIA PACIFIC PTY LTD T/A NAPA AUTO PART	FLEET - SERVICE KIT/DRUM BRAKES ETC. PARTS FOR P661L GC - PARTS FOR PGC121/122 FLEET - FILTERS FOR P11AE	\$ 1,121.64
EFT-127376	13/10/2023	GROSVENOR LODGE PTY LTD	WASTE - CONTRACTED LANDFILL OPERATIONAL SERVICE - YARRI ROAD REFUSE FACILITY	\$ 232,007.77
EFT-127377	13/10/2023	GTT TOWING TRANSPORT & EMERGENCY SERVICES	GC - TRANSPORT (MOWER - PICKUP & RETURN) PGC025	\$ 297.00
EFT-127378	13/10/2023	HOSMAR PTY LTD T/A TOTAL ASPHALT	ENG - RFT023 21/22 - SUPPLY AND CONSTRUCTION OF FORREST ST: THROSSELL TO MILE ENG - RFT023 21/22 - SUPPLY AND CONSTRUCTION OF FORREST ST: NETHERCOTT TO LIONEL ENG - RFT023 21/22 - SUPPLY AND CONSTRUCTION OF FORREST ST: CONGDON TO NETHERCOTT - ENG - RFT023 21/22 - SUPPLY AND CONSTRUCTION OF FORREST ST INT & LIONEL ST INT DEPOT - 5000LT EMULSION FOR PATCHING INV 195LT23	\$ 1,000,044.52

EFT-127379	13/10/2023	IGO NEWSEARCH PTY LTD	RATES - REFUND	\$ 489.42
EFT-127380	13/10/2023	JBS & G AUSTRALIA PTY LTD	ED - SITE REMEDIATION - FORMER HANNANS GOLF COURSE, LOT 4228 ASLETT DR, KALGOORLIE	\$ 10,548.45
EFT-127381	13/10/2023	JOHN BOWLER	COUNCILLOR FEES FOR THE MONTH OF OCTOBER 2023	\$ 6,843.52
EFT-127382	13/10/2023	JOHN MATHEW	COUNCILLOR FEES FOR THE MONTH OF OCTOBER 2023	\$ 1,827.00
EFT-127383	13/10/2023	JOSHUA BALDERSON	RATES - REFUND	\$ 2,264.08
EFT-127384	13/10/2023	KALGOORLIE HOTEL	OASIS - GROUPIES WRAP UP PARTY AT KALGOORLIE HOTEL BALCONY. BOOKING, CATERING AND CLEANING FEE.	\$ 220.00
EFT-127385	13/10/2023	KALGOORLIE NEWSAGENCY	LIBRARY - MAGAZINES	\$ 192.30
EFT-127386	13/10/2023	KALGOORLIE REFRIGERATION AND AIRCONDITIONING	PROPERTY - OASIS GYM UPSTAIRS JULY 2023 FILTER CLEAN	\$ 192.50
EFT-127387	13/10/2023	KALSEC TRUST - RECRUITMENT	FIN - TEMP PLACEMENT - PAYROLL OFFICER	\$ 9,003.72
EFT-127388	13/10/2023	KALSIGNS PTY LTD	WASTE - AUTHORISED BIN STICKERS - SKY BLUE - HANNAN STREET	\$ 1,628.00
EFT-127389	13/10/2023	KARRILLON GROUNDWATER BPS PTY LTD	WASTE - YARRI RD - QUARTERLY GROUNDWATER SAMPLING & ANALYSIS - JUNE 2023 WATER - QUARTERLY BORE SAMPLING FOR SOUTH BOULDER WWTP	\$ 3,454.00
EFT-127390	13/10/2023	KIM ECKERT	COUNCILLOR FEES FOR THE MONTH OF OCTOBER 2023	\$ 1,827.00
EFT-127391	13/10/2023	KIRSTY DELLAR	COUNCILLOR FEES FOR THE MONTH OF OCTOBER 2023	\$ 1,827.00
EFT-127392	13/10/2023	KLEENWEST DISTRIBUTORS	OASIS - HAND TOWEL AND YELLOW BINS	\$ 1,805.98
EFT-127393	13/10/2023	LEMMON & LIME	EVENTS - AP 23 - CATERING EXPENSE FOR JUDGES	\$ 192.50
EFT-127394	13/10/2023	LGRCEU	UNION LGRCEU PAYMENT PPE 01/10/2023	\$ 77.00
EFT-127395	13/10/2023	LIFESKILLS AUSTRALIA	P&C- EAP	\$ 3,069.00
EFT-127396	13/10/2023	LIQUOR CITY (KALGOORLIE) PTY LTD	EXEC/COUNCIL - KBCCI CIVIC RECEPTION ALCOHOL	\$ 1,496.75
EFT-127397	13/10/2023	LYNAS SERVICES PTY LTD	FIN - LYNAS SERVICES BOND REFUND REF-137	\$ 265.20
EFT-127398	13/10/2023	MATCHBURY ENTERPRISES PTY LTD T/A SYKES TRANSPORT WA	GC - FREIGHT COSTS FOR ALCOHOL FROM CUB	\$ 402.04
EFT-127399	13/10/2023	MCM PROTECTION PTY LTD	PROPERTY - DEPOT ALARM CODE	\$ 242.00
EFT-127400	13/10/2023	MICHAEL MCKAY	COUNCILLOR FEES FOR THE MONTH OF OCTOBER 2023	\$ 1,827.00
EFT-127401	13/10/2023	MILBRIDGE PTY LTD	D&G - TOWN PLANNING SERVICES	\$ 8,755.85
EFT-127402	13/10/2023	MODUS COMPLIANCE PTY LTD	BUILDING - BUILDING CERTIFICATION SERVICES	\$ 10,780.00
EFT-127403	13/10/2023	NEXT GEN BUILDING PTY LTD	PROPERTY - BOULDER CAMP SUPPLY AND DELIVER 100 LINEAR METERS OF TEMPORARY FENCING TO BOULDER CAMP BOULDER CAMP - REPAIRS TO CAR BARRIERS	\$ 4,683.59
EFT-127404	13/10/2023	O'CONNOR PRIMARY SCHOOL	CEO - END OF YEAR BOOK PRIZE SPONSORSHIP	\$ 60.00
EFT-127405	13/10/2023	ONLINE BUSINESS EQUIPMENT - ON-LINE	GAC - POS SUBSCRIPTION - APRIL 2023	\$ 99.00
EFT-127406	13/10/2023	OPERA AUSTRALIA	GAC - PRESENTER FEE - BARBER OF SEVILLE - 26TH AUG 2023	\$ 11,275.00
EFT-127407	13/10/2023	OUTBACK PARKS & LODGES PTY LTD	HEALTH - ACCOMMODATION EXPENSE FOR STAFF TRAVEL TO LEONORA	\$ 462.00
EFT-127408	13/10/2023	PAYLESS PROMOTIONS PTY LTD	OASIS - MERCHANDISE/ SWEAT BANDS FOR GROUPIES CHALLENGE	\$ 766.70
EFT-127409	13/10/2023	PFD FOOD SERVICES PTY LTD	GC - GROCERY & SERVING SUPPLIES	\$ 1,025.00
EFT-127410	13/10/2023	PINE TIMBER PRODUCTS	PARKS - BOLLARDS PURCHASE	\$ 26,970.35
EFT-127411	13/10/2023	QHSE INTEGRATED SOLUTION PTY LTD	OHS - MONTHLY SKYTRUST INTELLIGENCE SYSTEM TIER 4	\$ 1,538.90
EFT-127412	13/10/2023	RED DESERT COOLING	WATER - MAINTENANCE JULY 2023	\$ 2,157.74
EFT-127413	13/10/2023	RED EDGE EVENTS - CELEBRATIONS (BUNNY & FOX)	GC - EVENT FUNCTION EQUIPMENT EVENTS - AP 23 - BAR STOOL HIRE GC- TABLECLOTH HIRE FOR FUNCTION	\$ 1,209.00
EFT-127414	13/10/2023	REECE PTY LTD	PROPERTY - ENDOWMENT BLOCK DWV SOCKET REDUCER 150X100MM	\$ 54.22

EFT-127415	13/10/2023	RIKLAN EMERGENCY MANAGEMENT SERVICES PTY LTD	CDC - CLIENT FORKLIFT TRAINING 1 DAY CDC - LICENCE TO OPERATE A FORKLIFT 2 DAY	\$ 852.50
EFT-127416	13/10/2023	ROBERTSON CASEY JAMES	ENG - DESIGN DRAFTING SERVICES FOR THE 2023/2024 ROADS RESURFACING WORKS PROGRAMME	\$ 2,080.00
EFT-127417	13/10/2023	ROYAL FLYING DOCTOR SERVICE OF AUSTRALIA (WESTERN OPERATIONS)	RATES - REFUND	\$ 13,361.23
EFT-127418	13/10/2023	RSEA PTY LTD	COMMUNITY SAFETY - UNIFORMS FOR NEW STARTER CDC - CLIENT PPE JOB START PACK	\$ 475.30
EFT-127419	13/10/2023	RYDGES KALGOORLIE (PRIMEWEST MANAGEMENT)	FIN - CREDITS RETURN	\$ 898.12
EFT-127420	13/10/2023	SEBASTIAN BIDDLE	GAC - EXTERNAL VIDEOGRAPHER FOR ART PRIZE OPENING NIGHT EVENT.	\$ 500.00
EFT-127421	13/10/2023	SECUREPAY PTY LTD	GAC - SECUREPAY PAYMENT PROTECTION	\$ 90.48
EFT-127422	13/10/2023	SHEPPARD MINING CONTRACTING	ENG - SUPPLY AND CONSTRUCTION OF CONCRETE FOOTPATH AND MISCELLANEOUS WORKS	\$ 34,837.39
EFT-127423	13/10/2023	ST JOSEPHS PRIMARY SCHOOL	FIN - ST JOSEPHS PRIMARY SCHOOL BOND REFUND	\$ 125.00
EFT-127424	13/10/2023	STEVEN TWEEDIE	CD - STAFF CARETAKER PERIOD TRAINING	\$ 1,100.00
EFT-127425	13/10/2023	SUSAN TURNER	RATES - REFUND	\$ 1,018.89
EFT-127426	13/10/2023	SUZIE WILLIAMS	COUNCILLOR FEES FOR THE MONTH OF OCTOBER 2023	\$ 1,827.00
EFT-127427	13/10/2023	TANIECE WALLIS	FIN - PEACE PARK KEY BOND REFUND	\$ 58.20
EFT-127428	13/10/2023	TELSTRA CORPORATION	ICT - PHONE USAGE AND INTERNET USAGE TO 10 SEP 2023	\$ 7,267.84
EFT-127429	13/10/2023	TERRENCE WINNER	COUNCILLOR FEES FOR THE MONTH OF OCTOBER 2023	\$ 1,827.00
EFT-127430	13/10/2023	THE TALBOT FAMILY TRUST T/A HEALTHY PC	ICT - YEARLY HEALTHY PC INVOICES FOR GOLF COURSE	\$ 1,107.70
EFT-127431	13/10/2023	THE TRUSTEE FOR LONG XIANG ZHANG FAMILY TRUST T/A MAC'S DELI	YOUTH - YF23 ARTISTS CATERING HOSPITALITY RIDER REQUEST EGCC - SENIORS LADIES DAY LARGE CAKE PLATTER P&C - CATERING FOR TAFE TEAM LEADER SET TRAINING	\$ 756.00
EFT-127432	13/10/2023	T-QUIP (TOTAL TORO)	FLEET - PARTS FOR P674Q	\$ 2.65
EFT-127433	13/10/2023	TRILITY SOLUTIONS PTY LTD T/AS HYDRAMET	OASIS - TRILITY MAIN POOL UV MAINTENANCE AND PARTS REPLACE BROKEN ISOLATORS AND CRITICAL SPARES	\$ 7,327.44
EFT-127434	13/10/2023	VANGUARD PRINT	MARKETING - VANGUARD PRINTING - 30/06/2023 - 500 X AGED-FRIENDLY BOOK COMMUNITY PERCEPTIONS SURVEY PRINTING, CKB ENVELOPES PRINTING AND REPLY PAID ENVELOPE PRINTING	\$ 10,120.00
EFT-127435	13/10/2023	VISSIGN AUSTRALIA PTY LTD	EVENTS - AP23 - SIGNS FOR AWARDS NIGHT & EXHIBITION	\$ 330.00
EFT-127436	13/10/2023	WA TREASURY CORPORATION	FIN - LOAN-355-MASONIC HOMES	\$ 9,582.39
EFT-127437	13/10/2023	WATER CORPORATION	WATER - 260-272 HANNAN ST KALGOORLIE LOT 157-159	\$ 869.37
EFT-127438	13/10/2023	WAYNE JOHNSON	COUNCILLOR FEES FOR THE MONTH OF OCTOBER 2023	\$ 1,827.00
EFT-127439	13/10/2023	WESTERN AUSTRALIAN REGIONAL CAPITALS ALLIANCE INC.	EXEC - RCAA MEMBERSHIP FEES	\$ 16,780.00
EFT-127440	13/10/2023	WESTERN DESERT RACERS PTY LTD	ED - KALGOORLIE DESERT RACE 2023 SPONSORSHIP	\$ 55,000.00
EFT-127441	13/10/2023	WESTRALIA HOMES	ENG - CROSSOVER CONTRIBUTION PERMIT 2293	\$ 955.00
EFT-127442	13/10/2023	WINDCAVE PTY. LIMITED	LIBRARY - WINDCAVE SERVICE FEE	\$ 70.21
EFT-127136	9/10/2023	ABBA ENGINEERING SERVICES	PARKS - PUMP REBUILD FOR WINGATE PARK	\$ 341.00
EFT-127137	9/10/2023	ACUSHNET AUSTRALIA PTY LTD	GC - GOLF CLUBS FOR SALE, TSR2 FWY RH TEN BLU 65 S 15, TSR2 HYB RH HZD BLK 80 6.0 21	\$ 731.50
EFT-127138	9/10/2023	AFGRI EQUIPMENT AUSTRALIA PTY LTD	FLEET - HINGES FOR P16871	\$ 262.82
EFT-127139	9/10/2023	AIR LIQUIDE AUSTRALIA LIMITED	DEPOT - GAS CYLINDER RENTAL 01/08/2023 TO 31/08/2023	\$ 208.00
EFT-127140	9/10/2023	ALCOLIZER TECHNOLOGY	OHS - ALCOLIZER AND DRUGLIZER CHARGER LE05 MODEL X2	\$ 106.92

EFT-127141	9/10/2023	ALL MINE AND CONSTRUCTION TRAINING PTY LTD	CDC-CONDUCT LOADER TRAINING/LICENSE CDC- CLIENT LOADER TRAINING 0304E CDC- TLILC0003- 1 DAY FORKLIFT CDC-RIIWH5202E CONFINED SPACES AND HEIGHTS, MSMWHS217 GAS TEST PACKAGE CDC- RIIMPO304E CONDUCT LOADER CDC- TLILC0003 1 DAY FORKLIFT QUOTE CDC- FORKLIFT TRAINING & LICENSE CDC-WORKING AT HEIGHTS204E	\$ 4,440.00
EFT-127142	9/10/2023	AMANDA TEDGE	EGCC - SENIORS 65+ EXERCISE ACTIVITY FEES	\$ 1,330.00
EFT-127143	9/10/2023	ANTONIO MENOTTI	RATES - REFUND	\$ 794.16
EFT-127144	9/10/2023	AQUATIC SERVICES WA	OASIS - SUPPLY AND INSTALL THE FAULTY BACKWASH VALVE ON THE MAIN POOL	\$ 2,559.70
EFT-127145	9/10/2023	ARCHIVAL SURVIVAL PTY LTD	EVENTS - AP 23 - ARCHIVAL TAPE FOR HANGING PRINTED WORKS	\$ 66.77
EFT-127146	9/10/2023	ATOM SUPPLY	P&C - POLOS AIRPORT - BATHROOM SUPPLIES	\$ 504.61
EFT-127147	9/10/2023	AUSTRALIAN AGRIBUSINESS (HOLDINGS) PTY LTD T/AS NUTURF	GC - PAC DOWN 1L	\$ 1,386.00
EFT-127148	9/10/2023	AUTOBARN KALGOORLIE	FLEET - THROTTLE CONTROLLER P661L KBC99AR RSK25C RYCO SERVICE KIT FLEET - P08AD THROTTLE CONTROLLER	\$ 745.88
EFT-127149	9/10/2023	AVANTGARDE TECHNOLOGIES PTY LTD	PROPERTY - ADMINISTRATION BUILDING - HARDWARE UPGRADE TO ACCESS CONTROL SYSTEM & PCB SOFTWARE AND LICENCES	\$ 69,057.45
EFT-127150	9/10/2023	AVDATA PTY LTD	AIRPORT - AVIATION FOR THE MONTH OF SEPTEMBER - STATEMENT 54	\$ 3,186.83
EFT-127151	9/10/2023	BARBARA CHINYAMA	ED - CHILDCARE EDUCATOR SCHOLARSHIP	\$ 1,077.68
EFT-127152	9/10/2023	BATTERIES N MORE	GC - PEDATOR PGC122	\$ 2,800.00
EFT-127153	9/10/2023	BELLINI GROUP (WA) PTY LTD	TURF - MT BURGESS LOAM FOR RAY FIN AND DIGGER DAWES OVAL	\$ 3,098.21
EFT-127154	9/10/2023	BIDFOOD KALGOORLIE	PARKS - HAMMOND PARK FOOD EGCC-SENIORS IN CENTRE MEALS INGREDIENTS EGCC - SENIORS IN CENTRE MEALS KITCHEN GOODS. EGCC- SENIORS TEA AND COFFEE CONSUMABLES	\$ 2,951.93
EFT-127155	9/10/2023	BIDFOOD KALGOORLIE (GOLDLINE DISTRIBUTORS)	GAC - CADBURY DAIRY MILK, CADBURY CRUNCHIE, CADBURY BOOST, NESTLE KIT KAT CHUNKY, ALLENS PARTY MIX, NIPPY ORANGE JUICE, BUNDABERG GINGER BEER, PRINGLES SOUR CREAM & ONION, PRINGLES ORIGINAL GAC - TOURISM - BISCUITS CHOC CHIP/SCOTCH FINGER, FULL CREAM MILK, LIPTON YELLOW LABEL TEA BAGS GAC - FUNCTION SUPPLIES, COFFEE, TEA, SUGAR, MILK, BUTTER, WATER GAC - HAND TOWELS	\$ 645.02
EFT-127156	9/10/2023	BIG K CAR DETAILING	FLEET - KBC77AQ	\$ 968.00
EFT-127157	9/10/2023	BLADON WA PTY LTD	MARKETING - PUBLIC HEALTH PLAN - BLADON CUSTOM 800ML WATER BOTTLES - LIVE BETTER : CHOOSE HEALTH - BLADON JOB [BWAO56268]	\$ 2,475.00
EFT-127158	9/10/2023	BMG PRODUCTIONS	YOUTH - AUDIO VISUAL FOR YOUTHFEST 2023	\$ 17,757.30
EFT-127159	9/10/2023	BRADY AUSTRALIA PTY LTD T/A SETON AUSTRALIA	OASIS - SAFETY EQUIPMENT - 0010 - A19857 MOBILE SAFETY BARRIER 16 PANELS, 0020- 842368 ECO SAFETY TAGS CAUTION OUT OF.. PK100, 0030 - 842357 ECO SAFETY TAGS OUT OF SERVICE.. PK100, 0040- 842365 ECO SAFETY TAGS DO NOT OPERATE PK100, 0080- A8016 CUSTOM 300H X 225W POLY SIGN, FREIGHT OASIS - SAFETY EQUIPMENT QUOTATION NUMBER 27097512. - 0050- A50729 HEAVY DUTY HAND PALLET WRAP DISPENSER, 0060- A17730 HAND PALLET WRAP 17UM W500MM OASIS - LOGO MATS, MOBILE SAFETY BARRIER, SCISSOR ACTION COMPLETE MOP.	\$ 2,472.37
EFT-127160	9/10/2023	BRIAN BERMINGHAM	RATES - REFUND	\$ 2,568.64
EFT-127161	9/10/2023	BROWN'S PARTY HIRE	ADMIN - 8 X DRY BARS - COUNCILLORS COURT YARD GAC - OPERA AUS - CHAMPAGNE GLASS HIRE	\$ 304.15
EFT-127162	9/10/2023	BUILT BY GEOFF	PARKS - FENCE REPAIRS	\$ 792.00

EFT-127163	9/10/2023	BUNNINGS BUILDING SUPPLIES P/L	PROPERTY- OASIS DRILL BIT SET FULL BOAR 25PC - CODE 0056839- QUOTE 316714255 CDC-JSH NON SLIP MATS PROPERTY- OASIS SCREWS METAL 8-18X20 CODE 2420650 PROPERTY- GOLF COURSE BRIDGE 8TH- SCREW COACH TP METRIC CODE 2310775 PROPERTY-ENDOWMENT BLOCK PRESS PVC PIPE 40MM CODE 4750049 OASIS - BUNNINGS ORDER, OPEN DAY PROPERTY- GOLF COURSE BRIDGE 17H SCREW BUGLE BATTEN 14GX150 -CODE 2410124 DEPOT - DRAIN CLEAN	\$ 3,694.39
EFT-127164	9/10/2023	CARLTON UNITED BREWERIES (CUB) FOSTERS GROUP	GC - GREAT NORTHERN SUPER CRISP LAGER 49.5L KEG X 3, GC - GREAT NORTHERN SUPER CRISP LAGER 330ML 4X6 PACK BOTTLES X 10, GC - GREAT NORTHERN SUPER CRISP LAGER 375ML 30 X SINGLE CANS X 5, GC - CARLTON DRY 49.5L KEG X 1, GC - CARLTON DRY 330ML 4X6 PACK BOTTLES X 2, GC - PIRATE LIFE SOUTH COAST PALE ALE 49.5L KEG X 1, GC - BROOKVALE UNION GINGER BEER 49.5L KEG X 1, GC - PIRATE LIFE SOUTH COAST PALE ALE 355ML 4X4 PACK CANS X 3, GC - FREIGHT	\$ 3,434.51
EFT-127165	9/10/2023	CENTRAL REGIONAL TAFE	P&C - OPERATE & MAINTAIN CHAINSAW X 10 2ND COURSE 16-17 AUG	\$ 649.77
EFT-127166	9/10/2023	CENTRECARE INCORPORATED	OHS - ACCESS WELLBEING EAP SERVICES	\$ 2,304.50
EFT-127167	9/10/2023	CHAD HOOPER	RATES - REFUND	\$ 50.83
EFT-127168	9/10/2023	CHEVRON AUSTRALIA DOWNSTREAM FUELS PTY LTD (CALTEX)	DEPOT - DIESEL GC - DIESEL	\$ 35,824.37
EFT-127169	9/10/2023	CLEANAWAY	WASTE - REFUSE AND RECYCLING COLLECTION SERVICES - JULY 2023 SERVICE	\$ 182,004.31
EFT-127170	9/10/2023	COCA COLA AMATIL	GC - 600 PET X24 COCA-COLA 24 PET BOTTLES X 2 , 600 PET X24 COCA-COLA ZERO SUGAR 24 PET BOTTLES X 3 , 375 CAN IB24 COCA-COLA ZERO SUGAR 24 CANS X 3, 600 PET X24 DIET COKE 24 PET BOTTLES X 2, 600 PET X24 SPRITE 24 PET BOTTLES X 1, 375 CAN IB24 SPRITE LEMON PLUS 24 CANS X 1 , 330 NRB X24 CASCADE SODA WATER NEW 24 GLASS BOTTLE(S) X 3, 330 NRB X24 CASCADE DRY GINGER ALE 24 GLASS BOTTLE(S) X 2, 375 CAN 2X10 KIRKS CREAMING SODA	\$ 2,473.22
EFT-127171	9/10/2023	COLLEAGUESNAGELS	RANGERS - INFRINGEMENT ROLLS	\$ 4,077.44
EFT-127172	9/10/2023	COOPERS CARPET CLEANING WA PTY LTD	PROPERTY - LIBRARY CARPET CLEAN	\$ 2,500.00
EFT-127173	9/10/2023	COYLES MOWER & CHAINSAW CENTRE	PARKS - 1XSTIHL CHAINSAW MS251 16 INCH WOOD .BOSS , 2X16 325 62DL CHAINS, 1 X STIHL 2N1 325 SHARPENER	\$ 1,074.00
EFT-127174	9/10/2023	CREATIVE TEN SOFTWARE	AIRPORT - CLOUDTEN FIDS SUBSCRIPTION FOR THE MONTH OF AUGUST 2023	\$ 778.80
EFT-127175	9/10/2023	DATA3 LIMITED	ICT - AUTOCAD AND ARCHITECTURE ENGINEERING ANNUAL SUBSCRIPTION RENEWAL. ICT - ADDITIONAL ACROBAT PRO LICENSE FOR 2 MONTHS FOR 15 USERS.	\$ 28,034.83
EFT-127176	9/10/2023	DEPARTMENT OF FIRE AND EMERGENCY SERVICES (DFES)	FIN - 2023/24 ESL QUARTER 3 (FEB) CONTRIBUTION (RATES OPTION B AGREEMENTS)	\$ 993,591.63
EFT-127177	9/10/2023	DESERT INN HOTEL	HEALTH - TRACHOMA SCREENING FIELD TRIP, 29-31 AUGUST IN LAVERTON.	\$ 320.00
EFT-127178	9/10/2023	DIGGA WEST	DEPOT - POST HOLE AUGER FOR BOBCAT	\$ 4,719.00
EFT-127179	9/10/2023	DJ MCGINTY & CO PTY LTD	PROPERTY - ENDOWMENT BLOCK VERANDAH - SUPPLY AND INSTALL MATCHING TIMBER VERANDA TO REPLACE REMOVED	\$ 11,165.00
EFT-127180	9/10/2023	DULUX AUSTRALIA	RESERVES - PAINT AND EQUIPMENT FOR GRAFFITI REMOVAL	\$ 218.14
EFT-127181	9/10/2023	E FIRE & SAFETY (E GROUP HOLDINGS PTY LTD)	PROPERTY - KALGOORLIE TOWN HALL REPORT FOR FALSE ALARM	\$ 574.75
EFT-127182	9/10/2023	EAGLE PETROLEUM (WA) PTY LTD	GC - ULP, CARTAGE	\$ 3,840.21
EFT-127183	9/10/2023	EMYJOR SERVICES PLUMBING, EXCAVATION & CONTROLLED WASTE	PMO - EZI SLAT FENCE FOR KCC PROJECT	\$ 9,165.20
EFT-127184	9/10/2023	ENVIRO INFRASTRUCTURE PTY LTD	ENG - FABRICATION OF 6 BAY BIKE RACK AS PER 5-0-04 TYPICAL 6	\$ 3,907.86
EFT-127185	9/10/2023	ENVIROCLEAN (WA) PTY LTD	WORKSHOP - MONTHLY HIRE PARTS WASHER	\$ 302.50
EFT-127186	9/10/2023	ERTECH PTY LTD	KCC - KALGOORLIE CITY CENTRE ECONOMIC TRANSFORMATION PROJECT - CONSTRUCTION PHASE	\$ 658,823.90
EFT-127187	9/10/2023	FAIRIES AND OTHER MISCHIEF	GAC - FAIRIES AND FACEPAINTING - GAC CHRISTMAS MARKETS 2023 EVENTS - CSP 23 - FACE PAINTING 4 X FAIRIES 3PM - 8PM, ROAMING FAIRIES GAC - FAIRIES AND FACEPAINTING - GAC ANNIVERSARY, BACK DROPS, X2 FAIRIES	\$ 5,750.00

EFT-127188	9/10/2023	FIESTA CANVAS	PROPERTY - OASIS REMOVAL OF THE TORN SHADE SAILS	\$ 1,353.00
EFT-127189	9/10/2023	FREYSSINET AUSTRALIA PTY LTD	ENG - SUPPLY AND CONSTRUCTION OF 23 COLLINS ST FOOTPATH REPAIR	\$ 12,441.54
EFT-127190	9/10/2023	G BOWDEN PLUMBING	PROPERTY- HAMMOND PARK FIX VALVE IN RETIC BOX AS IT WAS FAULTY AND LEAKING	\$ 1,551.00
EFT-127191	9/10/2023	GIBSON SOAK WATER CO.	GAC - SUPPLY OF 19LT WATER BOTTLES FOR FOUNTAINS	\$ 184.00
EFT-127192	9/10/2023	GOLDEN LINE FENCING	ENG - FENCING WORK ON BOURKE ST & PEERS ST - BLACK SPOT FUNDING PROJECT #001510	\$ 8,701.00
EFT-127193	9/10/2023	GOLDFIELDS AUTO ELECTRICAL	FLEET - KBC16816 SUPPLY & FIT ISOLATOR FLEET - SUPPLY & FIT 7 PIN PLUG 1TWC957 TRAILER FLEET - NEW BATTERY P722N FLEET - KBC99AR REPAIR TAILLIGHT ASSY FLEET - REMOTE SWITCH PANEL REPAIR P16871 FLEET - KBC48AU SUPPLY AND FIT BEACON AND BAR FLEET - 1TQL267 TRAILER PLUG AND CABLE REPAIRS FLEET - LIMP MODE ISSUE P673Q FLEET -KBC734L REPAIR AIR CONDITIONING SYSTEM FLEET - KBC8541 REPLACE INSTRUMENT CLUSTER FLEET - TILT REPAIRS ON SIDE BROOM P533R	\$ 18,865.01
EFT-127194	9/10/2023	GOLDFIELDS LOCKSMITHS	OASIS - SUPPLY RETRACTABLE KEY CHAINS- KEVRON EXPANDING COIL	\$ 131.20
EFT-127195	9/10/2023	GOLDFIELDS MINING SUPPLIES	WATER - PARTS FOR EFFLUENT LINE REPAIR	\$ 109.47
EFT-127196	9/10/2023	GOLDFIELDS PHYSIOTHERAPY SERVICES	CDC- CLIENT FULL MEDICAL AND LAB DAS	\$ 605.00
EFT-127197	9/10/2023	GOLDFIELDS PRESSURE CLEANERS	RANGERS - HIGH PRESSURE CLEANER	\$ 17,977.52
EFT-127198	9/10/2023	GOLDFIELDS PRINTING CO	EVENTS - AP23 - AWARD CERTIFICATES PRINTING DEPOT - PRESTART BOOKS YOUTH - YOUTHFEST 2023 POSTER PRINTING EVENTS - AP23 - PRINTING EXPENSE FOR AWARDS NIGHT	\$ 4,133.80
EFT-127199	9/10/2023	GOLDFIELDS SEPTIC DISPOSALS (AIPIM NOMINEES PTY LTD)	PROPERTY - BOULDER CAMP PUMP OUT OF TEMP TOILET WEEKLY TO NEW TOILET BUILD	\$ 308.00
EFT-127200	9/10/2023	GOLDFIELDS SIGN WORKS, ENGRAVING AND TROPHY SPECIALISTS	P&C - ADDITIONAL PLAQUES FOR STAFF QUARTERLY AWARDS EVENTS - AP 23 - TROPHY ENGRAVING	\$ 468.99
EFT-127201	9/10/2023	GOLDFIELDS TOYOTA & ISUZU (ACTION BAY PTY LTD)	FLEET - KBC93AU CARRY OUT 6 MONTHS/10,000KM SERVICE	\$ 290.00
EFT-127202	9/10/2023	GOLDFIELDS TRUCK POWER	FLEET - PARTS FOR P331H FLEET - KBC43AD SUPPLY OF FLOOR MATS AND DASH MAT FLEET - KBC80AN FRONT END PARTS QUOTE FLEET - FILTERS ETC P331H FLEET - KBC80AN PITMAN ARM SUPPLY	\$ 3,294.16
EFT-127203	9/10/2023	GOLDNET PTY LTD	ICT- ADMIN BUILDING INTERNET CONNECTION	\$ 3,080.00
EFT-127204	9/10/2023	GPC ASIA PACIFIC PTY LTD T/A NAPA AUTO PART	FLEET - FILTERS FOR P11AE FLEET - SUPPLY REAR HD SPRINGS, AND HD SHOCK ABSORBERS FOR KBC564N	\$ 1,525.23
EFT-127205	9/10/2023	GPH RECRUITMENT	PROPERTY - TRADE ASSISTANCE/ MAINTENANCE LABOURER GAC - LABOUR HIRE FOR OPERA AUSTRALIA	\$ 12,799.69
EFT-127206	9/10/2023	GRANDSTAND AGENCY	GAC - MORNING MELODIES - 11 APRIL 2024	\$ 1,635.70
EFT-127207	9/10/2023	GREENACRES TURF GROUP	TURF - KIKUYU RETURF FOR A GRADE CRICKET AREA AT RAY FINLAYSON SPORTING COMPLEX	\$ 10,570.00
EFT-127208	9/10/2023	GREENBASE PTY LTD	WASTE - PREPARE THE ANNUAL NATIONAL POLLUTANT INVENTORY (NPI) AND NATIONAL GREENHOUSE AND ENERGY REPORTING (NGER) REPORTS FOR THE 2022-2023 FINANCIAL YEAR REPORTING PERIOD TO MEET STATUTORY ENVIRONMENTAL ACCOUNTING OBLIGATIONS	\$ 4,840.00
EFT-127209	9/10/2023	GREENWAY TURF SOLUTIONS PTY LTD	TURF - FUNGICIDE FOR WICKET MAINTENANCE	\$ 1,232.00
EFT-127210	9/10/2023	GRILLEX PTY LTD	PARKS - DOUBLE BBQ REPLACEMENT CABINET	\$ 3,700.40
EFT-127211	9/10/2023	GROSVENOR LODGE PTY LTD	WASTE - CONTRACTED LANDFILL OPERATIONAL SERVICE - YARRI ROAD REFUSE FACILITY	\$ 232,007.77
EFT-127212	9/10/2023	GTT TOWING TRANSPORT & EMERGENCY SERVICES	RANGERS - JOB NO 1264/23 TRANSPORT OF VEHICLE	\$ 2,607.00
EFT-127213	9/10/2023	HAMPTON TRANSPORT SERVICES PTY LTD	PMO - KCC TRANSPORT SERVICES FOR PAVERS FROM KCC TO PICCADILLY YARD	\$ 2,772.00
EFT-127214	9/10/2023	HARVEY NORMAN AV/IT KALGOORLIE	PROPERTY - WEST/HOUSE 425L BOTTOM MOUNT WHITE REFRIDGERATOR, ARISTON 7.5KG/4.5KG WASHER DRYER COMBO	\$ 1,649.00
EFT-127215	9/10/2023	HEART OF GOLD DANCE COMPANY	EVENTS - AP 23 - FIRE DANCING ENTERTAINMENT	\$ 1,800.00

EFT-127216	9/10/2023	HEATLEY SALES PTY LTD (HEATLEYS)	PARKS - EMPLOYEE CLOTHING FOR 2077	\$ 258.13
EFT-127217	9/10/2023	HERSEYS SAFETY	DEPOT - CONTACT CLEANER, CABLE TIES 150MM X 100, CABLE TIES HEAVY DUTY 370MM X 100, EARMUFFS, PAINT PENS DEPOT - WORKSHOP - 15KG BAGS OF RAGS , HOSE CLAMPS GKA42, INJECTOR TESTER ET1603, PVC TAPE DTS, THREAD TAPE, 15\'' ADJUSTABLE SPANNER, OIL FILTER REMOVER, HEAVY DUTY LUBE, EZY OUT KIT, 5LTR MEASURE JUG, FREIGHT PERTH TO KALGOORLIE	\$ 2,277.00
EFT-127218	9/10/2023	HOSMAR PTY LTD T/A TOTAL ASPHALT	ENG - VARIATIONS/CORRECTOR FOR JOBS ON FORREST ST - SUPPLY & LAY	\$ 137,425.05
EFT-127219	9/10/2023	HS COMPANY PTY LTD T/A HARDY SPICER	FLEET - REMOVE & RENEW UNIVERSAL JOINT P18171	\$ 555.27
EFT-127220	9/10/2023	INGOT HOTEL PERTH	EXEC - ACCOMODATION FOR AMCA - MOUNT ISA	\$ 150.00
EFT-127221	9/10/2023	INTEGRATED ICT (MARKET CREATION TECHNOLOGY PTY LTD)	RANGERS - PORTABLE PRINTER	\$ 1,584.11
EFT-127222	9/10/2023	INTERNATIONAL SCHOOL OF MUSIC-KALGOORLIE	EVENTS - AP 23 - PIANO MUSICIANS FOR 2.5 HRS PLUS PIANO HIRE	\$ 450.00
EFT-127223	9/10/2023	IT VISION	ICT - SYNERGYSOFT UPGRADE	\$ 1,419.00
EFT-127224	9/10/2023	J BLACKWOOD & SON PTY LTD (BLACKWOODS)	OASIS - PPE WORKSHOP - MAKITA KEY CHUCK/FILE SET/BATTERY/BRAKE ADJ.TOOL/CREEPER WORKSHOP - TIN SNIPS, BLADE TRIM, RIVET GUN, ORING, FIXIT KIT DEPOT - 240L BIN LINERS FOR PARKS WORKSHOP - SOCKETS/RACHETS/SCREWS WASTE - WASTE TEAM - PPE PANTS AND BOOTS DEPOT - PAPER CUPS FOR LUNCHROOM WORKSHOP - NEEDLE INJ/INFARED THERM./12V BATTERY/CHARGER WORKSHOP - MAKITA KEY CHUCK/FILE SET/BATTERY/BRAKE ADJ.T	\$ 4,716.29
EFT-127225	9/10/2023	JB HI-FI COMMERCIAL	ICT - WEBCAM, TV, HEADSET, MOBILE AND OTHER HARDWARE ORDER. ICT - HARDWARE PURCHASE	\$ 7,004.38
EFT-127226	9/10/2023	JEMO PTY LTD T/A SNAP KALGOORLIE	MARKETING - 300X EMPLOYEE HANDBOOK BOOKLET PRINTING BUSINESS CARDS FOR 16 PEOPLE X 250 CARDS EACH MARKETING - CKB ID CARD - ENVIRONMENTAL HEALTH OFFICER PRINTING OF CERTIFICATES FOR 2023 CITY OF KALGOORLIE-BOULDER CHILDCARE EDUCATOR SCHOLARSHIPS ROUND 2. MARKETING - 275X CODE OF CONDUCT BOOKLET PRINTING	\$ 5,040.02
EFT-127227	9/10/2023	JESTERS KALGOORLIE	EGCC - SENIORS FOOTY LUNCH PIES AND DELIVERY	\$ 148.00
EFT-127228	9/10/2023	JOBFIT HEALTH GROUP PTY LTD	P&C - PRE-EMPLOYMENT MEDICALS	\$ 588.50
EFT-127229	9/10/2023	KAIROS MINERALS LIMITED	RATES - REFUND	\$ 1,521.75
EFT-127230	9/10/2023	KAL ENGINEERING	PMO - KCC PROJECT FOOTING DESIGN DETAILS FOR SCULPTURES	\$ 1,375.00
EFT-127231	9/10/2023	KALGOORLIE CASE AND DRILL PTY LTD (KCD)	WORKSHOP - OEM COOLANT CONCENTRATE	\$ 396.00
EFT-127232	9/10/2023	KALGOORLIE FEED BARN PTY LTD	PARKS - 1XADK CHICKEN TRACTOR PARKS - 28XKANGAROO MUESLI, 14XEMU PELLETS, 10XSMALL PARROT PELLETS, 1XPASWELL LORIKEET 5KG PARKS - ROO AND EMU FEED PARKS - 5XAPPARENT SURROUND TERMITICIDE 1LITRE RESERVES - GLYPHOSATE FOR WEED CONTROL PARKS - 5X DUCK AND TURKEY PELLETS	\$ 10,198.00
EFT-127233	9/10/2023	KALGOORLIE IT	ICT - 23 HESTON COURT NBN PLAN ICT - 2 TINDAL CR. NBN PLAN ICT - 108A BURT STREET (JOBHUB) NBN PLAN ICT - 2/269 DUGAN ST. NBN PLAN ICT - OASIS NBN PLAN	\$ 904.90
EFT-127234	9/10/2023	KALGOORLIE METRO PROPERTY GROUP (KMPG PTY LTD)	PROPERTY - 7/5 O'CONNOR STREET, WATER USAGE PROPERTY - WATER INVOICE 53B ROBERTS STREET	\$ 21.14
EFT-127235	9/10/2023	KALGOORLIE MONUMENTAL WORKS	EXEC - 2X PLAQUES FOR RIFLE RANGE	\$ 3,740.00
EFT-127236	9/10/2023	KALGOORLIE NEWSAGENCY	LIBRARY - MAGAZINES	\$ 214.56
EFT-127237	9/10/2023	KALPUMPS SALES & SERVICE	DEPOT - GRUNDFOS SHAFT KIT	\$ 490.60
EFT-127238	9/10/2023	KALSIGNS PTY LTD	WASTE - OFFICE TEAM SIGNAGE WITH WHITEBOARD INCLUDED.	\$ 494.55
EFT-127239	9/10/2023	KARRILLON GROUNDWATER BPS PTY LTD	WASTE - CONTRACTED LANDFILL GROUNDWATER MONITORING SERVICES - YARRI ROAD REFUSE FACILITY	\$ 2,117.50
EFT-127240	9/10/2023	KBCCI (KALGOORLIE-BOULDER CHAMBER OF COMMERCE & INDUSTRY)	MARKETING - KBCCI - SPRING FESTIVAL - 5 STALLS - 15 OCTOBER 2023	\$ 750.00

EFT-127241	9/10/2023	KEITH WALTER	RATES - REFUND	\$ 2,100.00
EFT-127242	9/10/2023	KENNRARDS HIRE PTY LTD	OASIS - HIRE AIR COMPRESSOR FOR THE OASIS BULKHEAD MOVE EVENTS - AP 23 - GENERATOR YOUTH - YOUTHFEST LIGHTING TOWERS AND GENERATORS	\$ 1,997.60
EFT-127243	9/10/2023	KEVIN FERNANDEZ	RATES - REFUND	\$ 580.92
EFT-127244	9/10/2023	KLEEN WEST DISTRIBUTORS	OASIS - BIN LINER AND TOILET ROLL	\$ 496.98
EFT-127245	9/10/2023	KLEENWEST DISTRIBUTORS	DEPOT - TEA/COFFEE OASIS - CLEANING SUPPLIES KLEEN WEST PROPERTY - CLEANING PRODUCTS FOR TOWN HALL & THE HUB	\$ 4,805.47
EFT-127246	9/10/2023	KMART AUSTRALIA LTD (KALGOORLIE)	GAC - MELBOURNE COMEDY SUPPLIES	\$ 191.00
EFT-127247	9/10/2023	LANDLOGIC PTY LTD	HEALTH - EHO CONTRACT WORK HEALTH - EHO CONTRACTOR TRAVEL	\$ 11,073.70
EFT-127248	9/10/2023	LIMITLESS PROMOTIONS	RANGERS - 2026 DOG & CAT REGISTRATION TAGS	\$ 2,035.00
EFT-127249	9/10/2023	LINDSAY ROWENA MILES	WASTE - WASTE ED - 3 WORKSHOPS - PERTAINING TO WASTE REDUCTION AND COMPOST/WORM FARM REBATE.	\$ 2,600.00
EFT-127250	9/10/2023	LIQUOR CITY (KALGOORLIE) PTY LTD	GC - BEVERAGE SUPPLIES	\$ 2,197.56
EFT-127251	9/10/2023	LIVING TURF	TURF - SOIL AND LEAF TESTING ON SPORTING FIELDS	\$ 3,421.00
EFT-127252	9/10/2023	LOUISE SUTTON	RANGERS - REIMBURSEMENT - FOOD, FUEL AND RENTAL VEHICLE	\$ 72.30
EFT-127253	9/10/2023	MACDONALD JOHNSTON (BUCHER MUNICIPAL)	FLEET - SEAT BELT 533R FLEET - MUDGUARD & MUDFLAT P073P FLEET - PARTS FOR P533R	\$ 2,278.83
EFT-127254	9/10/2023	MANGELSDORF ENGINEERING PTY LTD	FLEET - MACHINE LAWN MOWER BLADE SHAFT	\$ 583.00
EFT-127255	9/10/2023	MARGARET ELLEN BURNS	GAC - BARBARA CLEVELAND - INSTALL PHOTOGRAPHY	\$ 450.00
EFT-127256	9/10/2023	MARK GALERO	RATES - REFUND	\$ 2,898.29
EFT-127257	9/10/2023	MARKET CREATIONS AGENCY PTY LTD	MARKETING - INTRANET STAKEHOLDER ENGAGEMENT	\$ 14,545.00
EFT-127258	9/10/2023	MATCHBURY ENTERPRISES PTY LTD T/A SYKES TRANSPORT WA	PARKS - NUTRIEN WATER - FREIGHT PERTH TO KALGOORLIE TURF - FREIGHT FROM PERTH TO KALGOORLIE FOR 14 PALLETS OF TURF GC - FREIGHT COSTS FOR ALCOHOL FROM CUB GC - TRANSPORT COSTS FOR TURF DELIVERY. GC - FREIGHT PERTH TO KALGOORLIE - GREENWAY TURF & T-QUIP TURF - FREIGHT FROM PERTH TO KALGOORLIE FOR 14 PALLETS OF TURF	\$ 13,457.68
EFT-127259	9/10/2023	MATLAN CONSTRUCTION PTY LTD	PROPERTY - AIRPORT HANGER AFTER STORM	\$ 5,071.00
EFT-127260	9/10/2023	MCM PROTECTION PTY LTD	PROPERTY - RAY FINLAYSON BATTERIES REPLACEMENT PROPERTY - BOULDER COMMUNITY HUB ALARM RESPONSE	\$ 5,654.00
EFT-127261	9/10/2023	MEGGAN CARSWELL	GC - PAYMENT FOR ENTERTAINMENT AT THE GOLF COURSE FOR FATHERS DAY EVENT 09. SEPT. 2023	\$ 450.00
EFT-127262	9/10/2023	MLB PAINT DISTRIBUTORS	DEPOT - CONVOY DIESEL 205L	\$ 1,264.56
EFT-127263	9/10/2023	MLG OZ LTD T/AS LEAHY HAULAGE	RATES - REFUND	\$ 3,924.26
EFT-127264	9/10/2023	N&L LAUREN & NATHAN CAUGHEY	RATES - REFUND	\$ 975.95
EFT-127265	9/10/2023	NATRAD KALGOORLIE	FLEET - P88AP RADIATOR REPAIRS	\$ 1,889.00
EFT-127266	9/10/2023	NEVE'S LOCKSMITH SERVICE	RANGERS - ATTENDANCE FEE WYCHITELLA PLACE	\$ 90.00
EFT-127267	9/10/2023	NEXT GEN BUILDING PTY LTD	PROPERTY - BOULDER CAMP - REPLACEMENT MALE/FEMALE TOILET BLOCK AT BOULDER CAMP FOR STAGE 1 OF THE BOULDER CAMP FUNDING AGREEMENT.	\$ 115,068.94
EFT-127268	9/10/2023	NOELINE DUNCAN	RATES - REFUND	\$ 794.16
EFT-127269	9/10/2023	NUTRIEN (TOTAL EDEN VICTORIA)	PARKS - SPRINKLER GEAR DRIVE 8005 SS RAINBIRD	\$ 3,186.74

EFT-127270	9/10/2023	OFFICE NATIONAL KALGOORLIE (DONWAR PTY LTD)	D&G - STATIONERY ORDER FOR JULY & AUGUST FIN - STATIONERY ORDER EGCC - SENIORS STATIONERY AND CATERING SUPPLIES. CDC - STATIONERY ORDER OASIS - CLEANING SUPPLIES ENGINEERING - STATIONERY ORDER EVENTS - AP 23 - COMMUNITY DAY SUPPLIES ENG - SUPPLY OF CANON A1 LARGE FORMAT BOND PAPER ROLL, 80GSM 610MM X 50M WHITE CARTON 4 AIRPORT - KITCHEN SUPPLIES FOR CONTRACTORS AND CONSULTANTS EGCC - SENIORS OFFICE CONSUMABLES CD - STATIONERY SUPPLIES AIRPORT - STATIONERY ORDER AIRPORT - KITCHEN SUPPLIES FOR CONTRACTORS AND CONSULTANTS D&G - STATIONERY ORDER FOR JULY & AUGUST EXEC - STATIONERY PARKS - PAPER TOWEL ORDER FOR HAMMOND PARK OASIS - CLEANING SUPPLIES EGCC - SENIORS STATIONERY AND CATERING SUPPLIES. DEPOT - STATIONERY & PPE EGCC - SENIORS OFFICE CONSUMABLES IM - STATIONERY AND OFFICE SUPPLIES, INITIATIVE DIVIDERS MANILLA 10 TAB A4 BRIGHT COLOURS DEPOT - PIN BOARD FOR OFFICE CDC - OFFICE ESSENTIALS EGCC - SENIORS STATIONERY AND CATERING SUPPLIES OASIS - GBC FOTON 30 75 MICRON RELOADABLE LAMINATOR CARTRIDGE REFILL 306MM X 56.4M PROPERTY - DEPOT FIRST AID ROOM RAPIDLINE SWING DOOR CUPBOARD 3 SHELVES 910 X 450 X 1830MM GRAPHITE RIPPLE-CODE 7058147 RANGERS - WALL MOUNT HOLDERS OASIS - GBC FOTON 30 75 MICRON RELOADABLE LAMINATOR CARTRIDGE REFILL 306MM X 56.4M	\$ 6,813.89
EFT-127271	9/10/2023	ONLINE BUSINESS EQUIPMENT - ON-LINE	GAC - POS SYSTEM	\$ 99.00
EFT-127272	9/10/2023	OUR COMMUNITY PTY. LTD.	ED - SMARTY GRANT - ANNUAL SUBSCRIPTION FOR COMMUNITY ASSISTANCE SCHEME AND SPONSORSHIP	\$ 23,450.00
EFT-127273	9/10/2023	PENNS CARTAGE CONTRACTORS (PENN FAMILY HOLDINGS PTY LTD)	FLEET - CKB 2.5T HYSTER FORKLIFT DELIVERY TO DEPOT	\$ 1,078.00
EFT-127274	9/10/2023	PGA AUSTRALIA	GC - PGA CHAMPIONSHIP EVENT OCT 2023	\$ 102,973.70
EFT-127275	9/10/2023	PMH ELECTRICAL CONTRACTING SERVICES PTY LTD	PROPERTY - GOLF COURE DRIVING RANGE LED FLOODS 820WATT ACTISTAR FROM PHILLIPS WHICH PRODUCE 102900 LUMENS LABOUR AND MATERIALS PROPERTY - MEN SHED INSTALL LEAD FOR WOOD MACHINE 2X TAGS 17/08/2023 TRADESMAN 1 HOUR PROPERTY - KALGOORLIE TOWN HALL, REMOVE AND REPLACE BURNT OUT 32A OUTLET UNDER STAGE FOR 3 PHASE HEATER, REPLACE 32A SPIN PLUG ON 30KW 3 PHASE HEATER INSPECT AND TEST 30KW HEATER	\$ 10,004.50
EFT-127276	9/10/2023	PS&L GROUP PTY LTD	P&C - INVESTIGATION ON WORKPLACE MATTER	\$ 6,451.50
EFT-127277	9/10/2023	RAEWYN MCLAUCHLAN	RATES - REFUND	\$ 965.11
EFT-127278	9/10/2023	RED DESERT COOLING	PARKS - SECURE DAMAGED BBQ	\$ 514.25
EFT-127279	9/10/2023	REDCAT MEDIA PTY LTD	MARKETING - FILMING OF CEO AWARD SUBMISSION INCLUDES: FILMING, EDITING AND DELIVERY	\$ 484.00
EFT-127280	9/10/2023	REECE PTY LTD	PROPERTY - ENDOWMENT BLOCK GALVANISED 900MM MUSHROOM HAT WITH FLUE (300-400MM HIGH) AND 450MM DIAMETER	\$ 477.83
EFT-127281	9/10/2023	REGAL ENGINEERING	FLEET - FABRICATE MOUNTING FRAME FOR COMPRESSOR ON KBC564N REPAIRS TO KBC915E LOADER RAKE REPAIRS TO KBC915E LOADER BUCKET	\$ 4,499.00
EFT-127282	9/10/2023	RENTOKIL INITIAL (ALLRID PEST MANAGEMENT)	PROPERTY - AIRPORT RODENT MANAGEMENT PROPERTY - OASIS MONTHLY INTERNAL SPRAYING (WHERE SAFE) & GEL BAITING. EXTERNAL SPRAYING. INPECT AND REPLINSH ALL RODENT STATIONS. 5 CARRY OUT COMMERCIAL PEST & RODENT TREATMENT AT THE GOLDFIELDS OASIS - JULY 2023	\$ 1,848.00
EFT-127283	9/10/2023	RETAIL DECISIONS PTY LTD T/AS MOTORPASS (COLES)	GC - COLES KITCHEN PURCHASES	\$ 996.69
EFT-127284	9/10/2023	RIKLAN EMERGENCY MANAGEMENT SERVICES PTY LTD	CDC - WORKING AT HEIGHTS TRAINING	\$ 580.00
EFT-127285	9/10/2023	ROBERT RUSBRIDGE	FLEET - REIMBURSEMENT - CAR BATTERY KBC 3945	\$ 283.99

EFT-127286	9/10/2023	RSEA PTY LTD	CDC - CLIENT PPE- SHIRTS, PANTS, SOCKS, HAT, JACKET ETC CDC - PPE FOR JSH ONLINE WHITE CARD COURSE DEPOT - WATER JUGS 5L CDC - CLIENT START UP PPE JOB KIT DEPOT - UNIFORMS, EMPLOYEE 4004 BUILDING - UNIFORM FOR - 3982 CDC - CLIENT PPE- SHIRTS, PANTS, SOCKS, HAT, JACKET ETC CDC- CLIENT X 2 PPE BUILDING - UNIFORM FOR - 3982 WORKS - FINGERLESS GLOVES EMPLOYEE 3509	\$ 2,612.86
EFT-127287	9/10/2023	SEATADVISOR PTY LTD (TICKETSEARCH)	GAC - TICKETSEARCH PLATFORM	\$ 614.08
EFT-127288	9/10/2023	ST BARBARA LTD	RATES - REFUND	\$ 3,443.64
EFT-127289	9/10/2023	STATEWIDE BEARINGS	RESERVES/FLEET - JOCKEY WHEEL & CLAMP FOR P5080	\$ 121.00
EFT-127290	9/10/2023	STRATAGREEN (GREENWAY ENTERPRISES)	RESERVES - 400 X JARRAH TREE STAKES 38 X 38 X1800MM	\$ 2,154.24
EFT-127291	9/10/2023	STRATEGIC ART SERVICES	GAC - GALLERY WORKSHOP REFIT - GRANT ALLOCATION	\$ 26,972.48
EFT-127292	9/10/2023	SUPER CHEAP AUTO PTY LTD	DEPOT - WORKSHOP SUPPLY OF CV BOOT TOOLS	\$ 406.62
EFT-127293	9/10/2023	TAYLOR MADE GOLF AUSTRALIA PTY LTD	GC - STEALTH 2 PLUS FAIRWAY GENDER M HAND RH SLEEVE ADJUSTMENT, 1.50 BACK TRACK, BACK SINGLE LOFT, 3 WEIGHT SELECTION, NA SHAFT VENDOR, PROJECT X SHAFT MODEL, HZRDU5 BLACK GEN 4 60	\$ 441.16
EFT-127294	9/10/2023	TEAM GLOBAL EXPRESS PTY LTD	HEALTH - POSTAGE FREIGHT AND TRANSPORT OF HEALTH SAMPLES	\$ 35.67
EFT-127295	9/10/2023	TECHNOLOGY ONE LTD	ICT - INTRAMAPS YEARLY RENEWAL AS PART OF SUBSCRIPTION	\$ 45,780.01
EFT-127296	9/10/2023	TELSTRA CORPORATION	ICT - MOBILE USAGE 0147145141 - 14/09/23 - 13/10/23	\$ 55.00
EFT-127297	9/10/2023	TENDERLINK.COM	FIN - TENDER PORTAL ANNUAL FEES-: 20 RFX NOTICE PUBLICATIONS PER ANNUM (30.09.2023-30.09.24)	\$ 2,955.70
EFT-127298	9/10/2023	THE ANIMAL HOSPITAL (THE TRUSTEE FOR THE GRANT FAMILY TRUST)	RANGERS - ANIMAL VET TREATMENT PARKS - TREATMENT FOR JOEY	\$ 2,159.65
EFT-127299	9/10/2023	THE PLANT SUPPLY CO	PARKS - PANSIES DELIVERY	\$ 572.00
EFT-127300	9/10/2023	THE TRUSTEE FOR LONG XIANG ZHANG FAMILY TRUST T/A MAC'S DELI	EGCC - SENIORS HOT FOOD FOR R U OK DAY	\$ 100.00
EFT-127301	9/10/2023	THE VALVE COMPANY PTY LTD	PARKS - SUPPLY GASKETS RETIC - PARTS FOR PUMP RETIC - SOLENOID REPLACEMENT	\$ 243.10
EFT-127302	9/10/2023	THE WEST AUSTRALIAN	DEPOT - ADVERTS THAT APPEARED IN KALGOORLIE MINDER 17 & 19 AUGUST	\$ 1,327.04
EFT-127303	9/10/2023	TKPH PTY LTD T/A OTR TYRES	FLEET - NEW TYRES P416Z FLEET - NEW TYRES P209A FLEET - KBC566D SUPPLY 8 NEW DRIVE TYRES SUPPLIED FLEET - STRIP & FIT CUSTOMER TYRE P21AF FLEET - PUNCTURE REPAIR P956J FLEET - SUPPLY & FIT 6 NEW TYRES P950R FLEET - REPAIR PGC127 TYRE BY OTR TYRES C084403 FLEET - KBC11AF SUPPLY AND FIT 4 RUNOUTS TO RANGER VEHICLE FLEET - KBC469S STRIP AND FIT CUSTOMER OWN TYRES FLEET - PUNCTURE REPAIR P79AI FLEET - STRIP & FIT CUSTOMERS TYRE P99AD	\$ 11,149.96
EFT-127304	9/10/2023	TORO AUSTRALIA GROUP SALES	GC - SPRINKLERS	\$ 514.80
EFT-127305	9/10/2023	TOTAL GREEN RECYCLING	WASTE - YARRI ROAD - E-WASTE RECYCLING. INC COLLECTION FROM YARRI RD FACILITY AND TRANSPORT TO TGR & REPLACEMENT STILLAGES.	\$ 4,538.02
EFT-127306	9/10/2023	T-QUIP (TOTAL TORO)	FLEET - DASH COVER/CONSOLE/POWER STEERING UNIT P414S TURF - HOLLOW CORE TINES FOR REDEXIM VERTI-DRAIN	\$ 5,235.65
EFT-127307	9/10/2023	TRACEY PEARSON	CD - OUTSTANDING INDIVIDUAL GRANT 2023/24 -JHY PEARSON	\$ 600.00
EFT-127308	9/10/2023	UNITED STEEL T/A UNITED STEEL PERTH	ENG -SUPPLY OF - 132872 - REO MESH SL62 6X2400X6000 CKB BUS SHELTER STEEL BY UNITED STEEL Q 419505	\$ 22,115.50
EFT-127309	9/10/2023	VALERIE PUSEY	RATES - REFUND	\$ 1,000.00
EFT-127310	9/10/2023	VISSIGN AUSTRALIA PTY LTD	AIRPORT - REPLACEMENT OF STREET SIGNAGE	\$ 3,050.30
EFT-127311	9/10/2023	WILDCAT RESOURCES LIMITED	RATES - REFUND	\$ 85.01
EFT-127312	9/10/2023	WILLIAM TREZISE-CONROY	RATES - REFUND	\$ 266.56

EFT-127313	9/10/2023	WINDCAVE PTY. LIMITED	LIBRARY - WINDCAVE SERVICE FEE	\$ 72.61
EFT-127314	9/10/2023	WORMALD AUSTRALIA PTY LTD	AIRPORT - TERMINAL EVACUATION DRILL PROPERTY - DEPOT REPLACE USED FIRE EXIT AFTER USED IN WORKSHOP PROPERTY - AIRPORT MONTHLY FIRE PANEL AND EWIS SYSTEM	\$ 809.05
EFT-127315	9/10/2023	WURTH AUSTRALIA PTY LTD	FLEET-MP-TOYOTA-SORT-AU-395PCS, MP-HOLDEN-FORD-UNI-ASSORTMENTAU, FREIGHT DEPOT-SAFETY GOGGLES, PROTEGO, SERIES II -, KNEE PADS BASIC CLEAR - KNEEPAD-BASIC, BRAKE CLEANER - BRKCLNR-20LTR, SURFACE DISINFECTANT SPRAY ANTIBACTERIAL -, DRILLING/CUTTING OIL CUT+COOL PERFECT -, MOUNTING PART HOLDEN FORD ASSORTMENT 400, MOUNTING PART TOYOTA ASSORTMENT 400 PCS., FREIGHT	\$ 2,464.67
EFT-127005	2/10/2023	3E ADVANTAGE PTY LTD	GAC - AUG 23-SEP23 MONTHLY POS SUBSCRIPTION	\$ 366.30
EFT-127006	2/10/2023	ABBA ENGINEERING SERVICES	TURF - CATCH CUPS	\$ 757.28
EFT-127007	2/10/2023	ABCO PRODUCTS	LIBRARY - CLEANING SUPPLIES RANGERS/SAFER STREETS/PARKS - DISPENSER, GLOVES, SHARPS CONT, BIN LINERS	\$ 1,221.45
EFT-127008	2/10/2023	ABLE WESTCHEM (BORVEK PTY LTD)	WATER - CHLORINE TABLETS FOR DISINFECTION IN RECYCLED WATER SYSTEM	\$ 8,352.47
EFT-127009	2/10/2023	ACCESS EQUIPMENT HIRE	PROPERTY - RFSC BOOM LIFT - TELESCOPIC: 65FT-BDT -FREIGHT - DELIVERY- FREIGHT - COLLECTION. REPAIRS TO BUILDING	\$ 1,640.10
EFT-127010	2/10/2023	ACTIVEXCHANGE PTY LTD	OASIS - SPORTSEYE FOR OPERATOR SUBSCRIPTION - SPORTSEYE ACCOUNT SETUP, SOCIAL VALUE DASHBOARD SET UP FEE	\$ 5,390.00
EFT-127011	2/10/2023	AFGRI EQUIPMENT AUSTRALIA PTY LTD	GC - SPINNER SET GC - 4 X ACTUATOR KITS FOR GOLF COURSE PLANT (PGC 154/155/156/157)	\$ 11,748.00
EFT-127012	2/10/2023	ANTHONY WILLIAM FLINT T/A ADMIRE PAINTING SERVICES	PROPERTY - ENDOWMENT BLOCK RE- EXTERNAL PAINTING SHOP FRONT CLEAN DOWN, MAKE GOOD ANY CRACKING AND GAPPING, SUPPLY AND APPLY 2 COATS PREMIUM QUALITY EXTERNAL SELF PRIMING LOW SHEEN AND /OR SEMI GLOSS ACRYLIC	\$ 4,972.00
EFT-127013	2/10/2023	AQUATIC SERVICES WA	OASIS - SUPPLY ONE FE BUTTERFLY VALVE, GEAR OPERATED	\$ 2,379.30
EFT-127014	2/10/2023	ARTS ON TOUR - NEW SOUTH WALES LIMITED	GAC - PRESENTER FEE	\$ 7,260.00
EFT-127015	2/10/2023	ARUP AUSTRALIA PTY LTD	ENG - RFQ: DETAIL DESIGN OF THE GREAT EASTERN HIGHWAY/JOHNS ROAD WITH ACCELERATION/DECELERATION LANES	\$ 86,816.95
EFT-127016	2/10/2023	ASHLEY ALTES ARTS	EVENTS - AP 23 - LIVE DIGITAL DRAWING	\$ 550.00
EFT-127017	2/10/2023	AUSCO BUILDING SYSTEMS	GC - HIRE OF PORTABLE OFFICE SPACE (DONGA) OFFICE 12.0M X 3.0M INCLUDES: 3X AIR CONDITIONERS. TIME PERIOD FOR 01.08.2023 TO 31.08.2023	\$ 725.65
EFT-127018	2/10/2023	AUSTRALIAN COMMUNITY MEDIA	HERITAGE - PLACE ADVERT IN THE SENIOR FOR APRIL AND JUNE	\$ 173.00
EFT-127019	2/10/2023	AVANTGARDE TECHNOLOGIES PTY LTD	ICT - DATA OUTLETS MEN'S SHED RFT014 21/22 ICT - REPLACE WILSON LANE CAMERAS RFT014 20/21 ICT - CKB DISASTER RECOVERY PLAN FOR AUG 23- JUN 24 (CONTRACT ATTACHED, ALSO PROPOSAL FOR PRICE REFERENCE.) RFT014 20/21 ICT - WIRELESS LINK DEPOT TO WORKSHOP NORTH ICT - VEEAM OFFSITE BACKUP, INTERNET CONNECTION FOR LIBRARY, ADMIN B AND AIRPORT FOR JULY 23, RFT014 20/21 ICT - NETWORK HARDWARE RFT014 20/21 ICT - STANDING ORDER FOR IT MANAGED SERVICES FOR AUG 23 - JUN 24 (ATTACHED CONTRACT AND INVOICE FOR	\$ 48,844.40
EFT-127020	2/10/2023	AVDATA PTY LTD	AIRPORT - AVIATION DATA FOR THE MONTH OF AUGUST	\$ 3,038.82
EFT-127021	2/10/2023	BAILEYS FERTILISER (AKC PTY LTD)	GC - GREEN PLUS FERTILISER TURF - BULK SCREENED GYPSUM	\$ 8,910.00
EFT-127022	2/10/2023	BEATEN TRACK BREWERY	TOURISM 23 - BEVERAGES FOR NETWORKING FUNCTION AND DINNER	\$ 1,350.00
EFT-127023	2/10/2023	BIDFOOD KALGOORLIE	EGCC- SUGAR P/C STICKS RAW, EGCC-SUGAR P/C STICKS WHITE EGCC-CUPS 237ML 8OZ SINGLE WALL ART SERIES 90MM	\$ 180.88
EFT-127024	2/10/2023	BIDFOOD KALGOORLIE (GOLDLINE DISTRIBUTORS)	PARKS - ANIMAL FOOD FOR HAMMOND PARK EGCC KITCHEN - PASTA SAUCE EGCC - FRESH PRODUCE FOR SENIORS MEALS AIRPORT - KITCHEN SUPPLIES FOR THE ADMIN OFFICE AND WORKSHOP	\$ 836.92
EFT-127025	2/10/2023	BIG K CAR DETAILING	FLEET - BIG K DETAILING KBC93AU, BIG K DETAILING KBC03AR, BIG K DETAILING KBC634R, COMPLETE VEHICLE DETAIL FOR KBC394S	\$ 1,870.00
EFT-127026	2/10/2023	BRADY AUSTRALIA PTY LTD T/A SETON AUSTRALIA	OASIS - SAFETY EQUIPMENT - 0070- A36067 HEAVY DUTY CABLE PROTECTOR 19MMX58MMX2.5	\$ 225.38
EFT-127027	2/10/2023	BROWN'S PARTY HIRE	PARKS - CHAIRS HIRE FOR VIETNAM MEMORIAL	\$ 96.25

EFT-127028	2/10/2023	BUILDING & INDUSTRIAL SUPPLIES GROUP T/A RESOURCES TRADING	RESERVES - RAGS RESERVES - CLEANING MATERIALS DEPOT - PAINT / INTERIOR CLEANER WORKSHOP - ROPE/PENS PARKS - RAKE FOR EMPLOYEE RESERVES - SANITISER RESERVES - NEW STEEL CAPPED BOOTS RESERVES - CLEANING MATERIALS	\$ 3,894.49
EFT-127029	2/10/2023	BUILT BY GEOFF	PARKS- GATE REPAIRS X2	\$ 13,669.55
EFT-127030	2/10/2023	BUNNINGS BUILDING SUPPLIES P/L	EGCC - SENIORS MEN'S SHED MATERIALS PURCHASED PROPERTY - GOLF COURSE DOOR CLOSER HINGED ROLLTRAK PROPERTY - FLOOR PROTECTION, SYNECO++38MM RND FELT 50PK	\$ 808.01
EFT-127031	2/10/2023	CARDNO SPECTRUM SURVEY PTY LTD	PROPERTY - FULL CIRCLE THERAPIES - LOT 4904 ADDIS STREET - LAND SURVEY	\$ 660.00
EFT-127032	2/10/2023	CARLTON UNITED BREWERIES (CUB) FOSTERS GROUP	GC - GREAT NORTHERN SUPER CRISP LAGER 330ML 4X6 PACK BOTTLES X 6, PIRATE LIFE SOUTH COAST PALE ALE 355ML 4X4 PACK CANS X 3, FREIGHT GC- GREAT NORTHERN KEG , GREAT NORTHERN BOTTLES , GREAT NORTHERN CANS, GOAT KEG , PIRATE LIFE KEG , PIRATE LIFE CANS , CARLTON DRAUGHT CANS , CORONA BOTTLES, FREIGHT, CARLTON MID CANS GC - GREAT NORTHERN KEG, GREAT NORTHERN BOTTLE	\$ 9,213.64
EFT-127033	2/10/2023	CLEANAWAY	WASTE - CONTRACTED REFUSE COLLECTION SERVICE	\$ 226,165.24
EFT-127034	2/10/2023	COCA COLA AMATIL	GC - 375 CAN IB24 COCA-COLA 24 CANS X 3, 600 PET X24 DIET COKE 24 PET BOTTLES X 1, 375 CAN IB24 DIET COKE 24 CANS X1, 600 PET X24 FANTA ORANGE 24 PET BOTTLES X 1, 375 CAN 2X10 KIRKS PASITO 20 CANS X 2, 600 PET X24 MT FRANKLIN STILL 24 PET BOTTLE X 6, 1.5 PET X8 MT FRANKLIN STILL 8 PET BOTTLES X 1, 600 FLO X12 POWERADE LEMON LIME 12 PET FLO CAP BOTTLES X 2, 600 FLO X12 POWERADE MT BLAST 12 PET FLO CAP BOTTLES	\$ 829.86
EFT-127035	2/10/2023	CORPORATE TRAVEL MANAGEMENT	D&G - ACCOMMODATION FOR 688 DURING GOLDFIELDS ESPERANCE MAJOR PROJECTS. EXEC - TRAVEL & ACCOMMODATION FOR 3720 FOR IPAA MEETING ON 12 OCTOBER 2023 EXEC - TRAVEL FOR CONSULTANT - 1 NOV 23 ED - ACCOMMODATION FOR BUSINESS OVER COFFEE PRESENTERS ON 9 OCTOBER 2023	\$ 2,044.87
EFT-127036	2/10/2023	COYLES MOWER & CHAINSAW CENTRE	PARKS - CHAINSAW REPAIR	\$ 100.40
EFT-127037	2/10/2023	DANIQUE PEREJUAN	GAC - GOLDFIELDS YARN EXHIBITION 2023	\$ 400.00
EFT-127038	2/10/2023	DAVID GOLF & ENGINEERING PTY LTD	GC - CUPS, CUP PULLER & ROPE	\$ 1,100.00
EFT-127039	2/10/2023	DAVID GRAY & CO PTY LTD	HEALTH - ABORIGINAL HEALTH CONSUMABLES	\$ 1,016.40
EFT-127040	2/10/2023	DTM DAN'S TRANSPORT MAINTENANCE	FLEET - KBC16871 REPAIRS TO TRACTOR, BUS KBC80AN TRAILER REPAIRS, REPLACE CLUTCH ON KBC197F, CARRY OUT 1000HR SERVICE ON TRACTOR	\$ 16,302.94
EFT-127041	2/10/2023	DULUX AUSTRALIA	CD - DULUX ANTI-GRAFFITI PAINT FOR KCC FIRST NATIONS PUBLIC ART PROJECT RESERVES - PAINT FOR GRAFFITI REMOVAL	\$ 2,034.90
EFT-127042	2/10/2023	EAGLE PETROLEUM (WA) PTY LTD	DEPOT - SUPPLY OF FUEL FOR DIESEL TRAILER	\$ 2,084.60

EFT-127043	2/10/2023	ELECTRICITY RETAIL CORPORATION T/AS SYNERGY	<p>SYNERGY - EGCC - 13 ROBERTS STREET - 347751240</p> <p>SYNERGY - SHOP 5 272 HANNAN ST - 410180400</p> <p>SYNERGY - LOT 5012 PICCADILLY STREET - GRASS GOLF COURSE - 347752750</p> <p>SYNERGY - AIRPORT - GATACRE STREET BOULDER - FROM - 804070100</p> <p>SYNERGY - 3 TUPPER STREET, BOULDER</p> <p>SYNERGY - GAC - 35 CHEETHAM STREET KALGOORLIE - 804090090</p> <p>SYNERGY - 56 SMYTHE DRIVE</p> <p>SYNERGY - LOT 1, HAMILTON STREET, BOULDER</p> <p>SYNERGY - ELECTRICITY VIVIAN STREET, BOULDER</p> <p>SYNERGY - LOT 3234, PICCADILLY STREET, KALGOORLIE</p> <p>SYNERGY - LOT 399 PICCADILLY ST, WEST LAMINGTON - 219355740</p> <p>SYNERGY - LOT 9000 JOHNSON STREET - SOUTH KALGOORLIE - 117799510</p> <p>SYNERGY - LOT 4570 WINDARRA WAY HANNANS - 257649920</p> <p>SYNERGY - GREENVIEW PARK ESTATE - 22 YILKARRI PARADE - 135051860</p> <p>SYNERGY - LOT 3385 BENNETS PLACE, KALGOORLIE - 740425850</p> <p>SYNERGY - WALLACE PARK - COLLINS STREET - 345314110</p> <p>SYNERGY - UNIT A OSMETTI DRIVE BOULDER - OASIS CLUBROOMS - 347751810</p> <p>SYNERGY - CASSIDY STREET - ST BARBARA SQUARE AND STREET LIGHTS - 347750770</p> <p>SYNERGY - OASIS 99 JOHNSTON STREET BOULDER - 111036820 - 347595910</p> <p>SYNERGY - UNIT A/99 JOHNSON STREET BOULDER - PLAYING FIELD 1 - 347752560</p> <p>SYNERGY - GOLF COURSE LOT 501/3 ASLETT KARKULA - - 347753170</p> <p>SYNERGY - MARSHALL STREET KALGOORLIE - 767986910</p> <p>SYNERGY - LOT 4347 MARSHALL STREET, WEST LAMINGTON</p> <p>SYNERGY - HAY STREET, KALGOORLIE (U 20 THROSSSELL ST, KALGOORLIE) - 323435510</p> <p>SYNERGY - OLD BOULDER LAGOONS - LYNCH STREET BOULDER - - 347595050</p> <p>SYNERGY - LOT 3755 ALTHAM ST SOUTH KALGOORLIE</p> <p>SYNERGY - LOT 1433 MAXWELL ST, SOUTH KALGOORLIE</p> <p>SYNERGY - LOT 101 MAXWELL STREET, KALGOORLIE</p> <p>SYNERGY - BURT STREET, BOULDER</p> <p>SYNERGY - BURT STREET, BOULDER - 075896430</p> <p>SYNERGY - U9 36 PIESSE ST BOULDER</p> <p>SYNERGY - GATACRE ROAD, SOMERVILLE</p> <p>SYNERGY - ELECTRICITY - LOT 0 BURT ST BOULDER - BOULDER ROTARY PARK - 923611630</p> <p>SYNERGY - MARSHALL STREET KALGOORLIE - 767986910</p> <p>SYNERGY - DIGGER DAWS OVAL BOULDER - - 347751760</p> <p>SYNERGY - HALL AT CONNOLLY ST KALGOORLIE</p> <p>SYNERGY - 116 BURT STREET, BOULDER - 511909790</p> <p>SYNERGY - CHARLES STREET. KALGOORLIE</p> <p>SYNERGY - ADMIN BUILDING 577 HANNAN STREET - - 347594830</p> <p>SYNERGY - RACE COURSE PUMP STATION - - 347595340</p> <p>SYNERGY - KALGOORLIE TOWN HALL - - 347750820</p> <p>SYNERGY - LOT 9000 JOHNSON STREET - SOUTH KALGOORLIE - 117799510</p> <p>SYNERGY - LOT 4007 MARSHALL STREET - RFSC - BUILDING - 347753360</p> <p>SYNERGY - LOT 4210 PRESIDENT ST KALGOORLIE - 553071810</p> <p>SYNERGY - 13 ROBERTS STREET KALGOORLIE WA - LIBRARY - 804080000</p> <p>SYNERGY - HAMPDEN STREET, KALGOORLIE</p> <p>SYNERGY - LOT 50 HAWKINS STREET - GOLF COURSE SHED - - 804011120</p> <p>SYNERGY - LOT 4747 JOHNSTON STREET</p> <p>SYNERGY - STREETVISION - 309531790</p> <p>SYNERGY - ELECTRICITY - LOT 3915 WORTLEY ST KALGOORLIE - PEACE PARK</p> <p>SYNERGY - ELECTRICITY - LOT 0 KING ST BOULDER - KING ST DAM</p> <p>SYNERGY - LOT 1140 MACDONALD STREET, KALGOORLIE - 258565670</p> <p>SYNERGY - MEMORIAL DRIVE KALGOORLIE - 654620240</p> <p>SYNERGY - LOTS 254 RICHARDSON ST BOULDER</p>	\$ 240,802.78
EFT-127044	2/10/2023	ELITE COMPLIANCE PTY LTD	PMO - FIRE SOLUTION FOR KCC TOILET BLOCK	\$ 6,425.10
EFT-127045	2/10/2023	ENVIROCLEAN (WA) PTY LTD	WORKSHOP - MONTHLY HIRE OF PARTS WASHER	\$ 302.50
EFT-127046	2/10/2023	FIESTA CANVAS	PROPERTY - GOLF COURSE MARQUEE REPAIR -REMOVE FROM SITE, STITCH IN NEW ZIPPING ON FOUR PANELS REINSTALL AT SITE.	\$ 902.00
EFT-127047	2/10/2023	G BOWDEN PLUMBING	PROPERTY - OASIS TURN WATER BOTTLE FILLER ON (POWER IT UP), RESET UNIT, SUPPLY AND INSTALLED NEW FILTER CARTRIDGE	\$ 1,375.00
EFT-127048	2/10/2023	GILL SMASH REPAIRS (ROYALCREST HOLDINGS PTY LTD)	FLEET - KBC216H REPAIR ESTIMATE	\$ 77.00
EFT-127049	2/10/2023	GLOBAL COMMUNICATION SERVICES (HAHN ELECTRICAL CONTRACTING PTY LTD)	AIRPORT - GROUND TO AIR CTAF RADIO	\$ 3,734.08
EFT-127050	2/10/2023	GOLDEN COMMUNITY MILE INCORPORATED	CD - ANNUAL GRANT PROGRAM 2023/24	\$ 6,975.00

EFT-127051	2/10/2023	GOLDFIELDS AUTO ELECTRICAL	FLEET - BRAKE LIGHT REPAIR P873R FLEET - LIGHT REPAIRS TRAILER P1230 FLEET - P80AN HEADLIGHT REPAIRS / NEW SPEAKERS / ENGINE LIGHT FAULT FLEET - P02AE REPALCE RADIO ANTENNAS/REPAIR LED BAR FLEET - NEW BATTERY P825L FLEET - EGR FAULT REPAIRS P955J	\$ 3,840.65
EFT-127052	2/10/2023	GOLDFIELDS INDOOR PLANT HIRE (THOMSON DEVELOPMENTS & CARPENTRY PTY LTD)	AIRPORT - PLANT HIRE AND MAINTENANCE FOR THE MONTH OF SEPTEMBER 2023	\$ 1,265.00
EFT-127053	2/10/2023	GOLDFIELDS LOCKSMITHS	WASTE - YARRI ROAD - 5 KEYED ALIKE PADLOCKS FOR BORES	\$ 157.74
EFT-127054	2/10/2023	GOLDFIELDS MINING SUPPLIES	WATER - FITTINGS FOR RECYCLED WATER REPAIR WATER - FITTINGS FOR RECYCLED WATER SUPPLY LINE FROM OLD BOULDER TO RACE COURSE, 250MM PRESSURE MAIN	\$ 3,965.44
EFT-127055	2/10/2023	GOLDFIELDS PHYSIOTHERAPY SERVICES	CDC - CLIENT FULL MEDICAL AND LAB TESTING	\$ 605.00
EFT-127056	2/10/2023	GOLDFIELDS PRINTING CO	EVENTS - AP23 - PRINTING EXPENSE FOR AWARDS NIGHT	\$ 352.00
EFT-127057	2/10/2023	GOLDFIELDS REPERTORY CLUB	CD - ANNUAL GRANT PROGRAM 2023/24 - CAPITAL WORKS	\$ 55,000.00
EFT-127058	2/10/2023	GOLDFIELDS SEPTIC DISPOSALS (AIPIM NOMINEES PTY LTD)	PROPERTY- BOULDER CAMP PUMP OUT OF TEMP TOILET WEEKLY TO NEW TOILET BUILD	\$ 924.00
EFT-127059	2/10/2023	GOLDFIELDS SIGN WORKS, ENGRAVING AND TROPHY SPECIALISTS	CD - DIRECTOR DO NOT DISTURB / KNOCK AND ENTER SIGN FOR DOOR	\$ 63.80
EFT-127060	2/10/2023	GOLDFIELDS UTILITY SERVICES (B & D GOLDFIELDS PTY LTD)	PMO - GROUND RADAR PENETRATION SERVICES LANE STREET	\$ 1,347.50
EFT-127061	2/10/2023	GPC ASIA PACIFIC PTY LTD T/A NAPA AUTO PART	FLEET - SERVICE KIT P79AI FLEET - SERVICE KIT/DRUM BRAKES ETC. PARTS FOR P661L	\$ 228.39
EFT-127062	2/10/2023	GREENWAY TURF SOLUTIONS PTY LTD	GC - CHEMICAL/FERTILISER	\$ 3,102.00
EFT-127063	2/10/2023	HANNAH SHANKS	GAC - PRE-SHOW ENTERTAINMENT - OPERA AUSTRALIA	\$ 350.00
EFT-127064	2/10/2023	HARVEY NORMAN AV/IT KALGOORLIE	AIRPORT - MICROSOFT AUDIO DOCK SPEAKERPHONE	\$ 329.00
EFT-127065	2/10/2023	HOLCIM (AUSTRALIA) PTY LTD	WASTE - YARRI RD - DELIVERY OF 50 TONNES X 20MM SCALPS TO YARRI ROAD LANDFILL	\$ 1,775.13
EFT-127066	2/10/2023	HOSMAR PTY LTD T/A TOTAL ASPHALT	ENG - RFT - T011 20/21 - VARIATIONS/CORRECTOR FOR COMPLETED CKB WORKS. VARIOUS BOULDER LOCATIONS -SUPPLY AND LAY	\$ 95,844.61
EFT-127067	2/10/2023	HS COMPANY PTY LTD T/A HARDY SPICER	FLEET - P597X REPAIRS TO DRIVE SHAFT	\$ 947.23
EFT-127068	2/10/2023	INSTANT WINDSCREENS	FLEET - NEW WINDSCREEN P85AQ	\$ 990.00
EFT-127069	2/10/2023	J BLACKWOOD & SON PTY LTD (BLACKWOODS)	WORKSHOP - SILASTIC/LOCTITE WORKSHOP - SOCKET IMPACT SETS DEPOT - WIPES/TREES/SPONGE/HOE WORKSHOP - SOCKETS/RACHETS/SCREWS DEPOT/RANGERS - MASKS, CABLE TIES, SUGAR, COFFEE WORKSHOP - SOCKET IMPACT SETS WORKSHOP - JUMP LEADS / PENS / FRESHNER WORKSHOP - MAKITA KEY CHUCK/FILE SET/BATTERY/BRAKE ADJ.TOOL/CREEPER RESERVES - SANITISER 15L DEPOT - WIPES/TREES/SPONGE/HOE DEPOT/RANGERS - MASKS, CABLE TIES, SUGAR, COFFEE WORKSHOP - THREADLOCKER/LOCTITE WORKSHOP - SILASTIC/LOCTITE	\$ 10,743.91
EFT-127070	2/10/2023	J.J.F.A PTY LTD	EVENTS - AP 23 - AWARD NIGHT ENTERTAINMENT X 3 PERFORMER ALL INCLUSIVE	\$ 6,020.00
EFT-127071	2/10/2023	JB HI-FI COMMERCIAL	ICT- IPAD ORDER FOR DEPOT	\$ 1,561.00
EFT-127072	2/10/2023	JEMO PTY LTD T/A SNAP KALGOORLIE	MARKETING - 25X CODE OF CONDUCT BOOKLET PRINTING	\$ 544.23
EFT-127073	2/10/2023	JUST-IN TIME PLUMBING & GAS FITTING	WATER - NEW JUNCTIONS FOR VIVIAN ST DEVELOPMENTS	\$ 8,993.27
EFT-127074	2/10/2023	KALGOORLIE FEED BARN PTY LTD	PARKS - ANIMAL FOOD FOR HAMMOND PARK RANGERS - DOG FOOD AND CAT LITTER RESERVES - DUCK & TURKEY PELLETS PARKS - DUCK & TURKEY PELLETS RANGERS - CAT LITTER TRAYS PARKS - ANIMAL FEED FOR HAMMOND PARK	\$ 5,168.00
EFT-127075	2/10/2023	KALGOORLIE IT	ICT - DELL BATTERY ORDER	\$ 597.00

EFT-127076	2/10/2023	KALGOORLIE PRECAST CONCRETE	WATER - SEWER ACCESS CHAMBER LIDS AND CONCRETE SURROUNDS	\$ 47,740.00
EFT-127077	2/10/2023	KALGOORLIE REFRIGERATION AND AIRCONDITIONING	PROPERTY- GOLF COURSE -WATER COOLER MAINTENANCE DEPOT - ICE MACHINE REPAIRS PROPERTY- AIRPORT 29.8.2023 - AIRCONDITIONING MAINTENANCE	\$ 2,315.34
EFT-127078	2/10/2023	KALPUMPS SALES & SERVICE	PARKS - NEW PUMP	\$ 6,979.50
EFT-127079	2/10/2023	KAYLA PATTEN	ED - CHILDCARE EDUCATOR SCHOLARSHIP	\$ 1,077.68
EFT-127080	2/10/2023	KBCCI (KALGOORLIE-BOULDER CHAMBER OF COMMERCE & INDUSTRY)	YOUTH - YOUTHFEST KAL DOLLAR VOUCHERS FOR PRIZES	\$ 900.00
EFT-127081	2/10/2023	KLEEN WEST DISTRIBUTORS	OASIS - CLEANING SUPPLIES FOR THE CENTRE: TISSUES	\$ 339.90
EFT-127082	2/10/2023	KLEENWEST DISTRIBUTORS	RESERVES - KLEEN STRIP 5L OASIS - MICROFIBER CLEANING CLOTH RANGER - POUND CLEANING CHEMICAL. RESERVES - WRITE OFF 20L	\$ 4,135.44
EFT-127083	2/10/2023	KM FABRICATIONS (WA)	PROPERTY - GOLF COURSE RE FIT 1 X DOOR GLASS PANEL BACK IN AND REPLACED 1 X LEVER LOCKS TO INTERNAL DOOR PROPERTY - DEPOT SUPPLY AND INSTALL ONE (1) HINGED ALUGARD SECURITY DOOR COMPLETE WITH TRIPLE LOCK AND ADAPTOR FRAME FRAME COLOUR: MAGNOLIA PROPERTY- GOLF COURSE TO SUPPLY AND INSTALL ONE (1) 7MM DIAMOND GRILL SECURITY SCREEN TO MANAGERS OFFICE. FRAME COLOUR: BLACK	\$ 2,166.00
EFT-127085	2/10/2023	LIQUOR CITY (KALGOORLIE) PTY LTD	GC - BEVERAGE SUPPLIES EVENTS - AP23 - LIQUOR ORDER FOR AWARDS NIGHT AND SENIOR'S CHRISTMAS LUNCH GC -BEVERAGE SUPPLIES	\$ 6,087.47
EFT-127086	2/10/2023	LOUISE SUTTON	RANGERS REIMBURSEMENT - FUEL, DRINK AND FOOD	\$ 95.64
EFT-127087	2/10/2023	MARGARET ELLEN BURNS	GAC - PHOTOGRAPHY FOR OPERA AUSTRALIA - AUG 2023	\$ 300.00
EFT-127088	2/10/2023	MATCHBURY ENTERPRISES PTY LTD T/A SYKES TRANSPORT WA	GC - FREIGHT CUB FREIGHT COSTS FOR BEVERAGE DELIVERY FOR 28 JULY 2023 FLEET - FREIGHT CHARGES T-QUIP GC - FREIGHT GREENWAY TURF	\$ 961.22
EFT-127089	2/10/2023	MATTBEN PTY LTD T/AS FREIGHT LINES GROUP	EVENTS - AP 23 - MODULAR WALLS FREIGHT WATER - TRANSPORTATION OF CHLORINE BOTTLES FROM PERTH AND RETURN	\$ 1,073.80
EFT-127090	2/10/2023	MCLEODS BARRISTERS & SOLICITORS	D&G - LEGAL ADVICE FOR REPORTS IN 28 AUGUST OCM EN2 WATER - RECYCLED WATER USER AGREEMENT CONTRACT REVIEW	\$ 11,803.21
EFT-127091	2/10/2023	MLB PAINT DISTRIBUTORS	DEPOT - SUPPLY AND DELIVERY OF 2 OFF ENVIRO+ 5W/40 DEXOS2 205L OIL	\$ 3,538.92
EFT-127092	2/10/2023	NUTRIEN (TOTAL EDEN VICTORIA)	TURF - MARKER FLAGS	\$ 187.00
EFT-127093	2/10/2023	OFFICE NATIONAL KALGOORLIE (DONWAR PTY LTD)	LIBRARY - STATIONERY ORDER EGCC- SENIORS OFFICE CONSUMABLES CD - STATIONERY ORDER IM - OFFICER STATIONERY LIBRARY - STATIONERY EXEC - STATIONERY ORDER ENG - STATIONERY ORDER DEPOT - STATIONERY IM - STATIONERY AND OFFICE SUPPLIES CDC - OFFICE SUPPLIES JOB HUB CD - STATIONERY ORDER RANGERS - WALL MOUNT HOLDERS FIN - STATIONERY	\$ 4,965.97
EFT-127094	2/10/2023	ONSITE RENTAL GROUP OPERATIONS PTY LTD	PROPERTY- BOULDER CAMP TOILET PORTALOO ON SITE TO UNIT BUILD	\$ 487.28
EFT-127095	2/10/2023	PICKWICK INTEGRATED FACILITIES SERVICES	PROPERTY-GOLF COURSE CONSUMABLES FOR AUGUST 2023 PROPERTY- 38/38 GREAT EASTERN HWY HOUSE CLEAN WORKS COMPLETED: 02/08/2023 PROPERTY - OASIS WINDOW CLEAN , USING CITY CLEANING CONTRACT RFT032-21/22 PROPERTY - GAC ADDITIONAL CLEANING REQUIRED FOR THE DIGGERS AND DEALERS EVENT	\$ 24,238.59

EFT-127096	2/10/2023	PMH ELECTRICAL CONTRACTING SERVICES PTY LTD	PROPERTY- DEPOT CALL OUTS - 19/05/2023, EGCC COMMUNITY CENTRE TEST AND TAG 13X ITEMS 22/06/2023, LIBRARY OFFICES TEST AND TAG ITEMS IN LIBRARY OFFICES AND ALL NEW COMPUTERS IN PUBLIC LEARNING ROOM INSPECT AND GET PENDANT LIGHT ABOVE BOOKSHELF 22/06/2023, BOULDER TOWN HALL REPLACE EXIT LIGHT/SIGN, STAIRWELL, GC REPLACE 10X LIGHTS ON DECK, GC RUN NEW CIRCUIT FOR PRO SHOP PROPERTY - 2/269 DUGAN STREET 11/08/2023 CALL OUT ICT - ELECTRICAL WORKS FOR MEN SHED UPGRADE	\$ 8,046.50
EFT-127097	2/10/2023	RENTOKIL INITIAL (ALLRID PEST MANAGEMENT)	PROPERTY - GAC TREATMENT TO BE CARRIED OUT QUARTERLY. INTERNAL SPRAYING (WHERE SAFE) & GEL BAITING. EXTERNAL SPRAYING. INSPECT AND REPLENISH ALL RODENT STATIONS 5 CARRY OUT COMMERCIAL PEST TREATMENT & RODENT TREATMENT - SEPTEMBER 2023. PROPERTY - ADMIN ANNUAL PEST CONTROL 9 RODENT TREATMENT TO ADMIN BUILDING - SEPTEMBER 2023	\$ 1,232.00
EFT-127098	2/10/2023	RIKLAN EMERGENCY MANAGEMENT SERVICES PTY LTD	OHS - PATHOLOGY TESTING COURSE EMPLOYEE X3, COLLECT SPECIMENS FOR DRUGS TESTING COURSE 29.08.23 OHS - FIRE WARDEN TRAINING EMPLOYEE 3707	\$ 1,200.00
EFT-127099	2/10/2023	ROLY INDUSTRIES PTY LTD	WATER - REPAIR EFFLUENT PIPE, SPOOL FOR OLD BOULDER TRANSFER PUMP	\$ 4,164.60
EFT-127100	2/10/2023	ROOF MART WA	PROPERT - RFSC FLASSHING FIX- TEX SURFMIST10X16 CODE TK1016SM PROPERTY - ENDOWMENT BLOCK DOWNPIPE CUSTOM SQUARE UP TO 200X200 COLORBOND 9LTH @3.00LM 150X150 CUSTOM D/PIPE CLASSIC PIPE	\$ 3,000.20
EFT-127101	2/10/2023	RSEA PTY LTD	CDC - FIRST AID WALL MOUNT AND CAR KITS FOR POOL VEHICLES DEPOT - UNIFORM FOR EMPLOYEE 3707 CDC - PPE - WORK BOOTS RESERVES - NEW BOOTS FOR STAFF MEMBER PARKS - BOOTS FOR EMPLOYEE 3646 CDC - PPE 2 X STARTER PACKS CDC - PPE QUOTE- JOB START CLIENT RESERVES - NEW BOOTS FOR EMPLOYEE WATER - PPE FOR EMPLOYEE 3396. CDC - CLIENT PPE JOB START IPT AND TRAINING CDC - CLIENT TRAINING/EMPLOYMENT PPE CDC - CLIENT TRAINING	\$ 3,485.19
EFT-127102	2/10/2023	RUSHELEC SERVICES	PROPERTY - ENDOWMENT LIGHTS DISCONNECT POWER OFF SIGN AND MAKE SAFE	\$ 2,816.00
EFT-127103	2/10/2023	SABRINA ODEH	GAC - GOLDFIELDS YARN - WORKSHOP FACILITATION	\$ 150.00
EFT-127104	2/10/2023	SEATADVISOR PTY LTD (TICKETSEARCH)	GAC - TICKETSEARCH JULY 2023	\$ 1,015.09
EFT-127105	2/10/2023	SECUREPAY PTY LTD	GAC - SEAT ADVISOR JUNE 2023 GAC - SEAT ADVISOR JULY 2023	\$ 203.28
EFT-127106	2/10/2023	SNAP SEND SOLVE PTY LTD	ICT - ANNUAL SUBSCRIPTION TO SNAP SEND SOLVE	\$ 9,086.00
EFT-127107	2/10/2023	SOLOMONS FLOORING GOLDFIELDS	PROPERTY - RANGERS S/O 4X WANDS FOR VERTICAL BLINDS	\$ 80.00
EFT-127108	2/10/2023	SOUTHERN CROSS AUSTEREO PTY LTD	MARKETING - COMMUNITY-LED SUPPORT FUND - RADIO ADVERTISING - 64 X 30 SECOND COMMERCIALS ON BMAD HIT FM, BONUS FILL AT 5 PER DAY, 1 X 2-3 MINUTE INTERVIEW TRIPLE M + PRODUCTION CHARGE MARKETING - THE BOX SHOW AND OPERA 25 X 30 SECONDS COMMERCIALS- 1X INTERVIEW ON TRIPLE M	\$ 2,546.50
EFT-127109	2/10/2023	SPECIALIST WHOLESALERS PTY LTD T/A TRUCKLINE	FLEET - P839L AIR FILTER & KIT FLEET - VALVE P9905 FLEET - WHEEL CYL P88AP FLEET - SUSPENSION KIT (TRAM P88AP) FLEET - PARTS FOR P88AP FLEET - UBOLTS FOR P88AP FLEET - PARTS FOR P88AP FLEET - COMPLETE FILTER ASSEMBLY FOR P839L FLEET - P839L AIR FILTER & KIT FLEET - PARTS FOR TRAM P88AP	\$ 9,282.58
EFT-127110	2/10/2023	STEVEN TWEEDIE	MARKETING - STEVEN TWEEDIE - CONTRACTOR - CARETAKER PERIOD TRAINING - 22 AUGUST 2023	\$ 550.00
EFT-127111	2/10/2023	STRATAGREEN (GREENWAY ENTERPRISES)	RESERVES - TREE PLANTING ACCESSORIES	\$ 3,490.78
EFT-127112	2/10/2023	SUPER CHEAP AUTO PTY LTD	GAC - OIL FOR LOADING DOCK LIFT	\$ 65.11
EFT-127113	2/10/2023	SUZANNE BURGER	GAC - GOLDFIELDS YARN EXHIBITION 2023	\$ 400.00
EFT-127114	2/10/2023	SWATI SWATI	ED - CHILDCARE EDUCATOR SCHOLARSHIP	\$ 1,077.68
EFT-127115	2/10/2023	TARI DUSTY ROAD IMAGERY	D&G - SPECIALIST LANDSCAPE PHOTO FOR BACK COVER OF 2024 CKB INVESTMENT PROSPECTUS	\$ 250.00

EFT-127116	2/10/2023	TECHNOLOGY ONE LTD	ICT - TECHNOLOGYONE SAAS PLATFORM - ANNUAL FEE	\$ 56,327.45
EFT-127117	2/10/2023	THANDEKA MASUKU	REIMBURSEMENT - TAXI FARE	\$ 119.52
EFT-127118	2/10/2023	THE ANIMAL HOSPITAL (THE TRUSTEE FOR THE GRANT FAMILY TRUST)	RANGERS - ANIMAL VET CARE, DESTRUCTION AND DISPOSAL	\$ 1,798.35
EFT-127119	2/10/2023	THE JARRAH CELTS	GAC - PRESENTER FEE - MORNING MELODIES	\$ 2,750.00
EFT-127120	2/10/2023	THE ROUND KALGOORLIE INC	ED - SPONSORSHIP OF THE ROUND 2023	\$ 9,000.00
EFT-127121	2/10/2023	THE TALBOT FAMILY TRUST T/A HEALTHY PC	ICT - GOLF COURSE HEALTHY PC JULY AND SEPTEMBER MAINTENANCE	\$ 2,215.40
EFT-127122	2/10/2023	THE TRUSTEE FOR LONG XIANG ZHANG FAMILY TRUST T/A MAC'S DELI	ICT - CATERING FOR LGPRO WA CONFERENCE. P&C - CATERING FOR CUSTOMER CONFLICT TRAINING 12.09 AND 13.09 P&C - CATERING FOR STAFF QUARTERLY AWARDS EGCC - ST JOHN FIRST AID PRESENTATION & FORGET ME NOT CAFE CUSTOMER SERVICE - PLATTER FOR RU OK DAY ACTIVITY	\$ 1,757.00
EFT-127123	2/10/2023	THE WEST AUSTRALIAN	MARKETING - LOCAL GOVERNMENT ELECTIONS KALGOORLIE MINER NEWSPAPER PUBLIC NOTICE, 0908, 1208, 1908 MARKETING - KALGOORLIE MINER 27X2 FIRE BREAK PUBLIC NOTICE, 26/08	\$ 1,820.34
EFT-127124	2/10/2023	TKPH PTY LTD T/A OTR TYRES	FLEET - TYRE REPAIR P873R FLEET - PUNCTURE REPAIR P524Z FLEET - NEW TYRES P468S FLEET - STRIP & FIT CUSTOMER OWN TYRES P663Q FLEET - SUPPLY & FIT 2 NEW TYRES P566D FLEET - TYRES REPAIR P785Z FLEET - TYRE REPAIRS P533C FLEET - SUPPLY & FIT 5 NEW TYRES FOR P12629 FLEET - FIT TYRES TO OWN RIMS PGC136 FLEET - TYRE REPAIR P302F FLEET - P93AU TYRE REPAIR FLEET - REPLACE 2 TYRES P990S FLEET - 4 TYRES P938U FLEET - NEW TYRE P674Q FLEET - NEW TYRE P58AH FLEET - TYRE REPAIR PGC121	\$ 7,925.40
EFT-127125	2/10/2023	TORO AUSTRALIA GROUP SALES	GC - SPRINKLERS	\$ 1,254.00
EFT-127126	2/10/2023	TOTAL CONNECTIONS	FLEET - PARTS FOR VARIOUS PLANT	\$ 1,845.63
EFT-127127	2/10/2023	T-QUIP (TOTAL TORO)	GC - HYDROSTATIC PUMP FOR PLANT # PGC025 AIRPORT - NEW BLADES FOR TORO MOWER KBC001 FLEET - SUPPLY OF NEW 2023 TORO MULTIPRO 5800G	\$ 96,325.80
EFT-127128	2/10/2023	TYRERIGHT BOULDER	FLEET - KBC02AE ROTATE & BALANCE TYRES AND CARRY OUT WHEEL ALIGNMENT	\$ 125.00
EFT-127129	2/10/2023	VISSIGN AUSTRALIA PTY LTD	EVENTS - AP 23 - CORFLUTE LETTERS FOR COMMUNITY DAY	\$ 510.40
EFT-127130	2/10/2023	VORGEE PTY LTD	OASIS - DOLPHIN - CLEAR LENS, VORTECH JNR - CLEAR LENS, STARFISH MASK - CLEAR LENS - KIDS ALIVE, CLASSIC SILICONE CAP, SUPERFLEX SILICONE CAP , JUNIOR CLASSIC SILICONE CAP, EAR PUTTY - SILICONE, EAR PLUGS, VORTECH - CLEAR LENS, STINGER TINTED LENS (POLY BAG)	\$ 2,772.00
EFT-127131	2/10/2023	WALKERDEN GOLF AUSTRALIA PTY LTD	GC - TEES, PITCHFORKS, BALL ALIGNMENT TOOL, MARKERS	\$ 1,773.75
EFT-127132	2/10/2023	WESTERN AUSTRALIAN LOCAL GOVERNMENT ASSOCIATION (WALGA)	EXEC/COUNCIL - WALGA REGISTRATION 2023 FOR ELECTED MEMBERS KIRSTY DELLAR, KIM ECKERT AND AMY ASTILL - GALA COCKTAIL EVENING - FEATURED SPEAKER BREAKFAST	\$ 3,048.61
EFT-127133	2/10/2023	WESTRAC EQUIPMENT PTY LTD	GC - PGC129 PARTS	\$ 203.94
EFT-127134	2/10/2023	WURTH AUSTRALIA PTY LTD	WORKSHOP - DIGITAL TYRE INFLATOR ETC	\$ 1,053.48
EFT-127135	2/10/2023	YETI'S RECORDS MANAGEMENT CONSULTANCY	IM - CATALOGUING OF RECORDS	\$ 5,060.00
			TOTAL EFT PAYMENTS	\$ 9,144,210.37

CHEQUE PAYMENTS OCTOBER 2023				
CHEQUE NUMBER	DATE	VENDOR	DESCRIPTION	VALUE
CHQ-056115	27/10/2023	CITY OF KALGOORLIE BOULDER WILLIAM GRUNDT LIBRARY	LIBRARY - PETTY CASH REIMBURSEMENT	\$ 293.75
CHQ-056116	27/10/2023	CITY OF KALGOORLIE-BOULDER GOLDFIELDS WAR MUSEUM	HERITAGE - PETTY CASH REIMBURSEMENT	\$ 186.16
			TOTAL CHQ PAYMENTS	\$ 479.91

DIRECT DEBIT PAYMENTS OCTOBER 2023				
DIRECT DEBIT NUMBER	DATE	VENDOR	DESCRIPTION	VALUE
DE-4285	30/10/2023	KALGOORLIE METRO PROPERTY GROUP (KMPG PTY LTD)	PROPERTY - RENT FOR 4/460 HANNAN STREET KALGOORLIE FROM 30/10/2023 - 29/11/2023	\$ 1,955.36
DE-3995	27/10/2023	JOHN MATTHEW & SONS	MONTHLY RENTAL 22B PADDINGTON DRIVE, HANNANS 17/10/2023-16/11/2023	\$ 2,259.52
DE-3996	27/10/2023	KALGOORLIE METRO PROPERTY GROUP (KMPG PTY LTD)	PROPERTY- 9/36 PIESSE ST BOULDER BEAK LEASE FEES	\$ 900.00
DE-4281	23/10/2023	KALGOORLIE METRO PROPERTY GROUP (KMPG PTY LTD)	PROPERTY - RENT FOR 7/5 O'CONNOR STREET SOMERVILLE FROM 21/10/2023 - 20/11/2023	\$ 2,389.88
DE-4284	23/10/2023	KALGOORLIE METRO PROPERTY GROUP (KMPG PTY LTD)	PROPERTY - RENT FOR 2A TINDALS CRESCENT HANNANS FROM 24/10/2023 - 23/11/2023	\$ 2,607.14
DE-4279	20/10/2023	KALGOORLIE METRO PROPERTY GROUP (KMPG PTY LTD)	PROPERTY - RENT FOR 2 EUREKA STREET HANNANS FROM 23/10/2023-22/11/2023	\$ 3,041.67
DE-4280	20/10/2023	KALGOORLIE METRO PROPERTY GROUP (KMPG PTY LTD)	PROPERTY - RENT FOR 2/97 BOURKE STREET PICCADILLY FROM 23/10/2023- 22/11/2023	\$ 2,520.24
DE-4286	19/10/2023	KALGOORLIE METRO PROPERTY GROUP (KMPG PTY LTD)	PROPERTY - RENT FOR 38/38 GREAT EASTERN HWY, SOMERVILLE FROM 19/10/2023 - 18/11/2023	\$ 2,389.88
DE-3989	18/10/2023	EASI (EZIWAY)	FINANCE - EMPLOYEE SALARY SACRIFICE PPE 15/10/2023	\$ 5,133.15
DE-3991	18/10/2023	SMART SALARY	FINANCE - EMPLOYEE SALARY SACRIFICE 15/10/2023	\$ 11,720.61
DE-4288	16/10/2023	3E ADVANTAGE PTY LTD	ICT - FIXED RENTAL MANAGED PRINTING SERVICES AUGUST 2023	\$ 11,306.83
DE-4282	13/10/2023	KALGOORLIE METRO PROPERTY GROUP (KMPG PTY LTD)	PROPERTY - RENTAL 4/28 BOURKE STREET FROM 07/10/2023 - 06/11/2023	\$ 3,041.67
DE-4283	13/10/2023	KALGOORLIE METRO PROPERTY GROUP (KMPG PTY LTD)	PROPERTY - RENTAL 4/28 BOURKE STREET FROM 07/09/2023 - 06/10/2023	\$ 3,041.67
DE-4287	13/10/2023	SUPER CLEARING HOUSE (BEAM)	FINANCE - SUPER PPE 01/10/2023	\$ 122,278.85
DE-3661	12/10/2023	KALGOORLIE METRO PROPERTY GROUP (KMPG PTY LTD)	MONTHLY RENTAL 3/189 MACDONALD STREET 09/09/2023-08/10/2023	\$ 2,389.88
DE-3648	10/10/2023	SMART SALARY	FINANCE - EMPLOYEE SALARY SACRIFICE 01/10/2023	\$ 13,078.39
DE-3649	10/10/2023	EASI (EZIWAY)	FINANCE - EMPLOYEE SALARY SACRIFICE PPE 01/10/2023	\$ 4,497.77
DE-3662	9/10/2023	KALGOORLIE METRO PROPERTY GROUP (KMPG PTY LTD)	MONTHLY RENTAL 3/189 MACDONALD STREET 09/10/2023-08/11/2023	\$ 2,398.88
DE-3992	5/10/2023	KALGOORLIE METRO PROPERTY GROUP (KMPG PTY LTD)	PROPERTY - 53B ROBERTS ST RENT 05/10/2023 - 04/11/2023	\$ 2,824.40
DE-3997	5/10/2023	SUPER CLEARING HOUSE (BEAM)	SUPER PPE 17/09/2023	\$ 123,490.24
DE-4289	3/10/2023	MAIA FINANCIAL - PREVIOUSLY ALLEASING PTY LTD	FINANCE - VP63758 KOH CONTRACT PRINCIPAL PAYMENT FROM 01/07/2023/ - 30/09/2023	\$ 7,204.96
DE-3670	2/10/2023	MELISSA CHAPMAN	PROPERTY - RENT FOR 58/406 HAY ST SOMERVILLE - OCTOBER 2023	\$ 2,080.00
DE-3671	2/10/2023	JAMES PERVAN	PROPERTY RENT FOR 121B VARDEN STREET, PICCADILLY FROM 02/10/2023 - 29/10/2023	\$ 2,400.00
DE-3676	2/10/2023	FOX SPORTS	GC - FOX SPORT SUBSCRIPTION 01/10/23 - 31/10/23	\$ 667.70
DE-3677	2/10/2023	DIAMOND CAPITAL ASSISTANCE	GC - LEASE PRINCIPAL PAYMENT PERIOD 01/10/23 - 31/10/23	\$ 9,044.60
DE-3682	2/10/2023	DIAMOND CAPITAL ASSISTANCE	GC - LEASE PAYMENT FOR GOLF CARTS FOR PERIOD 01/10/23 - 31/10/23	\$ 1,165.43
DE-3685	2/10/2023	TOA GLOBAL	FIN - ACCOUNTS PAYABLE CONTRACTORS	\$ 4,777.44
			TOTAL DIRECT DEBIT PAYMENTS	\$ 350,606.16

CREDIT CARD PAYMENTS OCTOBER 2023				
DATE	CARDHOLDER	SUPPLIER	DESCRIPTION	VALUE
02/10/2023	DIRECTOR DEVELOPMENT AND GROWTH	KMART	ED - SUPPLIES FOR SANTA'S GROTTTO	\$ 234.00
02/10/2023	DIRECTOR DEVELOPMENT AND GROWTH	SP COSTUMEBOX AUS	ED - SUPPLIES FOR SANTA'S GROTTTO	\$ 254.97
03/10/2023	DIRECTOR DEVELOPMENT AND GROWTH	AUSTRALIAN ENTOMOLOGIC	HEALTH - SUPPLIES FOR MOSQUITO MANAGEMENT	\$ 112.90
04/10/2023	DIRECTOR DEVELOPMENT AND GROWTH	THIS CHRISTMAS CART PT	ED - ADDITIONAL POSTAGE FEE	\$ 12.00
05/10/2023	DIRECTOR DEVELOPMENT AND GROWTH	SP COSTUMEBOX AUS	ED - SUPPLIES FOR SANTA'S GROTTTO	\$ 385.92
09/10/2023	DIRECTOR DEVELOPMENT AND GROWTH	BUNNINGS 435000	EH - CLEANING SUPPLIES FOR BOULDER CAMP	\$ 18.99
09/10/2023	DIRECTOR DEVELOPMENT AND GROWTH	CABCHARGE PAYMENTS PTY	EXEC - CAB CHARGE FEES FOR SEPTEMBER 2023	\$ 131.41
11/10/2023	DIRECTOR DEVELOPMENT AND GROWTH	SUBWAY KALGOORLIE	ED - CATERING FOR BUSINESS OVER COFFEE	\$ 139.00
12/10/2023	DIRECTOR DEVELOPMENT AND GROWTH	KMART 1352	ED - SUPPLIES FOR BOULDER SCAVENGER HUNT	\$ 14.00
12/10/2023	DIRECTOR DEVELOPMENT AND GROWTH	KMART 1352	ED - SUPPLIES FOR SANTA'S GROTTTO	\$ 96.00
12/10/2023	DIRECTOR DEVELOPMENT AND GROWTH	KMART 1352	ED - SUPPLIES FOR BOULDER SCAVENGER HUNT	\$ 100.00
13/10/2023	DIRECTOR DEVELOPMENT AND GROWTH	OFFICE NATIONAL KALGOO	BUILDING - STATIONERY FOR OCTOBER 2023	\$ 35.67
27/10/2023	DIRECTOR DEVELOPMENT AND GROWTH	ANNUAL FEE - CARD FEE	ANNUAL FEE CARD FEE	\$ 8.00
03/10/2023	MANAGER ICT	INTUIT QUICKBOOKS	ICT - QUICKBOOKS ONLINE ESSENTIALS	\$ 35.00
09/10/2023	MANAGER ICT	MICROSOFT#G029491678	ICT - ESSENTIAL SOFTWARE	\$ 374.00
09/10/2023	MANAGER ICT	MONDAY.COM	ICT - ESSENTIAL SOFTWARE FOR PROJECT MANAGEMENT	\$ 1,716.00
09/10/2023	MANAGER ICT	NEWS LIMITED	ICT - COUNCILLORS THE AUSTRALIAN SUBSCRIPTION	\$ 40.00
09/10/2023	MANAGER ICT	HARVEY NORMAN AV/IT	ICT- APPLE PENCIL PURCHASE FOR CEO	\$ 219.00
11/10/2023	MANAGER ICT	STARLINK AUSTRALIA PTY LT	ICT - ESSENTIAL SOFTWARE	\$ 139.00
16/10/2023	MANAGER ICT	NINITE.COM 866.925.0825	ICT - NINITE SUBSCRIPTION (ESSENTIAL SOFTWARE)	\$ 257.16
23/10/2023	MANAGER ICT	WANESDITI	ICT - COUNCILLORS ONLINE NEWS SUBSCRIPTION	\$ 22.15
27/10/2023	MANAGER ICT	ANNUAL FEE - CARD FEE	ANNUAL FEE CARD FEE	\$ 8.00
05/10/2023	CHIEF EXECUTIVE OFFICER	DE BERNALES	EXEC - MEETING REFRESHMENTS	\$ 17.26
06/10/2023	CHIEF EXECUTIVE OFFICER	OFFICE NATIONAL KALGOO	EXEC - LABELS	\$ 42.85
09/10/2023	CHIEF EXECUTIVE OFFICER	O CONNOR FRESH SUPA	EXEC - REFRESHMENTS FOR AUDIT & RISK MANAGEMENT MEETING	\$ 27.52
09/10/2023	CHIEF EXECUTIVE OFFICER	COLES 4837	EXEC - MAYORAL GIFT TO THE EGRP WOMEN FOR SUPPORT TO BLANKET APPEAL	\$ 96.50
16/10/2023	CHIEF EXECUTIVE OFFICER	UBER *TRIP	EXEC - UBER TO/FROM AIRPORT - AGM IPAA EMP #3720	\$ 32.33
16/10/2023	CHIEF EXECUTIVE OFFICER	TICKETS*WA - 2023	EXEC - TICKET PURCHASE FOR 2023 WA COMMUNITY ACHIEVEMENT AWARDS	\$ 70.00
16/10/2023	CHIEF EXECUTIVE OFFICER	UBER *TRIP	EXEC - UBER TO/FROM HOTEL TO MEETING - EMP #3720	\$ 20.53
16/10/2023	CHIEF EXECUTIVE OFFICER	UBER *TRIP	EXEC - UBER TO/FROM MEETINGS - EMP #3720	\$ 24.30
16/10/2023	CHIEF EXECUTIVE OFFICER	SQ *PASTA2GO	EXEC - MAYOR'S SUNDOWNER	\$ 435.00
18/10/2023	CHIEF EXECUTIVE OFFICER	S/ARMY SALVOS STORES	EXEC - ITEMS PURCHASED FOR SWEARING IN DINNER	\$ 30.00
20/10/2023	CHIEF EXECUTIVE OFFICER	WOOLWORTHS ONLINE	EXEC - ELECTION WEEKEND CATERING	\$ 335.35
23/10/2023	CHIEF EXECUTIVE OFFICER	TERRY TRUCK RENTALS PT	EXEC - DEPOSIT OF BUS HIRE FOR TOUR OF FACILITIES	\$ 659.50
23/10/2023	CHIEF EXECUTIVE OFFICER	SMP*KALGOORLIE PIZZA	EXEC - CATERING FOR MAYOR SUNDOWNER	\$ 84.27
23/10/2023	CHIEF EXECUTIVE OFFICER	TERRY TRUCK RENTALS PT	EXEC - REFUND OF DEPOSIT OF BUS HIRE FOR TOUR OF FACILITIES	-\$ 506.43
23/10/2023	CHIEF EXECUTIVE OFFICER	DPLH - LANDS	D&G - COSTS RELATED TO CREATING EASEMENT	\$ 1,534.00
23/10/2023	CHIEF EXECUTIVE OFFICER	CODETWO	EXEC - ANNUAL SUBSCRIPTION	\$ 4,189.43
24/10/2023	CHIEF EXECUTIVE OFFICER	LIQUORLAND 3241	EXEC - BEVERAGES FOR SWEARING IN DINNER 23 OCTOBER 2023	\$ 254.00
25/10/2023	CHIEF EXECUTIVE OFFICER	EAT PIZZA KALGOORLIE	EXEC - CATERING FOR AGENDA BRIEFING AND SPECIAL COUNCIL MEETING ON 24 OCTOBER 2023	\$ 204.67
27/10/2023	CHIEF EXECUTIVE OFFICER	ANNUAL FEE - CARD FEE	ANNUAL FEE CARD FEE	\$ 8.00

29/09/2023	REGIONAL MANAGER JOB SUPPORT HUB	DMIRS - ONLINE PAYMENT	CDC - CLIENT HR RENEWAL - DEPARTMENT OF MINES	\$ 44.00
29/09/2023	REGIONAL MANAGER JOB SUPPORT HUB	DOT - LICENSING	CDC - CLIENT PHOTO CARD	\$ 47.50
29/09/2023	REGIONAL MANAGER JOB SUPPORT HUB	KALGOORLIE COURT-DOJ	CDC CLIENT BIRTH CERTIFICATE	\$ 55.00
02/10/2023	REGIONAL MANAGER JOB SUPPORT HUB	AP BOULDER LPO	CDC CLIENT NPC	\$ 58.70
02/10/2023	REGIONAL MANAGER JOB SUPPORT HUB	AP BOULDER LPO	CDC - CLIENT NPC	\$ 58.70
02/10/2023	REGIONAL MANAGER JOB SUPPORT HUB	DOT - LICENSING	CDC - CLIENT - DL RENEWAL	\$ 163.50
02/10/2023	REGIONAL MANAGER JOB SUPPORT HUB	AP BOULDER LPO	CDC - CLIENT PASSPORT PHOTOS	\$ 21.95
02/10/2023	REGIONAL MANAGER JOB SUPPORT HUB	DOT - LICENSING	CDC - DS - DRIVER'S LICENSE RENEWAL	\$ 163.50
02/10/2023	REGIONAL MANAGER JOB SUPPORT HUB	HOME AFFAIRS - ONLINE	CDC - CLIENT CITIZENSHIP	\$ 268.71
02/10/2023	REGIONAL MANAGER JOB SUPPORT HUB	HOME AFFAIRS - ONLINE	CDC - CLIENT CITIZENSHIP	\$ 268.71
03/10/2023	REGIONAL MANAGER JOB SUPPORT HUB	EXPRESS ONLINE TRAININ	CDC - CLIENT TRAINING	\$ 42.57
03/10/2023	REGIONAL MANAGER JOB SUPPORT HUB	NSW REGISTRY OF BDM M	CDC - CLIENT BIRTH CERTIFICATE	\$ 88.00
05/10/2023	REGIONAL MANAGER JOB SUPPORT HUB	DOT - LICENSING	CDC - GS - CLIENT PHOTO CARD	\$ 23.75
05/10/2023	REGIONAL MANAGER JOB SUPPORT HUB	KALGOORLIE COURT-DOJ	CDC - CLIENT BIRTH CERTIFICATE -	\$ 55.00
05/10/2023	REGIONAL MANAGER JOB SUPPORT HUB	DEPT OF INTRNL AFFAIRS	CDC - NZ \$\$ - BIRTH CERTIFICATE	\$ 31.25
09/10/2023	REGIONAL MANAGER JOB SUPPORT HUB	AP BOULDER LPO	CDC - POLICE CLEARANCE	\$ 58.70
09/10/2023	REGIONAL MANAGER JOB SUPPORT HUB	KALGOORLIE COURT-DOJ	CDC - BIRTH CERT	\$ 55.00
11/10/2023	REGIONAL MANAGER JOB SUPPORT HUB	DOT - GOLDFIELDS REM	CDC - DRIVERS LICENCE	\$ 46.85
11/10/2023	REGIONAL MANAGER JOB SUPPORT HUB	DOT - GOLDFIELDS REM	CDC - CT - PHOTO CARD	\$ 47.50
11/10/2023	REGIONAL MANAGER JOB SUPPORT HUB	DOT - GOLDFIELDS REM	CDC - PHOTO CARD - SS	\$ 47.50
11/10/2023	REGIONAL MANAGER JOB SUPPORT HUB	DOT - GOLDFIELDS REM	CDC - TD - PHOTO CARD	\$ 47.50
12/10/2023	REGIONAL MANAGER JOB SUPPORT HUB	DOT - LICENSING	CDC - LICENSE	\$ 163.50
12/10/2023	REGIONAL MANAGER JOB SUPPORT HUB	KMART 1352	CDC - EVENT SUPPLIES	\$ 22.00
12/10/2023	REGIONAL MANAGER JOB SUPPORT HUB	COLES 4837	CDC - SUPPLIES FOR EVENT	\$ 107.15
13/10/2023	REGIONAL MANAGER JOB SUPPORT HUB	DOT - LICENSING	CDC - CLIENT DL	\$ 32.20
16/10/2023	REGIONAL MANAGER JOB SUPPORT HUB	BOULDER NEWS AND LOTTO	CDC - BOULDER NEWS - SCISSORS	\$ 6.00
16/10/2023	REGIONAL MANAGER JOB SUPPORT HUB	AMPOL KALGOORLI 55463F	CDC - AMPOL - ICE	\$ 10.00
16/10/2023	REGIONAL MANAGER JOB SUPPORT HUB	CARDAJAM PTY LTD	CDC - MITRE 10 - ESKY	\$ 110.00
18/10/2023	REGIONAL MANAGER JOB SUPPORT HUB	MC PINOY ORIENTAL	CDC - WATER FOR COOLER AT HUB	\$ 24.00
23/10/2023	REGIONAL MANAGER JOB SUPPORT HUB	O CONNOR FRESH SUPA	CDC - O'CONNOR IGA	\$ 28.78
27/10/2023	REGIONAL MANAGER JOB SUPPORT HUB	ANNUAL FEE - CARD FEE	ANNUAL FEE CARD FEE	\$ 8.00
29/09/2023	ACCOUNT FEES	ACCOUNT FEES - CC MAINTENANCE FEE	ACCOUNT FEES CC MAINTENANCE FEE	\$ 110.00
29/09/2023	ACCOUNT FEES	ACCOUNT FEES - CC FP USER FEE	ACCOUNT FEES CC FP USER FEE	\$ 184.14
27/10/2023	MANAGER COMMUNITY DEVELOPMENT	ANNUAL FEE - CARD FEE	ANNUAL FEE CARD FEE	\$ 8.00
02/10/2023	COORDINATOR CITY PRESENTATION	TRAVELMANAGERS AUSTRALIA	RESERVES - BOOKING FEE - FLIGHT TICKETS - STAFF #3051	\$ 44.00
03/10/2023	COORDINATOR CITY PRESENTATION	QANTAS AIRW_ABN16009661901	RESERVES - FLIGHT TICKETS KAL-PER-ADE-PER-KAL - STAFF #3051	\$ 1,432.52
10/10/2023	COORDINATOR CITY PRESENTATION	WOOLWORTHS/KALGOORLIE PLZ	DEPOT - PURCHASE OF MILK AND HAND WASH FOR STAFF LUNCH ROOM	\$ 37.70
11/10/2023	COORDINATOR CITY PRESENTATION	BATTERIES N MORE KAL	RESERVES - PURCHASE OF CHARGING LEADS FOR OFFICE IPADS	\$ 67.80
16/10/2023	COORDINATOR CITY PRESENTATION	BUNNINGS 435000	RESERVES - PURCHASE OF LINE MARKING PAINT	\$ 99.01
16/10/2023	COORDINATOR CITY PRESENTATION	BUNNINGS 435000	PARKS - PURCHASE OF MATERIALS FOR PARKS MAINTENANCE	\$ 175.37
18/10/2023	COORDINATOR CITY PRESENTATION	ATOM SUPPLY	DEPOT - PURCHASE OF GRINDING DISCS FOR MECHANICAL WORKSHOP	\$ 274.91
19/10/2023	COORDINATOR CITY PRESENTATION	COLES 4837	DEPOT - WEEKLY MILK SUPPLY FOR STAFF LUNCH ROOM	\$ 26.40
23/10/2023	COORDINATOR CITY PRESENTATION	BUNNINGS 435000	RESERVES - PURCHASE OF MATERIALS FOR OVAL MAINTENANCE	\$ 129.30

24/10/2023	COORDINATOR CITY PRESENTATION	INDEPENDENT 132211	DEPOT - TAXI FEE - CONFERENCE ATTENDANCE - STAFF #3051	\$ 32.39
24/10/2023	COORDINATOR CITY PRESENTATION	GOLDEN BOWL RESTAURAN	DEPOT - MEAL - CONFERENCE ATTENDANCE - STAFF #3051	\$ 30.91
27/10/2023	COORDINATOR CITY PRESENTATION	ANNUAL FEE - CARD FEE	ANNUAL FEE CARD FEE	\$ 8.00
02/10/2023	MANAGER RECREATION CENTRE	SOUNDTRACK YOUR BRAND	OASIS - RECEPTION MUSIC SUBSCRIPTION	\$ 130.00
06/10/2023	MANAGER RECREATION CENTRE	TWILIO SENDGRID	OASIS - RECEPTION EMAIL STORAGE AND SUBSCRIPTION FOR SMS	\$ 144.55
10/10/2023	MANAGER RECREATION CENTRE	COLES 4837	OASIS - GROUPIES VOUCHER FOR WINNER AND CRECHE JELLY, FLY SPRAY AND OTHER CONSUMABLES	\$ 341.20
11/10/2023	MANAGER RECREATION CENTRE	KMART 1352	OASIS - OPEN DAY DECORATIONS	\$ 130.00
13/10/2023	MANAGER RECREATION CENTRE	KMART 1352	OASIS - BUBBLES TO HAND OUT AT SPRING FEST	\$ 25.00
16/10/2023	MANAGER RECREATION CENTRE	RED DOT STORES	OASIS - LOLLY POPS AND OTHER VARIOUS ITEMS FOR SPRING FEST	\$ 23.50
16/10/2023	MANAGER RECREATION CENTRE	SP ONLINE PARTY STORE	OASIS - OPEN DAY DECORATIONS - TABLE CLOTHS	\$ 164.47
20/10/2023	MANAGER RECREATION CENTRE	RED DOT STORES	OASIS - FACE PAINT, OPEN DAY DECORATIONS AND STICKER BOOKS FOR CRECHE	\$ 115.08
23/10/2023	MANAGER RECREATION CENTRE	BUNNINGS 435000	OASIS - SNAP HOOKS FOR THE GYM	\$ 31.76
23/10/2023	MANAGER RECREATION CENTRE	BUNNINGS 435000	OASIS - OPEN DAY DECORATIONS EXPANDING FOAM AND POOL NOODLES	\$ 56.95
25/10/2023	MANAGER RECREATION CENTRE	RED DOT STORES	OASIS - OPEN DAY FISHING LINE AND CELLO PAPER	\$ 11.00
26/10/2023	MANAGER RECREATION CENTRE	KMART 1352	OASIS - OPEN DAY DECORATIONS - BUBBLE MACHINES AND BEACH VOLLEYBALLS	\$ 63.00
27/10/2023	MANAGER RECREATION CENTRE	ANNUAL FEE - CARD FEE	ANNUAL FEE CARD FEE	\$ 8.00
27/10/2023	COORDINATOR RANGER SERVICES	ANNUAL FEE - CARD FEE	ANNUAL FEE CARD FEE	\$ 8.00
29/09/2023	SENIOR OFFICER WATER TECHNICAL	KALGOORLI CASE DRILL	DANGER TAPE AND CABLE TIES	\$ 25.79
23/10/2023	SENIOR OFFICER WATER TECHNICAL	BUNNINGS 435000	MATERIALS/SUPPLIES FOR CLEANING OF PUMP STATION	\$ 127.76
26/10/2023	SENIOR OFFICER WATER TECHNICAL	KALGOORLI CASE DRILL	SUPPLIES FOR SBWWTP, PAPER HAND TOWEL, HAND SANITIZER,	\$ 155.30
27/10/2023	SENIOR OFFICER WATER TECHNICAL	ANNUAL FEE - CARD FEE	ANNUAL FEE CARD FEE	\$ 8.00
29/09/2023	SENIOR OFFICER CDC SUPPORT HUB	AP BOULDER LPO	CDC- CLIENT PASSPORT PHOTO- WORKSAFE APPLICATION	\$ 21.95
03/10/2023	SENIOR OFFICER CDC SUPPORT HUB	KMART 1352	CDC - CLIENT PPE	\$ 63.20
04/10/2023	SENIOR OFFICER CDC SUPPORT HUB	KALGOORLIE COURT-DOJ	CDC - CLIENT BIRTH CERTIFICATE	\$ 55.00
17/10/2023	SENIOR OFFICER CDC SUPPORT HUB	CRIME CHECK AUSTRALIA	CDC - POLICE CHECK	\$ 99.00
25/10/2023	SENIOR OFFICER CDC SUPPORT HUB	AP KALGOORLIE PS	CDC - CLIENT PASSPORT PHOTOS X 2	\$ 43.90
26/10/2023	SENIOR OFFICER CDC SUPPORT HUB	DOT - LICENSING	CDC - CLIENT DL APPLICATION	\$ 28.40
26/10/2023	SENIOR OFFICER CDC SUPPORT HUB	RSEA PTY LTD - KALGOOR	CDC - CLIENT PPE	\$ 485.04
27/10/2023	SENIOR OFFICER CDC SUPPORT HUB	CBS - BIRTHS DEATHS	CDC- BIRTH CERTIFICATE	\$ 106.25
27/10/2023	SENIOR OFFICER CDC SUPPORT HUB	ANNUAL FEE - CARD FEE	ANNUAL FEE CARD FEE	\$ 8.00
12/10/2023	MANAGER ENGINEERING	INSTITUTE OF PUBLIC WO	ENG - ASSET MANAGEMENT WORKSHOP, SEPTEMBER 2023	\$ 253.75
12/10/2023	MANAGER ENGINEERING	INSTITUTE OF PUBLIC WO	ENG - ASSET MANAGEMENT WORKSHOP, SEPTEMBER 2023	\$ 253.75
23/10/2023	MANAGER ENGINEERING	STANDARDS AUSTRALIA	ENG - AS 4000 - 1997 - CONTRACT STANDARDS	\$ 262.35
27/10/2023	MANAGER ENGINEERING	ANNUAL FEE - CARD FEE	ANNUAL FEE CARD FEE	\$ 8.00
02/10/2023	COORDINATOR GOLDFIELDS ARTS CENTRE	COLES 4837	GAC - SUPPLIES FOR SMOOTHIE BIKE - THRIFT MARKETS	\$ 114.37
03/10/2023	COORDINATOR GOLDFIELDS ARTS CENTRE	MAILCHIMP	GAC - MAILCHIMP SUBSCRIPTIONS - SEPTEMBER 2023	\$ 344.45
04/10/2023	COORDINATOR GOLDFIELDS ARTS CENTRE	SUBWAY KALGOORLIE	OHS - WINNERS LUNCH OCTOBER 2023	\$ 131.90
05/10/2023	COORDINATOR GOLDFIELDS ARTS CENTRE	DYMOCKS ONLINE	GAC - RIGGING FOR THE 21ST CENTURY - TECHNICIAN BOOK	\$ 108.98
05/10/2023	COORDINATOR GOLDFIELDS ARTS CENTRE	WOOLWORTHS/KALGOORLIE PLZ	GAC - BAR STOCK - WATER 600ML	\$ 57.00
06/10/2023	COORDINATOR GOLDFIELDS ARTS CENTRE	RED DOT STORES	GAC - STORAGE CONTAINER	\$ 5.00
09/10/2023	COORDINATOR GOLDFIELDS ARTS CENTRE	BUNNINGS 435000	GAC - FAN FOR STAGE USE	\$ 69.00
09/10/2023	COORDINATOR GOLDFIELDS ARTS CENTRE	KMART 1352	GAC - WOODEN CRATES FOR SPRING FESTIVAL STALL	\$ 28.00
09/10/2023	COORDINATOR GOLDFIELDS ARTS CENTRE	SOUNDTRACK YOUR BRAND	GAC - SOUNDTRACK SUBSCRIPTION - SEPTEMBER 2023 (FOYER MUSIC)	\$ 35.00

12/10/2023	COORDINATOR GOLDFIELDS ARTS CENTRE	AIMS INDUSTRIAL	GAC - SLINGS FOR THEATRE - TO ALLOW US TO HAVE AERIAL SHOWS	\$ 113.25
12/10/2023	COORDINATOR GOLDFIELDS ARTS CENTRE	COLES 4837	GAC - MORNING MELODIES CATERING	\$ 204.66
13/10/2023	COORDINATOR GOLDFIELDS ARTS CENTRE	HANNAN STREET BAKERY	GAC - BREAD ROLLS FOR MORNING MELODIES CATERING - OCTOBER	\$ 39.00
13/10/2023	COORDINATOR GOLDFIELDS ARTS CENTRE	COLES 4837	EVENTS - AP23 - DRINKS EXPENSE FOR SIP AND PAINT	\$ 8.75
13/10/2023	COORDINATOR GOLDFIELDS ARTS CENTRE	KMART 1352	EVENTS - TABLE CLOTHS FOR SIP AND PAINT NIGHT - ART PRIZE	\$ 12.00
13/10/2023	COORDINATOR GOLDFIELDS ARTS CENTRE	KMART 1352	GAC - COOKING TRAYS FOR KITCHEN AS OURS WERE TAKEN BY EXTERNAL CATERERS BY MISTAKE	\$ 69.00
13/10/2023	COORDINATOR GOLDFIELDS ARTS CENTRE	COLES 4837	GAC - MORNING MELODIES CATERING AND HAND MIXER FOR CREAM	\$ 78.60
18/10/2023	COORDINATOR GOLDFIELDS ARTS CENTRE	HOUSE KALGOORLIE	GAC - COCKTAIL SHAKERS FOR YUCK CIRCUS COCKTAILS	\$ 59.98
18/10/2023	COORDINATOR GOLDFIELDS ARTS CENTRE	COLES 4837	GAC - SNACKS FOR PRESHOW ACTIVITIES - HICCUP	\$ 188.05
18/10/2023	COORDINATOR GOLDFIELDS ARTS CENTRE	KMART 1352	GAC - ART SUPPLIES FOR PRE SHOW ACTIVITIES - HICCUP	\$ 206.00
19/10/2023	COORDINATOR GOLDFIELDS ARTS CENTRE	RED DOT STORES	GAC - ART SUPPLIES FOR PRESHOW ACTIVITIES - HICCUP	\$ 46.00
20/10/2023	COORDINATOR GOLDFIELDS ARTS CENTRE	BCF KALGOORLIE	GAC - FISHING LINE FOR PRE SHOW ACTIVITIES	\$ 10.00
20/10/2023	COORDINATOR GOLDFIELDS ARTS CENTRE	KMART 1352	GAC - 30TH BIRTHDAY ACTIVITIES	\$ 73.00
20/10/2023	COORDINATOR GOLDFIELDS ARTS CENTRE	COLES 4837	GAC - PRE SHOW CATERING FOR YUCK CIRCUS	\$ 191.55
23/10/2023	COORDINATOR GOLDFIELDS ARTS CENTRE	EBAY O*26-10672-38596	GAC - GAME FOR 30TH BIRTHDAY	\$ 14.39
23/10/2023	COORDINATOR GOLDFIELDS ARTS CENTRE	SP JB HI-FI ONLINE	GAC - DVD FOR CHRISTMAS MARKETS AS PER MOVIE LICENSING	\$ 15.27
23/10/2023	COORDINATOR GOLDFIELDS ARTS CENTRE	COLES 4837	GAC - PINEAPPLE FOR COCKTAIL GARNISH - YUCK CIRCUS	\$ 16.00
23/10/2023	COORDINATOR GOLDFIELDS ARTS CENTRE	SHEIN AUS	GAC - TABLE CLOTHS FOR 30TH BIRTHDAY	\$ 40.30
23/10/2023	COORDINATOR GOLDFIELDS ARTS CENTRE	SUPER CHEAP AUTO	GAC - NEW COUPLING FOR WHITE FENCE TRAILER	\$ 49.99
27/10/2023	COORDINATOR GOLDFIELDS ARTS CENTRE	O CONNOR FRESH SUPA	GAC - LUKE KIDGELL GREEN ROOM REQUESTS	\$ 29.98
27/10/2023	COORDINATOR GOLDFIELDS ARTS CENTRE	ANNUAL FEE - CARD FEE	ANNUAL FEE CARD FEE	\$ 8.00
29/09/2023	LEAD POLICY AND RESEARCH ADVISOR	AP KALGOORLIE PS	YOUTH - YOUTH OFFICER CHILDREN'S CHECK	\$ 87.00
02/10/2023	LEAD POLICY AND RESEARCH ADVISOR	WOOLWORTHS/KALGOORLIE PLZ	YOUTH - FREE SNACKS FOR YOUTHFEST	\$ 16.60
02/10/2023	LEAD POLICY AND RESEARCH ADVISOR	KMART 1352	YOUTH- LOLLIES FOR YOUTHFEST	\$ 90.00
03/10/2023	LEAD POLICY AND RESEARCH ADVISOR	MENS SHEDS OF WA	MEN'S SHED CONFERENCE - TICKETS	\$ 120.00
03/10/2023	LEAD POLICY AND RESEARCH ADVISOR	MENS SHEDS OF WA	MEN'S SHED - MEN'S SHED CONFERENCE FEE	\$ 120.00
03/10/2023	LEAD POLICY AND RESEARCH ADVISOR	SP CHRISTMASCRACKERW	EVENTS – SCL 23 – CHRISTMAS CRACKERS FOR SENIOR'S LUNCH	\$ 839.65
04/10/2023	LEAD POLICY AND RESEARCH ADVISOR	AP KALGOORLIE PS	EVENTS - SHIPPING BOX'S	\$ 15.56
04/10/2023	LEAD POLICY AND RESEARCH ADVISOR	WOOLWORTHS/KALGOORLIE PLZ	YOUTH- YOUTH COUNCIL MEETING PLATTER	\$ 21.60
04/10/2023	LEAD POLICY AND RESEARCH ADVISOR	COLES 4837	SENIORS - FILL OF FOOD AND DRINKS IN FRIDGE	\$ 150.16
05/10/2023	LEAD POLICY AND RESEARCH ADVISOR	BUNNINGS 435000	EVENTS - DROP SHEET PAINT, CANVA PLASTIC	\$ 29.78
06/10/2023	LEAD POLICY AND RESEARCH ADVISOR	BUNNINGS 435000	EVENTS- TAPE - RED AND WHITE	\$ 3.49
06/10/2023	LEAD POLICY AND RESEARCH ADVISOR	AP KALGOORLIE PS	EVENTS - POSTING OF ART PRIZE AWARD WINNERS GIFT BASKETS	\$ 65.85
06/10/2023	LEAD POLICY AND RESEARCH ADVISOR	JEMO PTY LTD	EVENTS – AP23 – PEOPLE'S CHOICE AWARD BALLOTS	\$ 170.50
09/10/2023	LEAD POLICY AND RESEARCH ADVISOR	DEPT OF RACING GAMIN	EVENTS – SCP23 – LIQUOR LICENCE FEE	\$ 119.50
10/10/2023	LEAD POLICY AND RESEARCH ADVISOR	COLES 4837	SENIORS - EGCC KITCHEN SHOP RECEIPT	\$ 121.62
12/10/2023	LEAD POLICY AND RESEARCH ADVISOR	BUNNINGS 435000	EVENTS - MATERIAL FOR PACKING/ WRAPPING OF ART WORKS	\$ 73.73
12/10/2023	LEAD POLICY AND RESEARCH ADVISOR	COLES 4837	EGCC - CATERING FOR ICM	\$ 16.70
13/10/2023	LEAD POLICY AND RESEARCH ADVISOR	COLES 4837	EGCC - KITCHEN GROCERIES	\$ 38.80
13/10/2023	LEAD POLICY AND RESEARCH ADVISOR	COLES 4837	COMMUNITY DEVELOPMENT - WATERS FOR FOOTBALL CARNIVAL	\$ 39.50
18/10/2023	LEAD POLICY AND RESEARCH ADVISOR	WOOLWORTHS/KALGOORLIE PLZ	YOUTH- YOUTH COUNCIL PLATER	\$ 25.55
18/10/2023	LEAD POLICY AND RESEARCH ADVISOR	COLES 4837	EGCC - FOOD FOR ICM	\$ 50.11
19/10/2023	LEAD POLICY AND RESEARCH ADVISOR	SP CHRISTMASCRACKERW	EVENTS – SCL23 – ADDITIONAL CHRISTMAS CRACKERS	\$ 95.96

23/10/2023	LEAD POLICY AND RESEARCH ADVISOR	AP KALGOORLIE PS	ART PRIZE - ART PRIZE WINNER DELIVERY OF AWARD	\$ 32.55
23/10/2023	LEAD POLICY AND RESEARCH ADVISOR	SP COSTUMEBOX AUS	EVENTS – CSP23 – ELF COSTUMES	\$ 184.97
25/10/2023	LEAD POLICY AND RESEARCH ADVISOR	WOOLWORTHS/KALGOORLIE PLZ	YOUTH - YOUTH COUNCIL PLATTER	\$ 47.60
25/10/2023	LEAD POLICY AND RESEARCH ADVISOR	COLES 4837	EGCC - KITCHEN STOCK UP	\$ 69.08
27/10/2023	LEAD POLICY AND RESEARCH ADVISOR	ANNUAL FEE - CARD FEE	ANNUAL FEE CARD FEE	\$ 8.00
09/10/2023	CARETAKER HAMMOND PARK	BUNNINGS 435000	4X PLASTIC CHAIN 8MM X 25M	\$ 182.08
12/10/2023	CARETAKER HAMMOND PARK	SUPER CHEAP AUTO	PARKS - GENERAL MAINTENANCE AT HAMMOND PARK	\$ 17.99
13/10/2023	CARETAKER HAMMOND PARK	BUNNINGS 435000	PARKS - PURCHASE OF CHAIN FOR GENERAL MAINTENANCE AT HAMMOND PARK	\$ 86.48
20/10/2023	CARETAKER HAMMOND PARK	THE ANIMAL HOSPITAL	PARKS - PURCHASE OF VETERINARY DISINFECTANT FOR BIRD CAGES AT HAMMOND PARK	\$ 101.20
23/10/2023	CARETAKER HAMMOND PARK	RED DOT STORES	PARKS - MATERIALS FOR ANIMALS AT HAMMOND PARK	\$ 36.00
24/10/2023	CARETAKER HAMMOND PARK	BUNNINGS 435000	PARKS - MAINTENANCE AT HAMMOND PARK	\$ 68.43
27/10/2023	CARETAKER HAMMOND PARK	ANNUAL FEE - CARD FEE	ANNUAL FEE CARD FEE	\$ 8.00
05/10/2023	MANAGER OPERATIONS	STARLINK AUSTRALIA PTY LT	WASTE - MONTHLY STARLINK SUBSCRIPTION	\$ 139.00
05/10/2023	MANAGER OPERATIONS	PRESTIGE UNIVERSAL M	FLEET - DUST PLUG FOR KBC16871	\$ 85.80
05/10/2023	MANAGER OPERATIONS	WOOLWORTHS/KALGOORLIE PLZ	DEPOT - FOOD FOR DEPOT BBQ	\$ 245.75
06/10/2023	MANAGER OPERATIONS	AP KALGOORLIE PS	DEPOT - TRAFFIC INFRINGEMENT NOTICE - UNLICENSED VEHICLE	\$ 276.10
09/10/2023	MANAGER OPERATIONS	HEATLEY SALES PTY LTD	RESERVES - UNIFORM FOR EMPLOYEE 1839	\$ 46.12
10/10/2023	MANAGER OPERATIONS	PARKS & LEISURE AUS	DEPOT - 2023 JOINT INTERNATIONAL CONGRESS SUSTAINABLE PLACES: 22/10-26/10/23, EMPL 3051	\$ 2,387.00
11/10/2023	MANAGER OPERATIONS	RSEA PTY LTD - KALGOOR	GC - MESH CAPS	\$ 132.18
16/10/2023	MANAGER OPERATIONS	TOTAL AUTOS (1990) PTY LT	FLEET - SERVICE ON ELECTRIC VEHICLE	\$ 443.90
18/10/2023	MANAGER OPERATIONS	GOLDFIELDS TRUCK POW	FLEET - SHACKLES/PINS/NUTS	\$ 51.97
18/10/2023	MANAGER OPERATIONS	WOOLWORTHS/KALGOORLIE PLZ	DEPOT - CATERING FOR STAFF AWARDS	\$ 148.33
19/10/2023	MANAGER OPERATIONS	PIVOTEL SATELLITE	DEPOT - SATELLITE PHONE - MONTHLY CHARGE	\$ 79.00
20/10/2023	MANAGER OPERATIONS	KMART 1352	D&G - SUPPLIES FOR CHRISTMAS SCAVENGER HUNT	\$ 10.20
20/10/2023	MANAGER OPERATIONS	COLES 4837	GC - GROCERY ITEMS FOR 'WELCOME PACK' FOR CASUAL EMPLOYEE AT GOLF COURSE	\$ 38.39
20/10/2023	MANAGER OPERATIONS	COLES 4837	D&G - SUPPLIES FOR CHRISTMAS SCAVENGER HUNT	\$ 209.00
23/10/2023	MANAGER OPERATIONS	REMA TIP TOP INDUSTR	FLEET - SUPPLY CONVEYOR BELT FOR TRAILER ON P80AN	\$ 277.58
27/10/2023	MANAGER OPERATIONS	ANNUAL FEE - CARD FEE	ANNUAL FEE CARD FEE	\$ 8.00
05/10/2023	SUPERVISOR CIVIL MAINTENANCE & CONSTRUCTION	O CONNOR FRESH SUPA	DEPOT - MILK	\$ 33.60
05/10/2023	SUPERVISOR CIVIL MAINTENANCE & CONSTRUCTION	WOOLWORTHS/KALGOORLIE PLZ	DEPOT - BBQ CLEANING ITEMS FOR PARK	\$ 28.60
25/10/2023	SUPERVISOR CIVIL MAINTENANCE & CONSTRUCTION	KONNECT KALGOORLIE	WORKS - BOLTS FOR P331H	\$ 33.85
25/10/2023	SUPERVISOR CIVIL MAINTENANCE & CONSTRUCTION	THE RIGGING SHED	FLEET - EYEBOLT FOR P80AN	\$ 38.00
27/10/2023	SUPERVISOR CIVIL MAINTENANCE & CONSTRUCTION	ANNUAL FEE - CARD FEE	ANNUAL FEE CARD FEE	\$ 8.00
23/10/2023	SENIOR OFFICER TOURISM	GOLDFIELDS ABORIGINAL	ARTS AND CULTURE - SENIOR OFFICER TO ATTEND CONFERENCE	\$ 750.00
24/10/2023	SENIOR OFFICER TOURISM	GOLDFIELDS ENGRAVING	GOVERNANCE - STICKER FOR MAYORAL CHAIN	\$ 8.80
27/10/2023	SENIOR OFFICER TOURISM	ANNUAL FEE - CARD FEE	ANNUAL FEE CARD FEE	\$ 8.00
29/09/2023	AIRPORT MANAGER	ANGIES BAR AND KIOSK	AIRPORT - CATERING FOR THE CORPORATE AND COMMERCIAL MORNING TEA	\$ 25.00
27/10/2023	AIRPORT MANAGER	ANNUAL FEE - CARD FEE	ANNUAL FEE CARD FEE	\$ 8.00
02/10/2023	DIRECTOR COMMUNITY DEVELOPMENT	DOMINOS ESTORE KALGOORLIE	ADMIN BUILDING- MONTHLY MINGLE BETWEEN WORKERS	\$ 320.55
04/10/2023	DIRECTOR COMMUNITY DEVELOPMENT	OUR COMMUNITY PTY LTD	CD - FUNDING CENTRE (BASIC) SINGLE-USER	\$ 350.00
13/10/2023	DIRECTOR COMMUNITY DEVELOPMENT	FACEBK Z44LYUXRP2	MARKETING - FACEBOOK CAMPAIGNS FOR OCTOBER - GAC SHOWS, PGA FAMILY DAY AND ROAD WORKS	\$ 1,000.00
27/10/2023	DIRECTOR COMMUNITY DEVELOPMENT	ANNUAL FEE - CARD FEE	ANNUAL FEE CARD FEE	\$ 8.00
29/09/2023	COORDINATOR FACILITY OPERATIONS	RED DOT STORES	OASIS - HEALTH CLUB, GROUPIES WRAP UP PARTY DECORATIONS	\$ 10.00

29/09/2023	COORDINATOR FACILITY OPERATIONS	AMZN MKTP US	OASIS - OPEN DAY DECORATIONS	\$ 21.72
02/10/2023	COORDINATOR FACILITY OPERATIONS	GENOVESE CARBARN SHOP	OASIS - OPEN DAY DECORATIONS	\$ 12.70
02/10/2023	COORDINATOR FACILITY OPERATIONS	AMZN MKTP US	OASIS - OPEN DAY DECORATIONS	\$ 526.86
04/10/2023	COORDINATOR FACILITY OPERATIONS	FACEBK NNNT3VXHU2	OASIS - JOB ADVERTISEMENT BOOST	\$ 27.50
04/10/2023	COORDINATOR FACILITY OPERATIONS	SP ONLINE PARTY STORE	OASIS - OPEN DAY DECORATIONS	\$ 128.09
06/10/2023	COORDINATOR FACILITY OPERATIONS	SHEIN.COM	OASIS - OPEN DAY DECORATIONS	\$ 155.27
10/10/2023	COORDINATOR FACILITY OPERATIONS	FACEBK HCJMRUFJU2	OASIS - JOB ADVERTISEMENT BOOST	\$ 27.50
12/10/2023	COORDINATOR FACILITY OPERATIONS	WOOLWORTHS/KALGOORLIE PLZ	OASIS - REPLACEMENT STOCK OF NAPPIES THAT ARE SOLD AT RECEPTION	\$ 102.00
16/10/2023	COORDINATOR FACILITY OPERATIONS	WOOLWORTHS ONLINE	OASIS - REPLACEMENT FOR WATER STOCK	\$ 21.00
17/10/2023	COORDINATOR FACILITY OPERATIONS	WANESDIT	OASIS - RECEPTION NEWSPAPER SUBSCRIPTION FOR COMMUNITY	\$ 96.00
17/10/2023	COORDINATOR FACILITY OPERATIONS	FACEBK 5KP38UKJU2	OASIS - OPEN DAY POST BOOST	\$ 27.50
19/10/2023	COORDINATOR FACILITY OPERATIONS	COLES 4837	OASIS - ICY POLES FOR STAFF AND LIFEGUARDS	\$ 35.50
20/10/2023	COORDINATOR FACILITY OPERATIONS	RED DOT STORES	OASIS - OPEN DAY HATS AND DECORATIONS FOR OPEN DAY	\$ 129.00
25/10/2023	COORDINATOR FACILITY OPERATIONS	COLES 4837	OASIS - ICY POLES FOR LIFEGUARDS, SANDWICH BAGS FOR FIRST AID PACKS AND CHOCOLATES FOR GYM PRIZE	\$ 71.80
27/10/2023	COORDINATOR FACILITY OPERATIONS	KMART 1352	OASIS - BLUE TABLE CLOTH FOR OPEN DAY AND INFLATABLE BALLS FOR RECEPTION	\$ 65.00
27/10/2023	COORDINATOR FACILITY OPERATIONS	ANNUAL FEE - CARD FEE	ANNUAL FEE CARD FEE	\$ 8.00
03/10/2023	ASSISTANT SUPERINTENDANT GOLF COURSE	AUTOBARN KALGOORLIE	GC - 300G DE-SQUEAK AEROSOL FOR PGC154/157	\$ 49.28
03/10/2023	ASSISTANT SUPERINTENDANT GOLF COURSE	REPCO	GC - COOLANT & DE SQUEAK FOR PGC154/157 & WORKSHOP	\$ 102.89
09/10/2023	ASSISTANT SUPERINTENDANT GOLF COURSE	BUNNINGS 435000	GC - SANDING SHEETS/BLOCK FOR WORKSHOP	\$ 18.00
10/10/2023	ASSISTANT SUPERINTENDANT GOLF COURSE	WOOLWORTHS/KALGOORLIE PLZ	GC- KITCHEN ITEMS	\$ 84.78
11/10/2023	ASSISTANT SUPERINTENDANT GOLF COURSE	BLACKWOODS KALGOORLI	GC - MILK, COFFEE	\$ 56.97
11/10/2023	ASSISTANT SUPERINTENDANT GOLF COURSE	AUTOBARN KALGOORLIE	GC - RUBBER TYRE CEMENT FOR WORKSHOP	\$ 44.17
11/10/2023	ASSISTANT SUPERINTENDANT GOLF COURSE	BATTERIES N MORE KAL	GC - LED TEST ON PGC142/3	\$ 260.95
11/10/2023	ASSISTANT SUPERINTENDANT GOLF COURSE	COVS PARTS PTY LTD	GC - ITEMS USED IN WORKSHOP (CONNECTOR KIT/TYRE REPAIR PLUGS/SLEEVE	\$ 348.43
12/10/2023	ASSISTANT SUPERINTENDANT GOLF COURSE	WOOLWORTHS/KALGOORLIE PLZ	GC - ITEMS FOR BBQ	\$ 122.47
13/10/2023	ASSISTANT SUPERINTENDANT GOLF COURSE	RED DOT STORES	GC - ITEMS FOR KITCHEN	\$ 35.00
13/10/2023	ASSISTANT SUPERINTENDANT GOLF COURSE	CBC AUSTRALIA PTY LTD	GC - WORKSHOP ITEMS FOR PGC 143	\$ 46.02
13/10/2023	ASSISTANT SUPERINTENDANT GOLF COURSE	RSEA PTY LTD - KALGOOR	GC - BOOTS FOR NEW EMPLOYEE	\$ 224.99
16/10/2023	ASSISTANT SUPERINTENDANT GOLF COURSE	BUNNINGS 435000	GC - ITEMS FOR CLEANING BBQ	\$ 29.99
16/10/2023	ASSISTANT SUPERINTENDANT GOLF COURSE	HANNANS MARKET PLACE B	GC - BBQ ITEMS	\$ 70.02
16/10/2023	ASSISTANT SUPERINTENDANT GOLF COURSE	BLACKWOODS KALGOORLI	GC - ITEMS USED IN WORKSHOP, RAGS/FUNNEL/DETERGENT	\$ 222.41
18/10/2023	ASSISTANT SUPERINTENDANT GOLF COURSE	COVS PARTS PTY LTD	GC - PARTS USED IN WORKSHOP FOR VARIOUS MACHINERY	\$ 144.06
23/10/2023	ASSISTANT SUPERINTENDANT GOLF COURSE	CALTEX PICCADILLY	GC - FUEL FOR VEHICLE	\$ 63.02
24/10/2023	ASSISTANT SUPERINTENDANT GOLF COURSE	BP MERREDIN 6232	GC - FUEL FOR VEHICLE	\$ 62.29
25/10/2023	ASSISTANT SUPERINTENDANT GOLF COURSE	BP MERREDIN 6232	GC - FUEL FOR VEHICLE	\$ 126.11
27/10/2023	ASSISTANT SUPERINTENDANT GOLF COURSE	ANNUAL FEE - CARD FEE	ANNUAL FEE CARD FEE	\$ 8.00
13/10/2023	COORDINATOR PROPERTY	KMART 1352	PROPERTY- OFFICE STOCK	\$ 42.50
16/10/2023	COORDINATOR PROPERTY	O CONNOR FRESH SUPA	PROPERTY- STOCK SUPPLIES FOR UNIT	\$ 38.17
27/10/2023	COORDINATOR PROPERTY	ANNUAL FEE - CARD FEE	ANNUAL FEE CARD FEE	\$ 8.00
03/10/2023	EXECUTIVE MANAGER PEOPLE AND CULTURE	WOOLWORTHS/KALGOORLIE PLZ	P&C - ADMIN CRECHE COOKING MATERIALS SEP-OCT SCHOOL HOLIDAYS	\$ 38.70
04/10/2023	EXECUTIVE MANAGER PEOPLE AND CULTURE	RED DOT STORES	P&C - MATERIALS FOR SCHOOL HOLIDAY PROGRAMME	\$ 26.00
19/10/2023	EXECUTIVE MANAGER PEOPLE AND CULTURE	HANNANS MARKET PLACE B	P&C - MORNING TEA FOR WHS MEETING	\$ 45.32
20/10/2023	EXECUTIVE MANAGER PEOPLE AND CULTURE	COLES 4837	P&C - STAFF SERVICE AWARD GIFT CARD	\$ 100.00

27/10/2023	EXECUTIVE MANAGER PEOPLE AND CULTURE	KALGOORLIE PIZZA	P&C - MONTHLY MINGLE PIZZA ORDER	\$ 197.00
27/10/2023	EXECUTIVE MANAGER PEOPLE AND CULTURE	ANNUAL FEE - CARD FEE	ANNUAL FEE CARD FEE	\$ 8.00
02/10/2023	HEAD OF MARKETING	TIK TOK ADS	MARKETING - ADVERTISING YOUTHFEST 2023	\$ 5.50
02/10/2023	HEAD OF MARKETING	TIK TOK ADS	MARKETING - ADVERTISING YOUTHFEST 2023	\$ 5.50
02/10/2023	HEAD OF MARKETING	TIK TOK ADS	MARKETING - ADVERTISING YOUTHFEST 2023	\$ 10.00
02/10/2023	HEAD OF MARKETING	TIK TOK ADS	MARKETING - ADVERTISING YOUTHFEST 2023	-\$ 10.00
02/10/2023	HEAD OF MARKETING	TIK TOK ADS	MARKETING - ADVERTISING YOUTHFEST 2023	\$ 22.00
02/10/2023	HEAD OF MARKETING	TIK TOK ADS	MARKETING - ADVERTISING YOUTHFEST 2023	\$ 22.00
02/10/2023	HEAD OF MARKETING	TIK TOK ADS	MARKETING - ADVERTISING YOUTHFEST 2023	\$ 22.00
02/10/2023	HEAD OF MARKETING	DROPBOX*NMXMGGFNRZDY	MARKETING - MONTHLY SUBSCRIPTION SEPTEMBER	\$ 30.79
02/10/2023	HEAD OF MARKETING	TIK TOK ADS	MARKETING - ADVERTISING YOUTHFEST 2023	\$ 55.00
02/10/2023	HEAD OF MARKETING	TIK TOK ADS	MARKETING - ADVERTISING YOUTHFEST 2023	\$ 55.00
02/10/2023	HEAD OF MARKETING	TIK TOK ADS	MARKETING - ADVERTISING YOUTHFEST 2023	\$ 88.00
02/10/2023	HEAD OF MARKETING	TIK TOK ADS	MARKETING - ADVERTISING YOUTHFEST 2023	\$ 88.00
02/10/2023	HEAD OF MARKETING	GOOGLE YOUTUBE PREMIUM	MARKETING - YOUTUBE MONTHLY SUBSCRIPTION	\$ 14.99
02/10/2023	HEAD OF MARKETING	FACEBK JNNVCWBTG2	MARKETING - FACEBOOK CAMPAIGN - FREE FESTIVAL THIS WEEKEND	\$ 92.84
02/10/2023	HEAD OF MARKETING	TIK TOK ADS	MARKETING - ADVERTISING YOUTHFEST 2023	\$ 97.20
02/10/2023	HEAD OF MARKETING	TIK TOK ADS	MARKETING - ADVERTISING YOUTHFEST 2023	\$ 132.00
02/10/2023	HEAD OF MARKETING	TIK TOK ADS	MARKETING - ADVERTISING YOUTHFEST 2023	\$ 132.00
02/10/2023	HEAD OF MARKETING	FACEBK *M8V7WU3SP2	MARKETING - FACEBOOK CAMPAIGNS - YOUTH FEST, BUS OVER COF, ART PRIZE, TRAFFIC CAMPAIGN, GAC, ETC	\$ 1,000.00
03/10/2023	HEAD OF MARKETING	TIK TOK ADS	MARKETING - ADVERTISING YOUTHFEST 2023	\$ 198.00
03/10/2023	HEAD OF MARKETING	TIK TOK ADS	MARKETING - ADVERTISING YOUTHFEST 2023	\$ 198.00
04/10/2023	HEAD OF MARKETING	AP KALGOORLIE PS	MARKETING - SHIPPING BACK GIMBLE TO GET FIXED	\$ 29.95
04/10/2023	HEAD OF MARKETING	TIK TOK ADS	MARKETING - ADVERTISING YOUTHFEST 2023	\$ 297.00
05/10/2023	HEAD OF MARKETING	GRAMMARLY COPVX3M97	MARKETING - MONTHLY SUBSCRIPTION OCT	\$ 321.40
09/10/2023	HEAD OF MARKETING	WAVE.VIDEO/CREATOR	MARKETING - MONTHLY SUBSCRIPTION OCT	\$ 47.99
09/10/2023	HEAD OF MARKETING	HOTJAR	MARKETING - MONTHLY SUBSCRIPTION OCT	\$ 348.56
09/10/2023	HEAD OF MARKETING	SHUTTERSTOCK IRELAND LIM1	MARKETING - TEAM MONTHLY SUBSCRIPTION OCT	\$ 108.90
09/10/2023	HEAD OF MARKETING	MAILCHIMP	MARKETING - MONTHLY SUBSCRIPTION OCT	\$ 422.01
16/10/2023	HEAD OF MARKETING	RED DOT STORES	MARKETING - LOLLIES FOR THE 2023 SPRING FESTIVAL CKB STANDS	\$ 26.99
16/10/2023	HEAD OF MARKETING	OFFICE NATIONAL KALGOO	MARKETING - FLYER STANDS AND BOX TO COLLECT EXPRESSIONS OF INTEREST FORMS FOR 2023 SPRING FESTIVAL	\$ 184.04
16/10/2023	HEAD OF MARKETING	ASANA.COM	MARKETING - TEAM MONTHLY SUBSCRIPTION OCT	\$ 456.39
26/10/2023	HEAD OF MARKETING	CALTEX KALGOORLIE	COMMUNITY DEVELOPMENT POOL CAR FUEL	\$ 100.69
27/10/2023	HEAD OF MARKETING	ANNUAL FEE - CARD FEE	ANNUAL FEE CARD FEE	\$ 8.00
09/10/2023	SENIOR OFFICER GOLF COURSE EVENTS	RED DOT STORES	GC - PURCHASE OF CLEANING PRODUCTS	\$ 38.49
09/10/2023	SENIOR OFFICER GOLF COURSE EVENTS	KMART 1352	GC - KITCHEN SUPPLIES FOR FUNCTION	\$ 42.00
09/10/2023	SENIOR OFFICER GOLF COURSE EVENTS	BUNNINGS 435000	GC - MATERIALS PURCHASED OF CLEANING EQUIPMENT FOR THE GOLF CARTS	\$ 220.17
09/10/2023	SENIOR OFFICER GOLF COURSE EVENTS	BUNNINGS 435000	GC - PURCHASE OF TEARDROP LIGHTS FOR THE BBQ AREA	\$ 357.00
11/10/2023	SENIOR OFFICER GOLF COURSE EVENTS	HANNANS MARKET PLACE B	GC - KITCHEN SUPPLIES	\$ 171.45
11/10/2023	SENIOR OFFICER GOLF COURSE EVENTS	CANVA* 03934-14256270	GC - CANVA SUBSCRIPTION TO CREATE POSTERS / INTERNAL ADVERTISING OF FUNCTIONS	\$ 20.99
11/10/2023	SENIOR OFFICER GOLF COURSE EVENTS	COLES 4837	GC - KITCHEN SUPPLIES	\$ 51.42
12/10/2023	SENIOR OFFICER GOLF COURSE EVENTS	BUNNINGS 435000	GC - OUTDOOR CUSHIONS PURCHASED FOR THE VERANDA & BBQ AREA	\$ 225.00
12/10/2023	SENIOR OFFICER GOLF COURSE EVENTS	TOWER HOTEL - KALGOOR	GC - ICE PURCHASED FOR THE BAR	\$ 60.00

12/10/2023	SENIOR OFFICER GOLF COURSE EVENTS	WOOLWORTHS/KALGOORLIE PLZ	GC - KITCHEN SUPPLIES	\$ 146.28
13/10/2023	SENIOR OFFICER GOLF COURSE EVENTS	HARVEY NORMAN AV/IT	GC - PURCHASE OF WIRELESS MICROPHONE FOR FUNCTIONS	\$ 125.00
13/10/2023	SENIOR OFFICER GOLF COURSE EVENTS	WOOLWORTHS/KALGOORLIE PLZ	GC - COFFEE BEANS FOR MACHINE IN PROSHOP	\$ 33.30
13/10/2023	SENIOR OFFICER GOLF COURSE EVENTS	WOOLWORTHS/KALGOORLIE PLZ	GC - KITCHEN SUPPLIES	\$ 90.10
16/10/2023	SENIOR OFFICER GOLF COURSE EVENTS	BUNNINGS 435000	GC - EXCHANGE OF HIGH PRESSURE CLEANERS FOR CARTS AS THE ORIGINAL ONE BROKE	\$ 10.00
16/10/2023	SENIOR OFFICER GOLF COURSE EVENTS	WOOLWORTHS/KALGOORLIE PLZ	GC - KITCHEN SUPPLIES	\$ 49.90
16/10/2023	SENIOR OFFICER GOLF COURSE EVENTS	COLES 4837	GC - KITCHEN SUPPLIES	\$ 60.00
16/10/2023	SENIOR OFFICER GOLF COURSE EVENTS	CALTEX PICCADILLY	GC - ICE PURCHASED FOR BAR	\$ 48.00
17/10/2023	SENIOR OFFICER GOLF COURSE EVENTS	IGA HANNANS	GC - KITCHEN SUPPLIES	\$ 10.50
27/10/2023	SENIOR OFFICER GOLF COURSE EVENTS	LIQUORLAND 3241	GC - BEVERAGE FOR BAR	\$ 320.00
27/10/2023	SENIOR OFFICER GOLF COURSE EVENTS	ANNUAL FEE - CARD FEE	ANNUAL FEE CARD FEE	\$ 8.00
05/10/2023	EXECUTIVE MANAGER FINANCE	COLES 4837	FIN - SUPPLIES FOR HALLOWEEN	\$ 22.00
06/10/2023	EXECUTIVE MANAGER FINANCE	DMIRS EAST PERTH	FIN - LICENCE	\$ 30.00
16/10/2023	EXECUTIVE MANAGER FINANCE	WOOLWORTHS/KALGOORLIE PLZ	FIN - PLEASE REFER TO PO 2451638	\$ 254.76
24/10/2023	EXECUTIVE MANAGER FINANCE	VIRGIN AUSTR	FINANCE - CONTRACTOR TRAVEL COST	\$ 1,411.69
27/10/2023	EXECUTIVE MANAGER FINANCE	ANNUAL FEE - CARD FEE	ANNUAL FEE CARD FEE	\$ 8.00
			TOTAL CREDIT CARD PAYMENTS	\$ 45,270.17

FUEL CARD PAYMENTS OCTOBER 2023				
DATE	CARDHOLDER	SUPPLIER	DESCRIPTION	VALUE
31/08/2023	MANAGER HEALTH AND COMMUNITY SAFETY	LAVERTON SUPPLIES MOTORS WA	ULS DIESEL (50) - 19.36L	\$ 46.31
31/08/2023	MANAGER HEALTH AND COMMUNITY SAFETY	COLES EXPRESS LEONORA	DIESEL - 12.13L	\$ 31.04
31/08/2023	AIRPORT GENERAL USE	AMPOL KALGOORLIE	DIESEL - 70.12L	\$ 159.80
31/08/2023	MANAGER PROJECT MANAGEMENT OFFICE	CALTEX PICCADILLY	DIESEL - 69.41L	\$ 156.80
31/08/2023	MANAGER PROJECT MANAGEMENT OFFICE	CALTEX PICCADILLY	DISCOUNT	-\$ 4.16
31/08/2023	EXECUTIVE MANAGER FINANCE	PUMA KALGOORLIE	DIESEL - 50.14L	\$ 113.27
31/08/2023	EXECUTIVE MANAGER FINANCE	PUMA KALGOORLIE	DISCOUNT	-\$ 3.01
31/08/2023	SENIOR DEVELOPMENT ENGINEER	PUMA KALGOORLIE	REGULAR ULP - 48.4L	\$ 98.69
31/08/2023	SENIOR DEVELOPMENT ENGINEER	PUMA KALGOORLIE	DISCOUNT	-\$ 2.90
31/08/2023	GOLF COURSE COORD	PUMA KALGOORLIE	DIESEL - 61.02L	\$ 137.84
31/08/2023	GOLF COURSE COORD	PUMA KALGOORLIE	DISCOUNT	-\$ 3.66
31/08/2023	SENIOR RANGER	PUMA KALGOORLIE	DIESEL - 11.62L	\$ 26.25
31/08/2023	SENIOR RANGER	PUMA KALGOORLIE	DISCOUNT	-\$ 0.70
01/09/2023	SENIOR RANGER	CALTEX MALAGA	DIESEL - 63.75L	\$ 138.27
01/09/2023	SENIOR RANGER	CALTEX MALAGA	DISCOUNT	-\$ 3.83
01/09/2023	COMMUTY LIAISON RANGER	AMPOL KALGOORLIE	DIESEL - 58.47L	\$ 133.25
01/09/2023	COORDINATOR RANGER SERVICES	PUMA CASTLETOWN	DIESEL - 67.24L	\$ 150.42
01/09/2023	COORDINATOR RANGER SERVICES	PUMA CASTLETOWN	DISCOUNT	-\$ 4.03
01/09/2023	EXECUTIVE MANAGER PEOPLE AND CULTURE	CALTEX PICCADILLY	DIESEL - 54.17L	\$ 122.37
01/09/2023	EXECUTIVE MANAGER PEOPLE AND CULTURE	CALTEX PICCADILLY	DISCOUNT	-\$ 3.25
01/09/2023	MANAGER HEALTH AND COMMUNITY SAFETY	PUMA KALGOORLIE	DIESEL - 24.61L	\$ 55.59
01/09/2023	MANAGER HEALTH AND COMMUNITY SAFETY	PUMA KALGOORLIE	DISCOUNT	-\$ 1.48
01/09/2023	SENIOR OFFICER JOB SUPPORT HUB	PUMA KALGOORLIE	REGULAR ULP - 45.56L	\$ 93.81
01/09/2023	SENIOR OFFICER JOB SUPPORT HUB	PUMA KALGOORLIE	DISCOUNT	-\$ 2.74
01/09/2023	SENIOR INDIGENOUS HEALTH OFFICER	PUMA KALGOORLIE	REGULAR ULP - 50.31L	\$ 103.59
01/09/2023	SENIOR INDIGENOUS HEALTH OFFICER	PUMA KALGOORLIE	DISCOUNT	-\$ 3.02
02/09/2023	WASTE & COMPLIANCE	PUMA KALGOORLIE	DIESEL - 74.59L	\$ 168.50
02/09/2023	WASTE & COMPLIANCE	PUMA KALGOORLIE	DISCOUNT	-\$ 4.48
02/09/2023	INDIGENOUS FIELD SUPPORT OFFICER	PUMA KALGOORLIE	DIESEL - 31.81L	\$ 71.86
02/09/2023	INDIGENOUS FIELD SUPPORT OFFICER	PUMA KALGOORLIE	DISCOUNT	-\$ 1.91
03/09/2023	COORDINATOR RANGER SERVICES	PUMA CASTLETOWN	DIESEL - 40.15L	\$ 89.82
03/09/2023	COORDINATOR RANGER SERVICES	PUMA CASTLETOWN	DISCOUNT	-\$ 2.41
04/09/2023	SUPERVISOR CIVIL MAINTENANCE & CONSTRUCTION	PUMA GLENFIELD	DIESEL - 52.59L	\$ 114.07
04/09/2023	SUPERVISOR CIVIL MAINTENANCE & CONSTRUCTION	PUMA GLENFIELD	DISCOUNT	-\$ 3.16
04/09/2023	WATER SERVICES TECHN	BP GOLDEN GATE	ULS DIESEL (50) - 67.03L	\$ 149.43
04/09/2023	SENIOR RANGER	PUMA KALGOORLIE	DIESEL - 59L	\$ 133.28
04/09/2023	SENIOR RANGER	PUMA KALGOORLIE	DISCOUNT	-\$ 3.54
04/09/2023	DEPOT GENERAL USE	PUMA KALGOORLIE	DIESEL - 63.21L	\$ 142.80
04/09/2023	DEPOT GENERAL USE	PUMA KALGOORLIE	DISCOUNT	-\$ 3.79
05/09/2023	AIRPORT MANAGER	LAVERTON SUPPLIES MOTORS WA	LOW AROMATIC FUEL - 48.98L	\$ 112.04
05/09/2023	SENIOR TECHNICAL OFFICER (BUILDINGS)	CALTEX PICCADILLY	DIESEL - 62.01L	\$ 140.08

05/09/2023	SENIOR TECHNICAL OFFICER (BUILDINGS)	CALTEX PICCADILLY	DISCOUNT	-\$ 3.72
05/09/2023	PLANNING SERVICES COORDINATOR	PUMA KALGOORLIE	REGULAR ULP - 37.03L	\$ 75.50
05/09/2023	PLANNING SERVICES COORDINATOR	PUMA KALGOORLIE	DISCOUNT	-\$ 2.22
05/09/2023	WATER TECHNICAL OFFICER	PUMA KALGOORLIE	REGULAR ULP - 38.75L	\$ 79.01
05/09/2023	WATER TECHNICAL OFFICER	PUMA KALGOORLIE	DISCOUNT	-\$ 2.33
06/09/2023	MANAGER ICT	CALTEX PICCADILLY	PREMIUM ULP - 59.37L	\$ 133.52
06/09/2023	MANAGER ICT	CALTEX PICCADILLY	DISCOUNT	-\$ 3.56
07/09/2023	SUPERVISOR CIVIL MAINTENANCE & CONSTRUCTION	PUMA GLENFIELD	DIESEL - 65.96L	\$ 145.05
07/09/2023	SUPERVISOR CIVIL MAINTENANCE & CONSTRUCTION	PUMA GLENFIELD	DISCOUNT	-\$ 3.96
07/09/2023	AIRPORT MANAGER	PUMA KALGOORLIE	REGULAR ULP - 44.32L	\$ 90.37
07/09/2023	AIRPORT MANAGER	PUMA KALGOORLIE	DISCOUNT	-\$ 2.66
07/09/2023	INDIGENOUS FIELD SUPPORT OFFICER	PUMA KALGOORLIE	DIESEL - 50.3L	\$ 113.63
07/09/2023	INDIGENOUS FIELD SUPPORT OFFICER	PUMA KALGOORLIE	DISCOUNT	-\$ 3.02
07/09/2023	ENVIRONMENTAL HEALTH OFFICER	PUMA KALGOORLIE	REGULAR ULP - 45.29L	\$ 92.35
07/09/2023	ENVIRONMENTAL HEALTH OFFICER	PUMA KALGOORLIE	DISCOUNT	-\$ 2.72
07/09/2023	BUILDING OFFICER	PUMA KALGOORLIE	REGULAR ULP - 50.28L	\$ 102.52
07/09/2023	BUILDING OFFICER	PUMA KALGOORLIE	DISCOUNT	-\$ 3.02
08/09/2023	ASSISTANT SUPERINTENDANT GOLF COURSE	PUMA CASTLETOWN	DIESEL - 67.13L	\$ 150.17
08/09/2023	ASSISTANT SUPERINTENDANT GOLF COURSE	PUMA CASTLETOWN	DISCOUNT	-\$ 4.03
08/09/2023	SUPERVISOR CIVIL MAINTENANCE & CONSTRUCTION	PUMA DALWALLINU MOTORS	DIESEL - 57.13L	\$ 124.49
08/09/2023	SUPERVISOR CIVIL MAINTENANCE & CONSTRUCTION	PUMA DALWALLINU MOTORS	DISCOUNT	-\$ 1.71
08/09/2023	AIRPORT MANAGER	PUMA KALGOORLIE	REGULAR ULP - 48.68L	\$ 99.26
08/09/2023	AIRPORT MANAGER	PUMA KALGOORLIE	DISCOUNT	-\$ 2.92
08/09/2023	WATER TECHNICAL OFFICER	PUMA KALGOORLIE	DIESEL - 67.13L	\$ 151.65
08/09/2023	WATER TECHNICAL OFFICER	PUMA KALGOORLIE	DISCOUNT	-\$ 4.03
08/09/2023	RANGERS COORDINATOR	PUMA KALGOORLIE	DIESEL - 73.66L	\$ 166.40
08/09/2023	RANGERS COORDINATOR	PUMA KALGOORLIE	DISCOUNT	-\$ 4.42
09/09/2023	RANGERS POOL	PUMA KALGOORLIE	DIESEL - 61.83L	\$ 138.44
09/09/2023	RANGERS POOL	PUMA KALGOORLIE	DISCOUNT	-\$ 3.71
10/09/2023	ASSISTANT SUPERINTENDANT GOLF COURSE	BP NORSEMANN	ULS DIESEL (50) - 29.53L	\$ 70.02
10/09/2023	AIRPORT MANAGER	PUMA KALGOORLIE	REGULAR ULP - 52.16L	\$ 107.40
10/09/2023	AIRPORT MANAGER	PUMA KALGOORLIE	DISCOUNT	-\$ 3.13
11/09/2023	MANAGER DEVELOPMENT AND GROWTH	PUMA KALGOORLIE	REGULAR ULP - 34.3L	\$ 70.62
11/09/2023	MANAGER DEVELOPMENT AND GROWTH	PUMA KALGOORLIE	DISCOUNT	-\$ 2.06
11/09/2023	ENVIRONMENTAL HEALTH OFFICER POOL	PUMA KALGOORLIE	REGULAR ULP - 24.39L	\$ 50.22
11/09/2023	ENVIRONMENTAL HEALTH OFFICER POOL	PUMA KALGOORLIE	DISCOUNT	-\$ 1.46
11/09/2023	DIRECTOR DEVELOPMENT AND GROWTH	PUMA KALGOORLIE	REGULAR ULP - 61.49L	\$ 126.61
11/09/2023	DIRECTOR DEVELOPMENT AND GROWTH	PUMA KALGOORLIE	DISCOUNT	-\$ 3.69
12/09/2023	AIRPORT GENERAL USE	AMPOL KALGOORLIE	DIESEL - 71.3L	\$ 164.63
12/09/2023	MANAGER HEALTH AND COMMUNITY SAFETY	CALTEX PICCADILLY	DIESEL - 55.97L	\$ 126.44
12/09/2023	MANAGER HEALTH AND COMMUNITY SAFETY	CALTEX PICCADILLY	DISCOUNT	-\$ 3.36
13/09/2023	PROJECT MANAGER	CALTEX PICCADILLY	DIESEL - 76.1L	\$ 171.91
13/09/2023	PROJECT MANAGER	CALTEX PICCADILLY	DISCOUNT	-\$ 4.57

13/09/2023	EXECUTIVE MANAGER FINANCE	PUMA ENERGY TAMMIN ROADHOUSE	DIESEL - 44.98L	\$ 98.91
13/09/2023	EXECUTIVE MANAGER FINANCE	PUMA ENERGY TAMMIN ROADHOUSE	DISCOUNT	-\$ 2.70
13/09/2023	PROJECT MANAGER ORGANISATIONAL CHANGE	PUMA KALGOORLIE	REGULAR ULP - 49.44L	\$ 101.80
13/09/2023	PROJECT MANAGER ORGANISATIONAL CHANGE	PUMA KALGOORLIE	DISCOUNT	-\$ 2.96
13/09/2023	ENGINEERING	PUMA KALGOORLIE	DIESEL - 73.49L	\$ 164.54
13/09/2023	ENGINEERING	PUMA KALGOORLIE	DISCOUNT	-\$ 4.41
14/09/2023	MANAGER ENGINEERING	BP GOLDEN GATE	ULS DIESEL (50) - 65.9L	\$ 148.87
14/09/2023	MANAGER WASTE, WATER AND SUSTAINABILITY	PUMA KALGOORLIE	DIESEL - 44.62L	\$ 99.90
14/09/2023	MANAGER WASTE, WATER AND SUSTAINABILITY	PUMA KALGOORLIE	DISCOUNT	-\$ 2.68
14/09/2023	RANGER POOL	PUMA KALGOORLIE	DIESEL - 68.54L	\$ 153.46
14/09/2023	RANGER POOL	PUMA KALGOORLIE	DISCOUNT	-\$ 4.11
14/09/2023	COORDINATOR WASTE MANAGMENT	PUMA KALGOORLIE	DIESEL - 54.38L	\$ 121.76
14/09/2023	COORDINATOR WASTE MANAGMENT	PUMA KALGOORLIE	DISCOUNT	-\$ 3.26
14/09/2023	COORDINATOR ENGINEERING DESIGN	PUMA KALGOORLIE	REGULAR ULP - 56.8L	\$ 116.95
14/09/2023	COORDINATOR ENGINEERING DESIGN	PUMA KALGOORLIE	DISCOUNT	-\$ 3.41
14/09/2023	SENIOR OFFICER WATER TECHNICAL	PUMA KALGOORLIE	DIESEL - 68.78L	\$ 154.00
14/09/2023	SENIOR OFFICER WATER TECHNICAL	PUMA KALGOORLIE	DISCOUNT	-\$ 4.13
14/09/2023	SENIOR ENVIRONMENTAL HEALTH OFFICER	PUMA KALGOORLIE	DIESEL - 26.82L	\$ 60.05
14/09/2023	SENIOR ENVIRONMENTAL HEALTH OFFICER	PUMA KALGOORLIE	DISCOUNT	-\$ 1.61
15/09/2023	MANAGER PROJECT MANAGEMENT OFFICE	CALTEX PICCADILLY	DIESEL - 69.68L	\$ 157.41
15/09/2023	MANAGER PROJECT MANAGEMENT OFFICE	CALTEX PICCADILLY	DISCOUNT	-\$ 4.18
15/09/2023	ITC COORDINATOR	CALTEX PICCADILLY	PREMIUM ULP - 46.47L	\$ 104.51
15/09/2023	ITC COORDINATOR	CALTEX PICCADILLY	DISCOUNT	-\$ 2.79
15/09/2023	EXECUTIVE MANAGER PEOPLE AND CULTURE	CALTEX PICCADILLY	DIESEL - 35.49L	\$ 80.17
15/09/2023	EXECUTIVE MANAGER PEOPLE AND CULTURE	CALTEX PICCADILLY	DISCOUNT	-\$ 2.13
15/09/2023	COORDINATOR COMMUNITY SERVICES	PUMA KALGOORLIE	REGULAR ULP - 50.08L	\$ 103.11
15/09/2023	COORDINATOR COMMUNITY SERVICES	PUMA KALGOORLIE	DISCOUNT	-\$ 3.01
15/09/2023	SENIOR OFFICER WATER TECHNICAL	PUMA KALGOORLIE	DIESEL - 193.58L	\$ 433.43
15/09/2023	SENIOR OFFICER WATER TECHNICAL	PUMA KALGOORLIE	DISCOUNT	-\$ 11.62
15/09/2023	SENIOR OFFICER WATER TECHNICAL	PUMA KALGOORLIE	DIESEL - 113.35L	\$ 253.79
15/09/2023	SENIOR OFFICER WATER TECHNICAL	PUMA KALGOORLIE	DISCOUNT	-\$ 6.80
15/09/2023	SENIOR OFFICER JOB SUPPORT HUB	PUMA KALGOORLIE	REGULAR ULP - 48L	\$ 98.83
15/09/2023	SENIOR OFFICER JOB SUPPORT HUB	PUMA KALGOORLIE	DISCOUNT	-\$ 2.88
15/09/2023	INDIGENOUS FIELD SUPPORT OFFICER	PUMA KALGOORLIE	DIESEL - 132.12L	\$ 295.82
15/09/2023	INDIGENOUS FIELD SUPPORT OFFICER	PUMA KALGOORLIE	DISCOUNT	-\$ 7.93
16/09/2023	EXECUTIVE MANAGER PEOPLE AND CULTURE	PUMA CASTLETOWN	DIESEL - 32.81L	\$ 73.40
16/09/2023	EXECUTIVE MANAGER PEOPLE AND CULTURE	PUMA CASTLETOWN	DISCOUNT	-\$ 1.97
16/09/2023	MANAGER ICT	CALTEX PICCADILLY	PREMIUM ULP - 37.13L	\$ 83.51
16/09/2023	MANAGER ICT	CALTEX PICCADILLY	DISCOUNT	-\$ 2.23
16/09/2023	EXECUTIVE MANAGER FINANCE	PUMA ENERGY TAMMIN ROADHOUSE	DIESEL - 59.53L	\$ 130.92
16/09/2023	EXECUTIVE MANAGER FINANCE	PUMA ENERGY TAMMIN ROADHOUSE	DISCOUNT	-\$ 3.57
16/09/2023	MANAGER ICT	PUMA ENERGY TAMMIN ROADHOUSE	REGULAR ULP - 36.78L	\$ 75.00
16/09/2023	MANAGER ICT	PUMA ENERGY TAMMIN ROADHOUSE	DISCOUNT	-\$ 2.21

16/09/2023	COORDINATOR ENVIRONMENTAL HEALTH SERVICES	PUMA KALGOORLIE	REGULAR ULP - 46.39L	\$ 95.52
16/09/2023	COORDINATOR ENVIRONMENTAL HEALTH SERVICES	PUMA KALGOORLIE	DISCOUNT	-\$ 2.78
17/09/2023	MANAGER ENGINEERING	7-ELEVEN LANSDALE	DIESEL - 66.38L	\$ 141.74
17/09/2023	DIRECTOR COMMUNITY DEVELOPMENT	BP GOLDEN GATE	REGULAR ULP - 59.26L	\$ 122.61
17/09/2023	DIRECTOR DEVELOPMENT AND GROWTH	PUMA KALGOORLIE	REGULAR ULP - 19.35L	\$ 39.84
17/09/2023	DIRECTOR DEVELOPMENT AND GROWTH	PUMA KALGOORLIE	DISCOUNT	-\$ 1.16
17/09/2023	COORDINATOR RANGER SERVICES	PUMA KALGOORLIE	DIESEL - 40.51L	\$ 90.70
17/09/2023	COORDINATOR RANGER SERVICES	PUMA KALGOORLIE	DISCOUNT	-\$ 2.43
18/09/2023	COORDINATOR PROPERTY	AMPOL KALGOORLIE	REGULAR ULP - 49.77L	\$ 102.97
18/09/2023	MANAGER ICT	CALTEX MEADOW SPRINGS	REGULAR ULP - 60.24L	\$ 118.01
18/09/2023	MANAGER ICT	CALTEX MEADOW SPRINGS	DISCOUNT	-\$ 3.61
19/09/2023	SENIOR TECHNICAL OFFICER (BUILDINGS)	PUMA KALGOORLIE	DIESEL - 63L	\$ 144.84
19/09/2023	SENIOR TECHNICAL OFFICER (BUILDINGS)	PUMA KALGOORLIE	DISCOUNT	-\$ 3.78
20/09/2023	BUILDING OFFICER	CALTEX PICCADILLY	REGULAR ULP - 44.82L	\$ 93.18
20/09/2023	BUILDING OFFICER	CALTEX PICCADILLY	DISCOUNT	-\$ 2.69
20/09/2023	MANAGER ICT	PUMA ENERGY TAMMIN ROADHOUSE	REGULAR ULP - 32.86L	\$ 67.00
20/09/2023	MANAGER ICT	PUMA ENERGY TAMMIN ROADHOUSE	DISCOUNT	-\$ 1.97
20/09/2023	WATER TECHNICAL OFFICER	PUMA KALGOORLIE	DIESEL - 66.75L	\$ 153.46
20/09/2023	WATER TECHNICAL OFFICER	PUMA KALGOORLIE	DISCOUNT	-\$ 4.01
20/09/2023	COORDINATOR RANGER SERVICES	PUMA KALGOORLIE	DIESEL - 63.19L	\$ 145.27
20/09/2023	COORDINATOR RANGER SERVICES	PUMA KALGOORLIE	DISCOUNT	-\$ 3.79
20/09/2023	COORDINATOR GOLDFIELDS ARTS CENTRE	PUMA KALGOORLIE	DIESEL - 68.42L	\$ 157.30
20/09/2023	COORDINATOR GOLDFIELDS ARTS CENTRE	PUMA KALGOORLIE	DISCOUNT	-\$ 4.10
20/09/2023	MANAGER AIRPORT	PUMA KALGOORLIE	REGULAR ULP - 33.37L	\$ 69.38
20/09/2023	MANAGER AIRPORT	PUMA KALGOORLIE	DISCOUNT	-\$ 2.00
21/09/2023	AIRPORT GENERAL USE	AMPOL KALGOORLIE	DIESEL - 61.98L	\$ 145.59
21/09/2023	AIRPORT MANAGER	PUMA ENERGY TAMMIN ROADHOUSE	REGULAR ULP - 36.35L	\$ 74.13
21/09/2023	AIRPORT MANAGER	PUMA ENERGY TAMMIN ROADHOUSE	DISCOUNT	-\$ 2.18
21/09/2023	INDIGENOUS FIELD SUPPORT OFFICER	CALTEX BELLEVUE	DIESEL - 93.97L	\$ 203.82
21/09/2023	INDIGENOUS FIELD SUPPORT OFFICER	CALTEX BELLEVUE	DISCOUNT	-\$ 5.64
21/09/2023	DEPOT GENERAL USE	CALTEX PICCADILLY	DIESEL - 65.08L	\$ 149.62
21/09/2023	DEPOT GENERAL USE	CALTEX PICCADILLY	DISCOUNT	-\$ 3.91
21/09/2023	SENIOR INDIGENOUS HEALTH OFFICER	PUMA KALGOORLIE	REGULAR ULP - 37.56L	\$ 78.84
21/09/2023	SENIOR INDIGENOUS HEALTH OFFICER	PUMA KALGOORLIE	DISCOUNT	-\$ 2.26
21/09/2023	DEPOT GENERAL USE	PUMA KALGOORLIE	REGULAR ULP - 33.79L	\$ 70.93
21/09/2023	DEPOT GENERAL USE	PUMA KALGOORLIE	DISCOUNT	-\$ 2.03
21/09/2023	ENVIRONMENTAL HEALTH OFFICER POOL	PUMA KALGOORLIE	REGULAR ULP - 37.65L	\$ 79.03
21/09/2023	ENVIRONMENTAL HEALTH OFFICER POOL	PUMA KALGOORLIE	DISCOUNT	-\$ 2.26
21/09/2023	PARKING INSPECTOR OFFICER	PUMA KALGOORLIE	DIESEL - 71.14L	\$ 163.55
21/09/2023	PARKING INSPECTOR OFFICER	PUMA KALGOORLIE	DISCOUNT	-\$ 4.27
21/09/2023	SENIOR OFFICER WATER TECHNICAL	PUMA KALGOORLIE	DIESEL - 201.14L	\$ 462.42
21/09/2023	SENIOR OFFICER WATER TECHNICAL	PUMA KALGOORLIE	DISCOUNT	-\$ 12.07
21/09/2023	COMMUNITY RANGER	PUMA KALGOORLIE	DIESEL - 63.63L	\$ 146.29

21/09/2023	COMMUNITY RANGER	PUMA KALGOORLIE	DISCOUNT	-\$ 3.82
22/09/2023	BUILDING OFFICER	CALTEX BENTLEY	REGULAR ULP - 43.52L	\$ 87.00
22/09/2023	BUILDING OFFICER	CALTEX BENTLEY	DISCOUNT	-\$ 2.61
22/09/2023	MANAGER OPERATIONS	CALTEX PICCADILLY	DIESEL - 74.68L	\$ 171.69
22/09/2023	MANAGER OPERATIONS	CALTEX PICCADILLY	DISCOUNT	-\$ 4.48
22/09/2023	MANAGER ENGINEERING	BP GOLDEN GATE	ULS DIESEL (50) - 65.05L	\$ 148.90
22/09/2023	AIRPORT MANAGER	PUMA ENERGY TAMMIN ROADHOUSE	REGULAR ULP - 37.8L	\$ 77.08
22/09/2023	AIRPORT MANAGER	PUMA ENERGY TAMMIN ROADHOUSE	DISCOUNT	-\$ 2.27
22/09/2023	COORDINATOR ENGINEERING DESIGN	PUMA KALGOORLIE	REGULAR ULP - 55.5L	\$ 116.49
22/09/2023	COORDINATOR ENGINEERING DESIGN	PUMA KALGOORLIE	DISCOUNT	-\$ 3.33
22/09/2023	SENIOR ENVIRONMENTAL HEALTH OFFICER	PUMA KALGOORLIE	DIESEL - 64.86L	\$ 149.11
22/09/2023	SENIOR ENVIRONMENTAL HEALTH OFFICER	PUMA KALGOORLIE	DISCOUNT	-\$ 3.89
23/09/2023	INDIGENOUS FIELD SUPPORT OFFICER	CALTEX BELLEVUE	DIESEL - 59.45L	\$ 124.79
23/09/2023	INDIGENOUS FIELD SUPPORT OFFICER	CALTEX BELLEVUE	DISCOUNT	-\$ 3.57
23/09/2023	COORDINATOR RANGER SERVICES	PUMA BELMONT	DIESEL - 63.54L	\$ 139.60
23/09/2023	COORDINATOR RANGER SERVICES	PUMA BELMONT	DISCOUNT	-\$ 3.81
23/09/2023	SENIOR ENVIRONMENTAL HEALTH OFFICER	PUMA ENERGY DIANELLA	DIESEL - 31.66L	\$ 69.62
23/09/2023	SENIOR ENVIRONMENTAL HEALTH OFFICER	PUMA ENERGY DIANELLA	DISCOUNT	-\$ 1.90
24/09/2023	ASSISTANT SUPERINTENDANT GOLF COURSE	AMPOL KALGOORLIE SOUTH	DIESEL - 65.34L	\$ 153.48
24/09/2023	COORDINATOR RANGER SERVICES	CALTEX TARCOOLA BEACH	DIESEL - 43.27L	\$ 95.15
24/09/2023	COORDINATOR RANGER SERVICES	CALTEX TARCOOLA BEACH	DISCOUNT	-\$ 2.60
24/09/2023	EXECUTIVE MANAGER PEOPLE AND CULTURE	CALTEX PICCADILLY	DIESEL - 44.01L	\$ 101.18
24/09/2023	EXECUTIVE MANAGER PEOPLE AND CULTURE	CALTEX PICCADILLY	DISCOUNT	-\$ 2.64
24/09/2023	MANAGER PROJECT MANAGEMENT OFFICE	CALTEX PICCADILLY	DIESEL - 37.85L	\$ 87.02
24/09/2023	MANAGER PROJECT MANAGEMENT OFFICE	CALTEX PICCADILLY	DISCOUNT	-\$ 2.27
24/09/2023	MANAGER ICT	CALTEX MUNDARING	REGULAR ULP - 51.11L	\$ 99.00
24/09/2023	MANAGER ICT	CALTEX MUNDARING	DISCOUNT	-\$ 3.07
25/09/2023	SENIOR ENVIRONMENTAL HEALTH OFFICER	CALTEX BELLEVUE	DIESEL - 54.1L	\$ 116.80
25/09/2023	SENIOR ENVIRONMENTAL HEALTH OFFICER	CALTEX BELLEVUE	DISCOUNT	-\$ 3.25
25/09/2023	MANAGER AIRPORT	PUMA KALGOORLIE	REGULAR ULP - 47.97L	\$ 100.69
25/09/2023	MANAGER AIRPORT	PUMA KALGOORLIE	DISCOUNT	-\$ 2.88
25/09/2023	MANAGER HEALTH AND COMMUNITY SAFETY	PUMA KALGOORLIE	DIESEL - 64.96L	\$ 149.34
25/09/2023	MANAGER HEALTH AND COMMUNITY SAFETY	PUMA KALGOORLIE	DISCOUNT	-\$ 3.90
26/09/2023	COORDINATOR RANGER SERVICES	BP KALBARRI	ULS DIESEL (50) - 44.84L	\$ 99.50
26/09/2023	PLANNING SERVICES COORDINATOR	PUMA KALGOORLIE	REGULAR ULP - 41.12L	\$ 86.31
26/09/2023	PLANNING SERVICES COORDINATOR	PUMA KALGOORLIE	DISCOUNT	-\$ 2.47
26/09/2023	SENIOR RANGER	PUMA KALGOORLIE	DIESEL - 61L	\$ 140.24
26/09/2023	SENIOR RANGER	PUMA KALGOORLIE	DISCOUNT	-\$ 3.66
27/09/2023	BUILDING OFFICER	CALTEX PICCADILLY	REGULAR ULP - 44.67L	\$ 93.76
27/09/2023	BUILDING OFFICER	CALTEX PICCADILLY	DISCOUNT	-\$ 2.68
27/09/2023	MANAGER DEVELOPMENT AND GROWTH	CALTEX PICCADILLY	REGULAR ULP - 24.06L	\$ 50.50
27/09/2023	MANAGER DEVELOPMENT AND GROWTH	CALTEX PICCADILLY	DISCOUNT	-\$ 1.45
27/09/2023	MANAGER WASTE, WATER AND SUSTAINABILITY	CALTEX PICCADILLY	DIESEL - 48.08L	\$ 110.54

27/09/2023	MANAGER WASTE, WATER AND SUSTAINABILITY	CALTEX PICCADILLY	DISCOUNT	-\$ 2.89
28/09/2023	COORDINATOR RANGER SERVICES	OVERLANDER ROADHOUSE	SURCHARGE - 0L	\$ 1.39
28/09/2023	COORDINATOR RANGER SERVICES	OVERLANDER ROADHOUSE	DIESEL - 58.96L	\$ 138.50
28/09/2023	SENIOR OFFICER HERITAGE SERVICES	PUMA KALGOORLIE	REGULAR ULP - 14.41L	\$ 30.25
28/09/2023	SENIOR OFFICER HERITAGE SERVICES	PUMA KALGOORLIE	DISCOUNT	-\$ 0.86
	ACCOUNT FEES		ACCOUNT FEES	\$ 477.79
			TOTAL CREDIT CARD PAYMENTS	\$ 14,351.09



Corporate Business Plan 2023-2027





Acknowledgement of Country

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

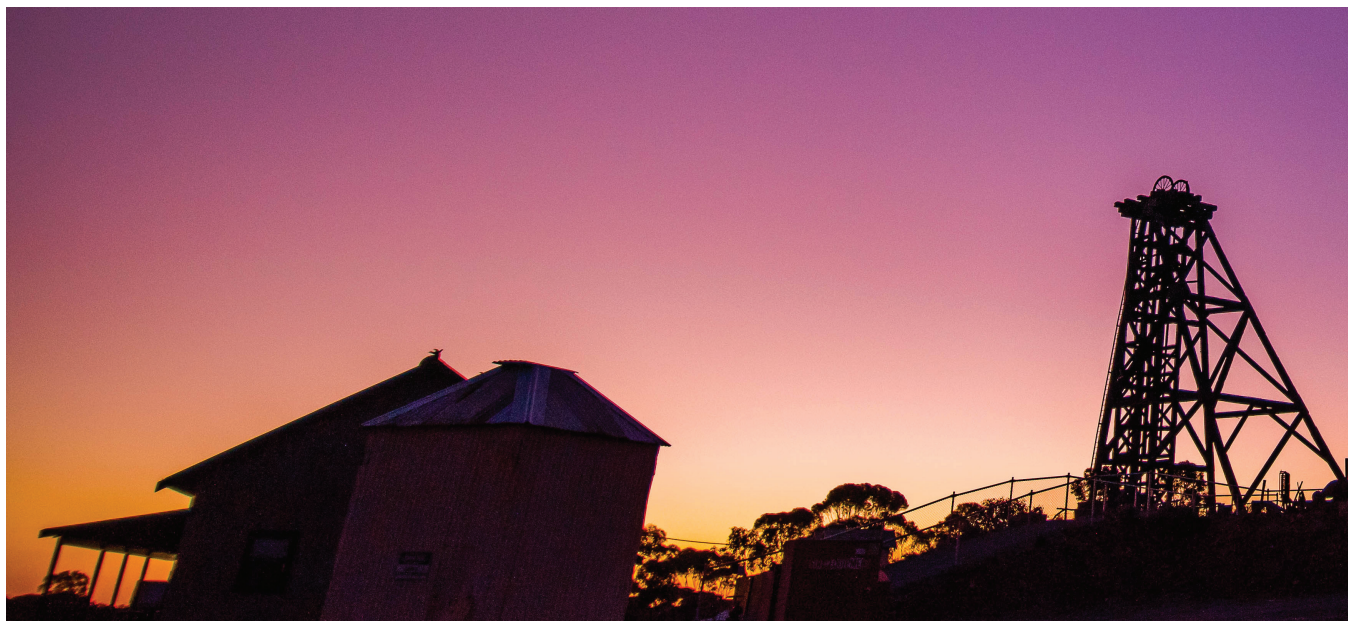
Karlkula Tjukurrpa (Silky Pear Dreaming)

Artist: Regina Donaldson



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Statements

Mission Statement

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

Strategic Statement

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

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

Vision Statement

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

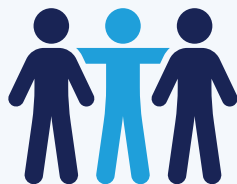


City Profile

The City of Kalgoorlie-Boulder at a glance



95,575km²
Land Area



30,000
2021 Population



35%
Born Overseas



17%
Speak a language
other than English
at home

The City of Kalgoorlie-Boulder's Economy



\$5.3b
2022 Gross
Regional Product



7,326
Local Businesses



16,943
Jobs



\$9.3b
Total Export Value



Message from the Mayor and the Chief Executive Officer

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

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

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

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

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



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

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

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



John Bowler
Mayor, City of
Kalgoorlie-Boulder

A handwritten signature in black ink that reads "John Bowler".



Andrew Brien
CEO, City of
Kalgoorlie-Boulder

A handwritten signature in black ink that reads "Andrew Brien".



Council

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



Mayor
John Bowler
0418 935 005
John.Bowler@ckb.wa.gov.au
Term expires 2023



Deputy Mayor
Glenn Wilson
0438 926 829
Glenn.Wilson@ckb.wa.gov.au
Term expires 2023



Councillor
Deborah Botica
0423 264 016
dbotica@ckb.wa.gov.au
Term expires 2025



Councillor
Mandy Reidy
0411 022 577
Mandy.Reidy@ckb.wa.gov.au
Term expires 2023



Councillor
David Grills
0417 888 868
David.Grills@ckb.wa.gov.au
Term expires 2023



Councillor
Terrence Winner
0438 418 369
Terrence.Winner@ckb.wa.gov.au
Term expires 2023



Councillor
John Matthew
0418 935 327
John.Matthew@ckb.wa.gov.au
Term expires 2023



Councillor
Kirsty Dellar
0407 985 476
Kirsty.Dellar@ckb.wa.gov.au
Term expires 2025



Councillor

Amy Astill

0407 891 727
Amy.Astill@ckb.wa.gov.au
Term expires 2025



Councillor

Kim Eckert OAM

0429 805 521
Kim.Eckert@ckb.wa.gov.au
Term expires 2025



Councillor

Mick McKay

0407 387 588
Mick.Mckay@ckb.wa.gov.au
Term expires 2025



Councillor

Suzie Williams

08 9021 9600
Suzie.Williams@ckb.wa.gov.au
Term expires 2025



Councillor

Wayne Johnson

0438 545 902
Wayne.Johnson@ckb.wa.gov.au
Term expires 2023



07

Organisational Structure

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





Integrated Planning & Reporting Framework

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

Integrated Strategic Planning Framework – Plans





The Corporate Business Plan

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

Requirements

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

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

Regulations also require that:

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



Strategic Objectives

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



Safe

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



Connected

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



Futuristic

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



Sustainable

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



Empowered

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



Capable

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





Community Development

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

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



Corporate and Commercial

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

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



Engineering

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

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



Development and Growth

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

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



Executive Advisory Group

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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



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VER-10.23




Action Progress Report November 2023


1: Safe

We will be safe and free from Harm and crime.


1.1: Delivering a safe and activated community that can be used day and night.

1.1.1: Working with the police and community interest groups to deliver safer spaces for the community


Theme	Action Code	Action Name	Responsible Officer	Status	Progress	Comments
Safe	1.1.1.1	Facilitating strong relationships between police, IT, rangers and safer street patrol through effective communication and information exchanges and provision of services in these units to support police functions	Alain Baldomero		40%	<p>Mostly on track and impacted by vacancies (ongoing).</p> <p>Safer Street and Rangers regularly meet with WA Police and share parking information about flagged vehicles.</p> <p>Safer Streets, Rangers and IT have maintained a good relationship to support police and safety functions.</p> <p>Draft 2024 Community Safety and Crime Prevention (CSCP) Plan developed. Public consultation will be done in November.</p> <p>CSCP Working Group to be reformed and will meet in November (will include elected members, stakeholders, WAPoI and community representatives).</p>

Theme	Action Code	Action Name	Responsible Officer	Status	Progress	Comments
Safe	1.1.1.2	Through the Summer Support Strategy partners, provide support to Aboriginal visitors to the community	Mia Hicks		50%	Internal SRS CKB team has been established and are meeting fortnightly to ensure appropriate reporting back to SRS partners. Money has been issued back to GIHO (\$91,000 inc GST) as per minutes of SRS meeting in Oct 2023 to establish Welcome Hub. This is ongoing.


1.1.2: Continuing to strengthen the relationship with youth interest groups in the development of intervention programs and recreational activities

Theme	Action Code	Action Name	Responsible Officer	Status	Progress	Comments
Safe	1.1.2.1	Work with Goldfields Youth Network on developing programs and services that respond to gaps in youth service delivery. These programs and services to be considered in activation plan for the Kingsbury Park Youth Precinct.	Madison Church		50%	Youth Interagency Meetings held monthly where service providers are provided with an opportunity to share information and work collaboratively on programs, activities and initiatives provided to the Youth in Kalgoorlie-Boulder. Submitted \$250K EOI to WA Police for activation programs over three years in partnership with PCYC, WA Police and other GYN stakeholders.


1.1.3: Continuously improve internal policies and protocols around crime prevention through environmental design

Theme	Action Code	Action Name	Responsible Officer	Status	Progress	Comments
Safe	1.1.3.1	Develop and implement guidelines for design projects that include crime prevention as an identified criteria that must be considered and met	Arno Gouws		10%	Action is still required to draft guidelines however the concept of crime prevention is an identified criteria that is considered during design and development of projects (eg. looking at passive surveillance opportunities).

1.1.4: Delivering more attractive streetscapes in streets and parks

Theme	Action Code	Action Name	Responsible Officer	Status	Progress	Comments
Safe	1.1.4.1	Taking prompt action in relation to notifications received through Snap Send Solve app	Lui Camporeale		35%	City officers are actioning approximately 85% of Snap Send Solves within the designated timeframe of 5 days.


1.1.5: Delivering improved public lighting


Theme	Action Code	Action Name	Responsible Officer	Status	Progress	Comments
Safe	1.1.5.1	Identify priority locations for lighting infrastructure improvements; develop plan and deliver improved lighting infrastructure according to prioritisation	Lui Camporeale		10%	The contract for conducting a lighting audit has recently been awarded. The audit is expected to span over a period of approximately three months, during which time a


Theme	Action Code	Action Name	Responsible Officer	Status	Progress	Comments
						comprehensive list of priority areas will be identified.


1.2: Safe, reliable and efficient public transport and road networks


1.2.1: Ensuring safe road networks through effective planning and maintenance


Theme	Action Code	Action Name	Responsible Officer	Status	Progress	Comments
Safe	1.2.1.1	Identify and apply for funding grants at earliest opportunity to allow budgeting and resourcing of road renewal and resurfacing works	Johannes Prinsloo		20%	In process to recruit staff to perform this function. However, the City has applied for some grants for road renewal and resurfacing works.


Theme	Action Code	Action Name	Responsible Officer	Status	Progress	Comments
Safe	1.2.1.2	Delivery of annual Footpath Maintenance and Renewal Program	Lui Camporeale		35%	The Footpath Maintenance and Renewal program is progressing as planned and within the allocated budget, with one-third of the year already completed.

Theme	Action Code	Action Name	Responsible Officer	Status	Progress	Comments
Safe	1.2.1.3	Delivery of annual Urban and Rural Roads Maintenance and Renewal Programs	Lui Camporeale		35%	With four months of the year completed, both the Annual Urban Renewal plan and the Road Renewal plan are progressing according to schedule and within the allocated budget.


Theme	Action Code	Action Name	Responsible Officer	Status	Progress	Comments
Safe	1.2.1.4	Delivery of annual Laneway Renewal and Maintenance Programs	Lui Camporeale		20%	Currently slightly behind schedule; however, plans are implemented to expedite delivery for the remaining duration of the financial year.


Theme	Action Code	Action Name	Responsible Officer	Status	Progress	Comments
Safe	1.2.1.5	Deliver annual Line Marking Renewal Program (including disability bay requirements)	Lui Camporeale		15%	Line marking is currently being conducted as part of the Road Renewal Program. The prioritiation of marking upgrades is being managed by the Asset Management team and is generally on track.


Theme	Action Code	Action Name	Responsible Officer	Status	Progress	Comments
Safe	1.2.1.6	Deliver Hannan and Burt St Pavement Upgrade Project	Lui Camporeale		10%	In the process of finalising the scope for the Paving Tender for the City's paving projects. Once the Tender is awarded, this action will be implemented accordingly.


Theme	Action Code	Action Name	Responsible Officer	Status	Progress	Comments
Safe	1.2.1.7	Review Asset Management Plans to maintain all civic infrastructure	Nicole Ilsley		0%	Currently in the process of recruiting personnel to fulfill this role. Review will be conducted in 2024.

1.2.2: Implementing technological solutions to improve transport infrastructure and experiences, and encourage mobility innovation


Theme	Action Code	Action Name	Responsible Officer	Status	Progress	Comments
Safe	1.2.2.1	Expanding safe network of cycleways and pathways around Kalgoorlie-Boulder	Johannes Prinsloo		15%	The City is recruiting staff to assist with the application of future grants. Construction will commence in March 2024 to upgrade the Maritana Street and Piccadilly Street SUP.


Theme	Action Code	Action Name	Responsible Officer	Status	Progress	Comments
Safe	1.2.2.2	Engage with Biometrix consultants to map accessibility of Kalgoorlie-Boulder transport infrastructure and develop action plan for improvements to identified problem areas	Johannes Prinsloo		25%	Currently, the City is implementing improvements to footpaths and ramps as part of the CBD Resurfacing Program. Issues that have been identified by Biometrix will also be taken into account during this program for the roads that are scheduled for resurfacing. Any remaining issues will be prioritised and addressed in future years as part of the Footpath Renewal Program.

Theme	Action Code	Action Name	Responsible Officer	Status	Progress	Comments
Safe	1.2.2.3	Develop schedule and program of footpath repair, upgrade and maintenance works	Johannes Prinsloo		20%	This project is a long-term initiative that is ongoing and entails an annual schedule for the renewal of footpaths and cycling paths.


Theme	Action Code	Action Name	Responsible Officer	Status	Progress	Comments
Safe	1.2.2.4	Investigate upgrades to airport technological systems	Mark Rusbridge		80%	Review of the technology is underway with proposed upgrades on CCTV and security to commence in January 2024. The ICT audit of airport needs is


Theme	Action Code	Action Name	Responsible Officer	Status	Progress	Comments
						complete and is waiting on rollout schedule.


Theme	Action Code	Action Name	Responsible Officer	Status	Progress	Comments
Safe	1.2.2.5	Review contract management for security, screening and baggage at the Airport	Mark Rusbridge		45%	A review of all security contracts within the airport is underway and expected to be complete by mid-2024. The work on the security contract management coincides with the development of the airport mini masterplan.

Theme	Action Code	Action Name	Responsible Officer	Status	Progress	Comments
Safe	1.2.2.6	Implement upgrades to airport technological systems	Mark Rusbridge		40%	Multiple projects have been flagged to improve experiences and mobility at the airport, these are being considered within the airport mini masterplan. The first stage will ease mobility within the terminal e.g. mechanical enhancements to the luggage carousel. Additional automations in paid parking were implemented in October 2023.

1.2.3: Planning and delivering accessible local infrastructure improvements for public transport


Theme	Action Code	Action Name	Responsible Officer	Status	Progress	Comments
Safe	1.2.3.1	Work with Main Roads to complete delivery of improved accessibility for all bus stops in Kalgoorlie-Boulder	Johannes Prinsloo		20%	The Public Transport Authority (PTA) has recently implemented upgrades to several bus stops (46 bus stops) within the City. The City is currently in the process of installing the bus shelter structures for the upgraded bus stops. PTA that is the asset owner of the bus bays plan to do more upgrades in future.

Theme	Action Code	Action Name	Responsible Officer	Status	Progress	Comments
Safe	1.2.3.2	Construct bus infrastructure at Airport	Arno Gouws		15%	Detailed designs have been finalised and the project will go out on tender in the second quarter of this financial year with an estimated commencement in February 2024.

Theme	Action Code	Action Name	Responsible Officer	Status	Progress	Comments
Safe	1.2.3.3	Reviewing Airport Masterplan and determining implementation stages	Mark Rusbridge		30%	Progress on the airport masterplan is underway; sourcing project resources, design consultants and integrating new innovations. The first step in the overall design work will be the relocation of bus bays


Theme	Action Code	Action Name	Responsible Officer	Status	Progress	Comments
						scheduled to commence in February 2024. The second phase is the airport mini master plan which focusses on maximises the efficiency of the terminal.

1.2.4: Having access to a diverse range of sustainable, affordable and accessible modes of transport and services

Theme	Action Code	Action Name	Responsible Officer	Status	Progress	Comments
Safe	1.2.4.1	Delivery of installation of fast charge EV stations throughout the City	Arno Gouws		35%	The City and Synergy have reached an agreement, and the project is scheduled to begin in early 2024. The installation process, which is anticipated to take two weeks, will be carried out by Synergy.


1.3: Supporting families and youth


1.3.1: Providing support for families in need

Theme	Action Code	Action Name	Responsible Officer	Status	Progress	Comments
Safe	1.3.1.1	Advocating to State and Federal Government agencies and external bodies for delivery of housing/accommodation and services including health and allied health services and regular visiting specialists	Mia Hicks		50%	Through the DSS brokerage funding, several GP and other health service providers were encouraged to apply for financial support to work to attract these professionals to the City. Advocated to mining companies

Theme	Action Code	Action Name	Responsible Officer	Status	Progress	Comments
						in the region opportunities for GP and Aged Care housing.


1.3.2: Providing youth with adequate facilities to foster learning and allow for recreation


Theme	Action Code	Action Name	Responsible Officer	Status	Progress	Comments
Safe	1.3.2.1	Investigate gaps in recreational activities available in Kalgoorlie-Boulder	Madison Church		10%	City Officers are developing the scope of work required for the RFQ for the development of a Sport and Recreation Action Plan which will identify the gaps and needs within the City of Kalgoorlie-Boulder including the open spaces (ovals, parks, and lights ect), sport and community recreation facilities and community groups using these facilities.


Theme	Action Code	Action Name	Responsible Officer	Status	Progress	Comments
Safe	1.3.2.2	Delivery of Youth Precinct Redevelopment project	Arno Gouws		5%	This project is currently in the detailed design stage, with approximately 80% of the work already completed. The consultant is still to provide the final electrical and CCRTV drawings. Some delays were caused by the state government's changes to the


Theme	Action Code	Action Name	Responsible Officer	Status	Progress	Comments
						Aboriginal Cultural Heritage Act but the project is now back on track. Constructions works are due to commence in early 2024.


1.3.3: Connecting with youth groups, services, and mentors to build their confidence in education, training, and future skills opportunities

Theme	Action Code	Action Name	Responsible Officer	Status	Progress	Comments
Safe	1.3.3.1	Increase Youth Council platform within the community	Madison Church		20%	Youth Council has increased in membership, next step is to increase profile in the community via their engagement in the Youth Strategy consultation activities.


Theme	Action Code	Action Name	Responsible Officer	Status	Progress	Comments
Safe	1.3.3.2	Develop and implement annual program of youth events hosted by the City	Madison Church		25%	Youth events have been approved by Council (26 Sept 2023) partnering with the Kalgoorlie-Boulder Youth Council. Tentative dates below Youth Week 5 April 24 - 12 April 24 Youth Awards 14 June 2024 Goldfields Youth Forum 16 August 24 Youth Fest 28 Sept 2024


Theme	Action Code	Action Name	Responsible Officer	Status	Progress	Comments
Safe	1.3.3.3	Offer traineeships and vacation work experience for students to obtain local government work experience	Paul Barrett		70%	The City has an annual intake of trainees and apprenticeships. The City's Traineeship Programme is being enhanced to make this as good an experience as possible. Work experience opportunities are provided to students, generally during the school holidays.


Theme	Action Code	Action Name	Responsible Officer	Status	Progress	Comments
Safe	1.3.3.4	Develop a mentoring program in partnership with service providers for local youth and the Youth Council	Madison Church		0%	Team investigating a framework to provide mentoring program for local youth and Youth Council. Youth Council attended David Price mentoring on effective communication and meetings.


Theme	Action Code	Action Name	Responsible Officer	Status	Progress	Comments
Safe	1.3.3.5	Representation at youth career events to promote local government training and employment opportunities	Paul Barrett		70%	The City regularly attends events to promote local government opportunities. Examples of this includes the Curtin University Open Day, Kalgoorlie Careers Day, Apprenticeships & Traineeship Fair and the Goldfields Event.


1.3.4: Continuing to source funding to deliver safe programs and recreation activities for young people

Theme	Action Code	Action Name	Responsible Officer	Status	Progress	Comments
Safe	1.3.4.1	Investigate external funding sources for youth related activities	Madison Church		35%	Applied for WA Police Community Service Funding for \$250K over three years to support the City Youth initiatives and program activation for Kingsbury Park. This includes partnering with local service providers and external stakeholders.

Theme	Action Code	Action Name	Responsible Officer	Status	Progress	Comments
Safe	1.3.4.2	Seek partnerships or investment from third parties and external stakeholders for City-run programs and activities	Mia Hicks		50%	DSS brokerage funding of \$5M being administered by the City of Kalgoorlie-Boulder. Visit from Lotterywest upcoming and partnership grant workshop being prepared.

Theme	Action Code	Action Name	Responsible Officer	Status	Progress	Comments
Safe	1.3.4.3	Identify opportunities to partner with or provide sponsorship (Youth Grant Program) or other support to local community groups and not-for-profit businesses running youth focussed events and programmes	Madison Church		10%	<p>Annual Grant Program, Outstanding Individual Grant Program, Community Grant Program, Youth Grant Program and Waiver of Hire fees.</p> <p>Programs Guidelines to be reviewed and update to the Community Assistance Scheme policy to ensure programs are effective.</p> <p>Programs to be uploaded and ready to go live through Smarty Grants Platform.</p>

Theme	Action Code	Action Name	Responsible Officer	Status	Progress	Comments
Safe	1.3.4.4	Implement 2018 - 2021 Youth Strategic Action Plan	Madison Church		10%	<p>Youth action plan is now out of date, the team is working toward the development of the next Youth Action Plan 2024 - 2027 via a RFQ to be released this month.</p>


Theme	Action Code	Action Name	Responsible Officer	Status	Progress	Comments
Safe	1.3.4.5	Develop and implement 2024-2027 Youth Strategic Action Plan	Madison Church		5%	RFQ for Youth Strategic Action Plan being prepared.


2: Connected


We will be connected to our history, culture and community.


2.1: Providing public spaces that facilitates a diverse range of activities and strengthens social bonds within the community


2.1.1: Provide quality parkland and recreation facilities that are diverse, accessible and responsive to changing needs


Theme	Action Code	Action Name	Responsible Officer	Status	Progress	Comments
Connected	2.1.1.1	Implement Access and Inclusion Plan	Dionie Johnson		50%	Capturing data ongoing basis. Recently submitted annual report to Department of Communities.


Theme	Action Code	Action Name	Responsible Officer	Status	Progress	Comments
Connected	2.1.1.2	Implement Age Friendly Strategy	Lauren Chapman-Holle		50%	Age Friendly Strategy is being actioned, with several initiatives currently ongoing.


Theme	Action Code	Action Name	Responsible Officer	Status	Progress	Comments
Connected	2.1.1.3	Review the Men's Shed operating model	Mia Hicks		50%	Two Men's Shed Committee members have been invited by the City to attend the annual Men's Shed Conference in Perth to provide information back to the City on operational model options.


Theme	Action Code	Action Name	Responsible Officer	Status	Progress	Comments
Connected	2.1.1.4	Implement the Club Development Plan	Madison Church		10%	<p>Club development plan is currently supported by the Department of Local Government, Sport and Cultural Industries for the 3 Years of the program.</p> <p>City officers have completed 'quick wins' such as the Summer Sports Carnival and Winter Sports Carnival.</p> <p>Meet the grant makers - Grant workshop to be held 1 Nov 2023 for all community and sporting groups. Partnering with DLGSC and Lottery West to provide support and information to Kalgoorlie-Boulder Clubs and Association.</p>

Theme	Action Code	Action Name	Responsible Officer	Status	Progress	Comments
	2.1.1.5	Review community services, programs and program delivery, and fitness for purpose of buildings and infrastructure (including the EGCC and library) in line with the City's services	Lauren Chapman-Holle		20%	Ongoing review of services and programs. Land use of reserves at 13 Roberts Street to be reviewed and considered by Council at November OCM to allow commercial leasing.

Theme	Action Code	Action Name	Responsible Officer	Status	Progress	Comments
Connected	2.1.1.6	Review fit for purpose of buildings and infrastructure at the Goldfields Arts Centre	Lauren Chapman-Holle		50%	Ongoing. GAC infrastructure under regular review in consultation with ACT/AMT, with improvements guided by industry best practice.


Theme	Action Code	Action Name	Responsible Officer	Status	Progress	Comments
Connected	2.1.1.7	Ensure access and presentation of City sporting fields and ovals, including improved sports ground lighting	Lui Camporeale		35%	The sporting fields are subject to an annual maintenance program. As part of ongoing efforts to improve our facilities a full City Sporting space lighting audit is under way.

Theme	Action Code	Action Name	Responsible Officer	Status	Progress	Comments
Connected	2.1.1.8	Review Asset Management Plan for City-owned park and recreation facilities	Lui Camporeale		0%	The action is scheduled to commence in January 2024.


Theme	Action Code	Action Name	Responsible Officer	Status	Progress	Comments
Connected	2.1.1.9	Ensure asset condition assessments are completed for all Golf Course facilities in FY24	Lui Camporeale		0%	The action is scheduled to commence in March 2024

Theme	Action Code	Action Name	Responsible Officer	Status	Progress	Comments
Connected	2.1.1.10	Develop strategies to grow Oasis membership	Elzandi Nicholls		70%	There is a marketing plan focussed on membership growth, targeting a diverse range of services such as swimming classes, fitness classes, activation of the outdoor space, and the stadium for sporting groups. The Oasis continues to advertise their premises for private parties, hiring equipment (such as inflatable equipment) and running open days to attract public to the Oasis. Current membership statistics: Gold - 3005 (October 2022: 2565) Aquatics - 242 (October 2022: 236) Swim School - 800 (October 2022: 750)


Theme	Action Code	Action Name	Responsible Officer	Status	Progress	Comments
						595). Oasis monitors weekly movements in memberships, types of memberships and event bookings to track the success of the marketing plan and pivot as needed.

Theme	Action Code	Action Name	Responsible Officer	Status	Progress	Comments
Connected	2.1.1.11	Review facility hire policies, fees and procedures	Nicole Ilsley		20%	The policy is currently being reviewed and the fees are reassessed and determined by Council on an annual basis.


2.1.2: Revamping the Goldfields Oasis Facilities including the option for an outdoor pool or developing a Kalgoorlie Beach concept


Theme	Action Code	Action Name	Responsible Officer	Status	Progress	Comments
Connected	2.1.2.1	Determine implementation stages of Goldfields Oasis Masterplan and allocate appropriate budget and timeframes	Elzandi Nicholls		50%	The proposal is in consultation phase with community.

2.1.3: Investing in sporting and after school recreational activities for the youth of Kalgoorlie-Boulder

Theme	Action Code	Action Name	Responsible Officer	Status	Progress	Comments
Connected	2.1.3.1	Develop annual program for "Street Sports" and other community focussed youth events	Madison Church		0%	This program has not run for the last 12 Months. Program review and implementation to be completed by City officers to measure outcomes and impact on local community members.


2.1.4: Revamping the Golf course

Theme	Action Code	Action Name	Responsible Officer	Status	Progress	Comments
Connected	2.1.4.1	Provide infrastructure and other support for workforce involved in hotel development at Golf Course	Glenda Abraham		50%	Workforce accommodation has been approved and grounds are ready with infrastructure to house temporary workers. A formal update on the progress of the Hilton development is scheduled for 6th November 2023. This update will shape any additional City commitments such as, the scale of temporary workforce and corresponding infrastructure and services needed.


Theme	Action Code	Action Name	Responsible Officer	Status	Progress	Comments
Connected	2.1.4.2	Develop and implement strategy for increase restaurant and bar patronage by tourists and local community	Sarah Forsyth		60%	Recent investment in new furniture for the Golf Course has enhanced the comfort of public. The competitive pricing on venue hire, and the food and beverage packages reflect the high volume of bookings for corporate golf days, family days and private events (birthdays, Christmas parties, and weddings). A refreshed marketing plan, review of pricing schedule and hiring of a Senior Events Officer will enhance the public use of the Golf Course.


2.2: Culture, heritage, and place are valued, shared, and celebrated


2.2.1: Celebrating Kalgoorlie-Boulder's identity by sharing local stories, both historical and contemporary, through arts and cultural programs


Theme	Action Code	Action Name	Responsible Officer	Status	Progress	Comments
Connected	2.2.1.1	Develop and implement an Arts and Culture Plan for the City	Dionie Johnson		0%	On hold until post-January 2024 after the KCC First Nations Public Art Project is completed and consultation with Council has been undertaken to determine priorities.

2.2.2: Refurbish heritage buildings in the City


Theme	Action Code	Action Name	Responsible Officer	Status	Progress	Comments
Connected	2.2.2.1	Identify privately owned buildings in need of refurbishment and provide support to owners	Alex Wiese		65%	This is an ongoing project that will continue indefinitely. It is progressing through the advertising and implementation of the Shop Front Improvement Program for the Kalgoorlie and Boulder CBDs and through the City's annual Heritage Grant. Kalgoorlie residents also have a means of enquiring or complaining which triggers City engagement with property owners to address and rectify issues. A preliminary audit has also been completed of government-owned properties.


Theme	Action Code	Action Name	Responsible Officer	Status	Progress	Comments
Connected	2.2.2.2	Implement heritage grants in accordance with Council policy	Paul Lees		90%	The 2023/24 heritage grants program has been advertised and applications were assessed. A report with the recommendations was presented at the October 2023 Ordinary Council meeting. As a result, 100% of the grants funding has been allocated.

Theme	Action Code	Action Name	Responsible Officer	Status	Progress	Comments
Connected	2.2.2.3	Develop and implement an asset management plan for all City owned heritage buildings	Nicole Ilsley		0%	Currently in the process of recruiting personnel to fulfill this role. Action will follow in 2024.


Theme	Action Code	Action Name	Responsible Officer	Status	Progress	Comments
Connected	2.2.2.4	Investigate external funding sources for heritage restoration and preservation and promote that to private property owners	Paul Lees		25%	Buildings with State heritage significance have been supported to obtain WA Heritage Council Funding. A research project is being investigated for 2024 to explore additional opportunities.


2.2.3: Celebrating the City's rich diversity and multiculturalism through hosting events.

Theme	Action Code	Action Name	Responsible Officer	Status	Progress	Comments
Connected	2.2.3.1	Develop annual calendar of events including ones identified to celebrate diversity and multiculturalism	Lauren Chapman-Holle		50%	Ongoing. CKB 2023/24 approved by Council and currently being delivered.


Theme	Action Code	Action Name	Responsible Officer	Status	Progress	Comments
Connected	2.2.3.2	Provide sponsorship to community groups in accordance with the City's Sponsorship Policy	Paul Lees		45%	City sponsorship program has been advertised and promoted. 46% (\$238k of \$520k) of the annual budget has been awarded. All supported events have been held and have been successful.


2.2.4: Promoting the arts and culture sector by integrating public arts into the City's Centre, as well as capacity building opportunities for artists in the region

Theme	Action Code	Action Name	Responsible Officer	Status	Progress	Comments
Connected	2.2.4.1	Delivery of installation of art works in St Barbara's Square redevelopment project	Dionie Johnson		50%	The Delivery installation of the artwork - Completed 6 Murals. Installation of Sculpture work of 6 sculptures are extended to the end of January

Theme	Action Code	Action Name	Responsible Officer	Status	Progress	Comments
Connected	2.2.4.2	Identify and develop opportunities for temporary and permanent public art in Kalgoorlie-Boulder CBD	Dionie Johnson		80%	6 Mural and Sculptures and screen fabrication and working with the Project team of promoting First Nations artwork.


2.2.5: Access for and inclusion of Aboriginal people in City events and Programming


Theme	Action Code	Action Name	Responsible Officer	Status	Progress	Comments
Connected	2.2.5.1	Implement RAP Innovate	Dionie Johnson		80%	Deliverables are in progress or completed. Advice from Reconciliation Australia is that many organisations undertake Innovate several times (3 versions) before progressing to Stretch - require discussion with new RAP Working Group.


Theme	Action Code	Action Name	Responsible Officer	Status	Progress	Comments
Connected	2.2.5.2	Develop RAP Stretch	Dionie Johnson		30%	Completed the form for Reconciliation Australia to assess CKB to progress to Stretch RAP - 23/10/2023. Advice from Reconciliation Australia is that many organisations undertake Innovate version two to three times before progressing to Stretch. This will be discussed with the new RAP Working Group.

2.3: Document and celebrate the contributions of Aboriginal people in the development of Kalgoorlie-Boulder


2.3.1: Developing Indigenous Cultural centre to highlight the contributions of Indigenous Australians in the cultural landscape


Theme	Action Code	Action Name	Responsible Officer	Status	Progress	Comments
Connected	2.3.1.1	Identify potential locations for Indigenous Cultural Centre in partnership with lead proponent	Alex Wiese		20%	Possible locations have been identified, however conversations with stakeholders are only in initial stages and a lead proponent(s) has not yet been identified. The status of native title is a significant consideration for this project, as is consultation with local knowledge holders.


Theme	Action Code	Action Name	Responsible Officer	Status	Progress	Comments
Connected	2.3.1.2	Investigate opportunities for external stakeholder partnership or investment, and other funding opportunities	Mia Hicks		50%	Funding applied for this FY includes Oasis Redevelopment (\$10.5M), securing \$2.1M for Youth Precinct and securing \$4M for State Government's Regional Land Booster initiative

Theme	Action Code	Action Name	Responsible Officer	Status	Progress	Comments
Connected	2.3.1.3	Undertake community consultation	Mia Hicks		100%	City Officers have been working with the Aboriginal Language Centre to progress the development of a Cultural Centre including providing a letter of support for a Federal government application that the ALC submitted in August. Community consultation was completed in the development of the Boulder Tourism Precinct Strategy in 2022 which indicated a high-level of community engagement for this project.

2.3.2: Promoting the achievements of past and present Aboriginal people in the region through the City's art and culture, events, programs and public art initiatives.


Theme	Action Code	Action Name	Responsible Officer	Status	Progress	Comments
Connected	2.3.2.1	Creating opportunities for Indigenous public art installations during City community projects and developments	Dionie Johnson		50%	The nearly completed work in Kal City Centre has an element of installing First Nations artwork consisting of 6 Murals, 4 stage screen art and 6 Sculptures. The Youth Centre has an element of First Nations artwork. Details to be provided by Project Team.

Theme	Action Code	Action Name	Responsible Officer	Status	Progress	Comments
Connected	2.3.2.2	Supporting NAIDOC week through hosting internal cultural events and promoting and participating in community-wide events	Dionie Johnson		50%	This is an ongoing yearly event which CKB is involved in and able to support the NAIDOC committies by booking CKB facilities to celebrate


Theme	Action Code	Action Name	Responsible Officer	Status	Progress	Comments
Connected	2.3.2.3	Work with indigenous artists to design artwork incorporating Aboriginal connection to country for City entry statement and City corporate use on an annual or biennial basis	Dionie Johnson		100%	Artist Regina Donaldson was chosen for her artwork expressing Karkula (Silky Pear Dreaming) for the Entry Statement and all corporate documentation as the Acknowledgement to Country. Implemented and installed in 2022. Entry Statement is not budgeted for this FY - will be budgeted to change next FY.

2.4: Delivering the community better connectivity with the rest of Australia and the world


2.4.1: Delivering improved technology infrastructure

Theme	Action Code	Action Name	Responsible Officer	Status	Progress	Comments
Connected	2.4.1.1	Use other local government case studies to identify feasible infrastructure projects that are capable of being delivered by the City	Andrew Brien		25%	Through involvement with the AMCA, RCAWA and professional associations the City constantly undertakes reviews of projects and services provided by other local governments. Key learnings and issues are considered and where appropriate these are incorporated into local projects and services.

2.4.2: Exploring the latest technology offerings to improve connectivity

Theme	Action Code	Action Name	Responsible Officer	Status	Progress	Comments
Connected	2.4.2.1	Use other local government case studies to identify feasible infrastructure projects that are capable of being delivered by the City	Andrew Brien		0%	Reviews of best practice outcomes from other regional cities have been investigated and where appropriate incorporate findings into local projects.

2.4.3: Ease of travel within the City and to other regional centres and cities


Theme	Action Code	Action Name	Responsible Officer	Status	Progress	Comments
Connected	2.4.3.1	Advocating for with commercial suppliers, mining industry and State and Federal government agencies for cost-effective travel for residents	Andrew Brien		40%	<p>Recommended discussions around east coast flights. The City will revisit the work it has done previously and involve the KBCCI in relation to market analysis and provide updates on the progression.</p> <p>Regional Aviation Consultation Group to be hosted on 12 November 2023. Department of Transport, Major airline and key stakeholders will be in attendance. Routes and cost-effectiveness are on the agenda for discussion.</p>

3: Futuristic

We plan for the future proofing of our City by being a thinking and innovative society.


3.1: A thriving, diverse and resilient economy built on educational excellence and research

3.1.1: Expanding tertiary education and knowledge exports


Theme	Action Code	Action Name	Responsible Officer	Status	Progress	Comments
Futuristic	3.1.1.1	Identify opportunities for the City to provide contributions within the scope of its resource capacity and project priorities	Andrew Brien		15%	The City is represented on the Goldfields Regional Coordinating Committee which is coordinated by the Department of Training and Workforce Development. In addition the City liaises with Curtin

Theme	Action Code	Action Name	Responsible Officer	Status	Progress	Comments
						University and TAFE in an effort to provide support for programs and initiatives.


3.1.2: Contributing to the development of strategies to increase the WA School of Mines' (WASM) enrolment numbers and increase education export

Theme	Action Code	Action Name	Responsible Officer	Status	Progress	Comments
Futuristic	3.1.2.1	Identify opportunities for the City to provide contributions within the scope of its resource capacity and project priorities	Alex Wiese		70%	The City's Kalgoorlie-Boulder Education Guide is undergoing review and redevelopment. It includes information about all local schools, as well as an outline of tertiary institutions such as WASM. The updated Education Guide will be released in January 2024. The City's Higher Education & Training Guide, which focuses entirely on tertiary education, will be revised later in 2024. The City has also partnered with and supported research projects at WASM relating to water re-use and hydrogen production.


3.1.3: Broadening the availability of tertiary courses

Theme	Action Code	Action Name	Responsible Officer	Status	Progress	Comments
Futuristic	3.1.3.1	Identify opportunities for the City to provide contributions within the scope of its resource capacity and project priorities	Alex Wiese		40%	<p>The City has partnered with and advocates alongside Curtin University to increase allied health service courses and training provided in Kalgoorlie-Boulder.</p> <p>This will result in increased training capacity in Kalgoorlie-Boulder.</p> <p>The City has attended education and training forums, and is part of the Goldfields Early Childhood Education and Care (ECEC) Roundtable, aimed at finding local solutions to the shortage of ECEC services in Kalgoorlie-Boulder.</p>

3.1.4: Expanding educational opportunities and programs for young people within the City


Theme	Action Code	Action Name	Responsible Officer	Status	Progress	Comments
Futuristic	3.1.4.1	Investigate industries or programs that would benefit from scholarship opportunities similar to Child Care Educator scholarship	Pamela Jones		0%	Not started. Research planned for 2024, possible areas include aged care and disability workers.

3.1.5: Collaborating with WASM and other relevant Kalgoorlie educational institutions in the planning of select major projects for innovative outcomes and the development of future ambassadors to the region


Theme	Action Code	Action Name	Responsible Officer	Status	Progress	Comments
Futuristic	3.1.5.1	Identify opportunities for the City to provide contributions within the scope of its resource capacity and project priorities	Alex Wiese		40%	<p>The City is working with WASM and TAFE to promote and provide support for a range of local courses. For example, the City has provided a childcare early learning scholarship. The City through its DAMA program and business over coffee initiative promotes free TAFE courses that are available in Kalgoorlie-Boulder.</p> <p>The City made a joint application to the Federal Government's Growing Regions Program, with Curtin University and industry, for water bank projects.</p> <p>The City has also supported WASM in hosting a high-level delegation from Indonesia.</p>


3.2: Facilitating research into innovation and entrepreneurial activities to drive jobs growth and economic diversification

3.2.1: Enhancing the appeal to telecommuters, entrepreneurs and creatives


Theme	Action Code	Action Name	Responsible Officer	Status	Progress	Comments
Futuristic	3.2.1.1	Delivery of small business work shops	Paul Lees		40%	The Business Over Coffee workshops are held on a regular basis to provide small business owners with additional skills. Support for owners of buildings with State heritage significance is provided to obtain WA Heritage Council Funding. The heritage grants program that operates annually has been advertised and applications have been assessed. A report has been created for the October 2023 Ordinary Council Meeting. The Shop Front Improvement Program for the Kalgoorlie and Boulder CBDs provides the opportunity for owners of heritage listed properties to engage with the City and obtain funds for building improvement.

3.2.2: Building a business-friendly policy and regulatory environment - removing unnecessary constraints to investment

Theme	Action Code	Action Name	Responsible Officer	Status	Progress	Comments
Futuristic	3.2.2.1	Streamline process and requirements for entry into a lease of a City owned property	Nicole Ilsley		0%	A process review is scheduled to take place in early 2024.


Theme	Action Code	Action Name	Responsible Officer	Status	Progress	Comments
Futuristic	3.2.2.2	Delivery of improved customer experience strategies for business customers to improve relationship between the City and business community	Alex Wiese		40%	An investor concierge service has been established to support new investment inquiries, and a review of all application processes is under way as part of the implementation of LPS2.


3.2.3: Facilitating the establishment of an innovation hub that helps stimulate start-ups and cross sector collaboration

Theme	Action Code	Action Name	Responsible Officer	Status	Progress	Comments
Futuristic	3.2.3.1	Identify opportunities for collaboration with the small business community and other stakeholders	Paul Lees		40%	Economic development staff meet with the KBCCI and GABC and engage with businesses through various locally hosted events. A summary of opportunities for collaboration is being developed as

Theme	Action Code	Action Name	Responsible Officer	Status	Progress	Comments
						an outcome of these meetings and will be used to inform future priorities and initiatives.


3.2.4: Providing businesses with consistent flow of information about programs, grants, and incentives available.

Theme	Action Code	Action Name	Responsible Officer	Status	Progress	Comments
Futuristic	3.2.4.1	Delivery of Annual Grants Program	Madison Church		20%	<p>The Annual Grant program has commenced, City is looking to launch the new platform 'Smarty Grants' to support the administration of this program and all other funding avenues provided by the City (Sponsorship and Grants)</p> <p>The Community Assistance Scheme program needs to be reviewed, updated, and re-launched out to the community.</p>

Theme	Action Code	Action Name	Responsible Officer	Status	Progress	Comments
Futuristic	3.2.4.2	Delivery of DAMA support to local businesses	Pamela Jones		80%	The program continues to receive strong interest and inquiries and has executed 67 labour agreements since it started. A


Theme	Action Code	Action Name	Responsible Officer	Status	Progress	Comments
						successful information roadshow was held throughout the Goldfields region in June. A research program is planned for 2024 to gather quantitative and qualitative data about the effect of the program on business. The city is still awaiting a response from the Department of Home Affairs about the City's 2022 application for a variation to the Goldfields agreement to add more occupations, and to add the Shire of Laverton to the program.

3.2.5: Promoting current innovators and history of innovation and entrepreneurial spirit in the City


Theme	Action Code	Action Name	Responsible Officer	Status	Progress	Comments
Futuristic	3.2.5.1	Delivery of small business workshops and sponsorship support to foster innovation	Paul Lees		40%	The small Business Over Coffee initiative has been delivered throughout the year and has included a variety of specialist presentations to foster innovation. City sponsorship opportunities have also been presented on the following subjects; shopfront improvement, access and inclusion, heritage and general sponsorship for business innovation.

3.3: Building Kalgoorlie-Boulder's strategic linkages to international markets and investment opportunities

3.3.1: Developing the appeal of Kalgoorlie-Boulders for international markets and investment opportunities

Theme	Action Code	Action Name	Responsible Officer	Status	Progress	Comments
Futuristic	3.3.1.1	Demonstrate responsible financial and asset management and clear planning for the future	Xandra Curnock		10%	Ongoing financial and asset management reviews.

3.3.2: Fostering relationships to facilitate investment and opportunity


Theme	Action Code	Action Name	Responsible Officer	Status	Progress	Comments
Futuristic	3.3.2.1	Work with stakeholders to implement the Kalgoorlie-Boulder Growth Plan	Alex Wiese		40%	The City has undertaken a refresh of the City's Investment Prospectus which will be launched in November 2023. The remainder of the Growth Plan initiatives will be reviewed in the first half of 2024. The City is also working with the State government in relation to a business case for the Rail Realignment Project which will open up opportunities for land development.


4: Sustainable

A green ecologically sustainable City for current and future generations


4.1: Educating the community on the value and importance of natural areas and biodiversity, encourage community involvement in caring for our natural environment

4.1.1: Upgrading sewerage and recycled water facilities, and keeping Kalgoorlie-Boulder green.


Theme	Action Code	Action Name	Responsible Officer	Status	Progress	Comments
Sustainable	4.1.1.1	Upgrade the City's Irrigation Control Systems	Lui Camporeale		0%	The action is scheduled to commence in January 2024.

Theme	Action Code	Action Name	Responsible Officer	Status	Progress	Comments
Sustainable	4.1.1.2	Collaborative water initiatives including increasing pump capacity and provision of evaporation controls.	Johan Le Roux		10%	After the initial round of tenders proved to be unsuccessful, consultants are currently in the process of finalising designs for the recycled water pump main. The tendering process for various packages of work will soon commence. The evaporation control measures are not included in the current financial year's budget. However, these measures are scheduled for implementation in the 2024/25 financial year according to the Long Term Financial Plan.


4.1.2: Efficient use of resources, particularly water and energy, with minimum waste and efficient disposal.

Theme	Action Code	Action Name	Responsible Officer	Status	Progress	Comments
Sustainable	4.1.2.1	Investigate a suitable model for a tip shop or re-use centre	Johan Le Roux		0%	This project is not budgeted for the current financial year. However, there is a provision in the Long Term Financial Plan for 2024/25 to conduct an investigation into establishing a community drop-off/reuse facility, which will include a "tip shop".

4.1.3: Optimise stormwater capture for beneficial use by industry, institutions and community.


Theme	Action Code	Action Name	Responsible Officer	Status	Progress	Comments
Sustainable	4.1.3.1	Construction of stormwater storage dams to bank harvested stormwater.	Johan Le Roux		15%	The project is currently in the design phase. Additional geotechnical investigations are necessary and currently under way due to the presence of water found in the initial investigation boreholes.

4.1.4: Exploring the land surrounding the Airport to develop a Food Bowl and a Solar Farm


Theme	Action Code	Action Name	Responsible Officer	Status	Progress	Comments
Sustainable	4.1.4.1	Progress any expressions of interest for development of solar farm or food bowl projects in a timely manner and reduce constraints on such developments where possible	Alex Wiese		60%	A report has been presented to Council for the lease of land to support a solar battery installation, and lease documentation has been prepared and submitted to the State Government for consideration. Due to a lack of investor interest food bowl projects are not being actively explored.

4.2: Implementing sustainable practices such as ensuring responsible use of water and other resources


4.2.1: Removing constraints to land subdivision and development

Theme	Action Code	Action Name	Responsible Officer	Status	Progress	Comments
Sustainable	4.2.1.1	Work with State Government to increase the size of its townsite boundary to support best practice planning outcomes and continued population growth and economic growth and diversification	Alex Wiese		35%	The City and Goldfields Voluntary Regional Organisation of Councils (GVROC) have continued to raise the issue of the townsite boundary with the Department of Mines and Industry Regulation, and with the Minister for Mines. A submission has also been lodged with the Minister through GVROC.

4.2.2: Acquiring land assets for business and residential developments across the City


Theme	Action Code	Action Name	Responsible Officer	Status	Progress	Comments
Sustainable	4.2.2.1	Support the release of additional titled, freehold lots to be available to support residential housing at various levels - single lots for investors and owners/occupiers and larger lots for developers.	Paul Lees		70%	Reports have been presented to Council to support the release of land for housing. Four projects have been considered and three are proceeding: the M/Group lifestyle village, a tender to build staff housing, and 1 Trasimeno Way has a workforce construction camp planned. Further reports are planned to be presented to Council in 2024.

4.2.3: Addressing outstanding native title issues on strategic industrial area and land


Theme	Action Code	Action Name	Responsible Officer	Status	Progress	Comments
Sustainable	4.2.3.1	Advocating with Federal government agencies to progress Federal Court native title determination applications in a timely manner	Paul Lees		20%	There have been ongoing conversations with Ministers, the Department of Premier and Cabinet, and other State Government agencies, which has led to progress in the determination and consideration of native title affecting Kalgoorlie-Boulder. Federal Court orders have been issued for the Kakarra native title claim. The Marlinyu Ghoorlie claim is currently being considered by the Federal Court.

4.3: Advocating for the provision of land use opportunities for commercial and industrial land

4.3.1: Empowering Aboriginal people to drive future economic initiatives


Theme	Action Code	Action Name	Responsible Officer	Status	Progress	Comments
Sustainable	4.3.1.1	Through the RAP, develop procurement opportunities for Aboriginal businesses	Paul Lees		30%	City staff meet with the GABC and attend workshops and have supported Aboriginal businesses to register on the City's two procurement notification systems, Tenderlink and Vendor Panel. Further work and a strategy is planned to increase opportunities for Aboriginal businesses.

4.3.2: Actively supporting joint ventures between Aboriginal and non-Aboriginal organisations


Theme	Action Code	Action Name	Responsible Officer	Status	Progress	Comments
Sustainable	4.3.2.1	Facilitate ongoing relationship with Aboriginal Chamber of Commerce and its members	Alex Wiese		20%	The City worked with the GABC to develop a full page of content about Indigenous Business within the 2024 Kalgoorlie-Boulder Investment Prospectus (being launched in November 2023). The City has offered to attend GABC meetings and is planning a data gathering and relationship building exercise to further promote contract and tender opportunities to Indigenous businesses in Kalgoorlie-Boulder.


4.4: Establishing appropriate forums and resources to coordinate and drive Aboriginal economic development

4.4.1: Establishing an urban tree strategy aligned to the Clean and Green and Climate Change Resilience Strategy.

Theme	Action Code	Action Name	Responsible Officer	Status	Progress	Comments
Sustainable	4.4.1.1	Delivery of annual tree planting program	Lui Camporeale		100%	The action was successfully completed in July 2023.


4.4.2: Continuing to work with Kalgoorlie-Boulder Urban Landcare Group to ensure the existing regeneration zones are maintained and additional areas of native vegetation are restored


Theme	Action Code	Action Name	Responsible Officer	Status	Progress	Comments
Sustainable	4.4.2.1	Through the Partnership Service Agreement work with Landcare organisations to ensure revegetation is maintained and restored	Lui Camporeale		100%	This action was successfully completed with National Tree planting day on 31 July 2023.


Theme	Action Code	Action Name	Responsible Officer	Status	Progress	Comments
Sustainable	4.4.2.2	Delivery of 1,000 trees planted per annum on City verges and public open spaces	Lui Camporeale		100%	The tree planting program on City's verges has been completed for this financial year.


4.5: Our unique natural environment is maintained, enhanced and connected


4.5.1: Increasing the community education program to residents on correct recycling habits and highlight the importance of recycling.


Theme	Action Code	Action Name	Responsible Officer	Status	Progress	Comments
Sustainable	4.5.1.1	Promote the City's Compost and Worm Farm Rebate through social media, with a goal of reducing the amount of food waste and garden organics going to the landfill	Johan Le Roux		50%	This is a long-term project that will continue indefinitely and involves hosting workshops each quarter, implementing education programs for schools, and planning social media campaigns in advance.


Theme	Action Code	Action Name	Responsible Officer	Status	Progress	Comments
Sustainable	4.5.1.2	Run free community workshops each quarter, with guest hosts who are experts in their field, to promote the team's waste avoidance, recycling and sustainability messaging	Johan Le Roux		50%	This is an ongoing initiative in which quarterly workshops are organised for the community. These workshops feature guest hosts/speakers who are renowned experts in their respective fields.

Theme	Action Code	Action Name	Responsible Officer	Status	Progress	Comments
Sustainable	4.5.1.3	Offer strategies for City staff to create interest in the organisation's and community's waste reduction goals (including education and newsletter initiatives and internal waste caddies)	Johan Le Roux		50%	This initiative is a continuous effort that will be sustained indefinitely. Some of the strategies being implemented include establishing battery collection points in the administration building, conducting educational campaigns, and hosting lunchtime talks and workshops on various related topics. These workshops will cover subjects like creating beeswax wraps and producing sustainable food products, such as toothpaste.


Theme	Action Code	Action Name	Responsible Officer	Status	Progress	Comments
Sustainable	4.5.1.4	Aim to expand the Waste team's Battery Bucket collection program to include schools and community organisations, with a goal of reducing the amount of batteries going to landfill and therefore avoid dangerous outcomes such as fires in the garbage trucks and the tip face	Johan Le Roux		50%	The initial marketing campaign resulted in a reduction of landfill fires as a result of suspected batteries in waste disposal. Options of expanding a battery collection program to schools are being investigated. This is an ongoing project and will continue indefinitely.

Theme	Action Code	Action Name	Responsible Officer	Status	Progress	Comments
Sustainable	4.5.1.5	Conduct Bin Tagging Program on local streets twice per annum to further encourage correct recycling behaviours amongst residents	Johan Le Roux		10%	The City's Bin Tagging program has been approved by the Western Australian Local Government Association (WALGA). Once the materials have been received from WALGA, the rollout will be planned to commence approximately March 2024.


Theme	Action Code	Action Name	Responsible Officer	Status	Progress	Comments
Sustainable	4.5.1.6	Continue to work with KBULG to conduct the Waste Wise Schools program, attending local primary schools to promote the waste minimisation and recycling message with school age children	Johan Le Roux		50%	This is an ongoing commitment that will remain indefinitely. City staff actively participate in KBULG meetings whenever scheduled, demonstrating our unwavering support and dedication to advancing KBULG's goals and initiatives. Schools are visited regularly to promote waste education amongst learners.

Theme	Action Code	Action Name	Responsible Officer	Status	Progress	Comments
Sustainable	4.5.1.7	Continue to work with Rangers to promote the anti-littering message and work on developing an illegal dumping hotspot register	Johan Le Roux		50%	This is ongoing with no specified end date. The progress made so far involves the procurement of extra surveillance cameras to

Theme	Action Code	Action Name	Responsible Officer	Status	Progress	Comments
						monitor areas prone to illegal dumping. Renewed social media awareness will be rolled out within the next four weeks. Waste Services will continue to collaborate with Rangers in this space.

Theme	Action Code	Action Name	Responsible Officer	Status	Progress	Comments
Sustainable	4.5.1.8	Continue to operate as a hub for Keep Australia Beautiful's Adopt A Spot program, and promote it through social media	Johan Le Roux		30%	The City will continue to operate as a hub for Keep Australia Beautiful's Adopt A Spot program whilst updating the promotional material for the City's website. Additionally, in consultation with marketing, the social media campaign for the project will be further developed and relaunched.

4.5.2: Educating the community on the benefits of achieving a 4-6 star energy efficiency


Theme	Action Code	Action Name	Responsible Officer	Status	Progress	Comments
Sustainable	4.5.2.1	Demonstrate community leadership by driving projects with aim of achieving a 4 -6 star energy efficiency	Arno Gouws		50%	Energy efficiency is an important factor that is taken into account for all applicable projects. However, the establishment of a framework to support the City in effectively meeting this requirement is recommended.


5: Empowered


We continue to believe in the principals of representational democracy and are enable to make decisions about our lives.


5.1: Considered decision making based on collaborative, transparent and accountable leadership


5.1.1: Conducting Council business in an open, transparent and accountable manner


Theme	Action Code	Action Name	Responsible Officer	Status	Progress	Comments
Empowered	5.1.1.1	Implement and embed Governance Framework	Frances Liston		30%	Governance Framework will be reviewed and reported to Council post election for adoption of a revised version. Part of the Council's induction program will focus on the Governance Framework. Work to implement and embed the Governance Framework will be ongoing post-election,


Theme	Action Code	Action Name	Responsible Officer	Status	Progress	Comments
Empowered	5.1.1.2	Comply with legislation, standard and obligations	Frances Liston		50%	Ongoing and a continuous improvement project. This includes identifying training opportunities for staff, policy review processes and self-review by ELT.

Theme	Action Code	Action Name	Responsible Officer	Status	Progress	Comments
Empowered	5.1.1.3	Ensure City policies, procedures and management guidelines are effective, reviewed regularly and communicated with staff and third parties	Frances Liston		30%	Review of policies, procedures and management guidelines is ongoing. Strategies to expedite this process at ELT level are under development, as are communication strategies.


Theme	Action Code	Action Name	Responsible Officer	Status	Progress	Comments
Empowered	5.1.1.4	Ensure delegations of authority from Council to CEO and CEO to staff are reviewed annually and are effective	Frances Liston		10%	Review of delegations will be required post - election to ensure this project is completed annually (last adopted by Council in October 2022),

Theme	Action Code	Action Name	Responsible Officer	Status	Progress	Comments
Empowered	5.1.1.5	Coordinate ongoing training program for elected members	Frances Liston		50%	Incoming Council Induction program is 75% complete WALGA mandatory training will be implemented for Elected Members post election


Theme	Action Code	Action Name	Responsible Officer	Status	Progress	Comments
Empowered	5.1.1.6	Maintain and publish registers for elected member attendance, training, gift declarations, returns, political associations and contact with developers (and additional registers required by Council or statute)	Frances Liston		80%	Governance end of month schedules include updating registers and ensuring they are published. These end of month tasks are generally completed within the first week of each new month.

Theme	Action Code	Action Name	Responsible Officer	Status	Progress	Comments
Empowered	5.1.1.7	Deliver reports to Council that are accurate, complete and with sufficient detail as to fully and properly inform Council and members of the public about the matter and decision at hand	Frances Liston		50%	Ongoing review of deadlines, agenda settlement process and report structure to ensure the highest standard of reporting can be achieved. Ongoing review of report templates and content to ensure a consistent and structured approach to report-writing.


5.1.2: Providing timely and effective advocacy and leadership on key community issues.

Theme	Action Code	Action Name	Responsible Officer	Status	Progress	Comments
Empowered	5.1.2.1	Provide advocacy training for City officers and elected members tasked with advocating on behalf of the City	Frances Liston		5%	Advocacy needs to be identified once the elections are completed.

5.1.3: Establishing collaborative relationships and advocate for local needs with all stakeholders.


Theme	Action Code	Action Name	Responsible Officer	Status	Progress	Comments
Empowered	5.1.3.1	Development and implementation of the City's Advocacy Strategy	Mia Hicks		50%	Advocacy Strategy document completed, requires refresh planned for January/February 2024 to align with new Council priorities.


5.1.4: Proactively seeking community feedback especially for projects requiring a significant financial investment


Theme	Action Code	Action Name	Responsible Officer	Status	Progress	Comments
Empowered	5.1.4.1	Develop and implement communication strategy at earliest opportunity to develop City services and project and shape recommendations for Council decisions	Mia Hicks		75%	Community Engagement Strategy and toolkits have been completed and endorsed internally. Require refresh and embedding into the organisation.


5.2: Providing opportunities for genuine engagement with the community to inform the Councils decision-making.


5.2.1: Engaging with the community and stakeholder through a range of channels including social media, focus groups , and mee tings


Theme	Action Code	Action Name	Responsible Officer	Status	Progress	Comments
Empowered	5.2.1.1	Identify appropriate community engagement strategies based on target audience	Pia Timu		40%	Customer Experience Strategy has been completed to determine best methods for engaging with a variety of priority stakeholders. Presented to ELT and furthering discussions on the development of an Officer working group to complete the priority actions from the CX Strategy.

Theme	Action Code	Action Name	Responsible Officer	Status	Progress	Comments
Empowered	5.2.1.2	Delivery of improved digital environment to increase access to the City including chatbot technology and demographic-targeted content	Pia Timu		40%	Customer Experience Strategy has been completed to determine best methods for engaging with a variety of priority stakeholders. Presented to ELT and furthering discussions on the development of an Officer working group to complete the priority actions from the CX Strategy.


Theme	Action Code	Action Name	Responsible Officer	Status	Progress	Comments
Empowered	5.2.1.3	Delivery of improved customer experience strategies for both current and future residents and stakeholders	Pia Timu		40%	Customer Experience Strategy has been completed to determine best methods for engaging with a variety of priority stakeholders. Presented to ELT and furthering discussions on the development of an Officer working group to complete the priority actions from the CX Strategy.

Theme	Action Code	Action Name	Responsible Officer	Status	Progress	Comments
Empowered	5.2.1.4	Update internal training programs for staff to improve consistency, responsiveness and efficiency in customer service	Lauren Chapman-Holle		30%	Ongoing. Customer Service Charter and Standard Operating Procedures currently under review.

Theme	Action Code	Action Name	Responsible Officer	Status	Progress	Comments
Empowered	5.2.1.5	Implement the City's Marketing Strategy	Pia Timu		10%	The City's Marketing Strategy requires a review and update. This has commenced and is on track for completion in December 2023.


Theme	Action Code	Action Name	Responsible Officer	Status	Progress	Comments
Empowered	5.2.1.6	Implement the City's Community Engagement Policy	Pia Timu		50%	Community Engagement Strategy and toolkits have been completed and endorsed internally. Require refresh and embedding into the organisation. Developed a Customer Service Charter which is in consultation with staff to review.


5.2.2: Using Community Perception Surveys to inform decision making for the City.


Theme	Action Code	Action Name	Responsible Officer	Status	Progress	Comments
Empowered	5.2.2.1	Develop a program and timetable for Community Perception Surveys for the next five years	Pia Timu		20%	Community Perception Survey completed in 2023 and will be included in the November OCM. Changes to the legislation regarding consultation with the community will guide future of Community Perception Surveys in WA - pending for May/April 2024.

5.3: Utilising diverse points of view to inform decision making and actions taken for the City


5.3.1: Seeking out diverse points of view to help in the decision making and actions taken for the community.

Theme	Action Code	Action Name	Responsible Officer	Status	Progress	Comments
Empowered	5.3.1.1	Develop innovative recruitment strategies to attract and employ diverse range of staff	Paul Barrett		20%	This City has implemented several strategies to attract employees. This includes successfully becoming an employer able to sponsor DAMA applications, exploring opportunities to work with the Prison Service, building a relationship with the University of Western Australia (UWA) to engage interns and recruiting trainees.


Theme	Action Code	Action Name	Responsible Officer	Status	Progress	Comments
Empowered	5.3.1.2	Develop and implement Workforce Plan to attract and retain diverse range of staff	Paul Barrett		0%	

Theme	Action Code	Action Name	Responsible Officer	Status	Progress	Comments
Empowered	5.3.1.3	Facilitate public engagement in Council meetings through question time and public access and increasing accessibility of meetings through recorded meetings being available online	Frances Liston		75%	Ongoing. The Public Participation in Council Meetings Policy was adopted by Council in June 2023. New regulations are anticipated by end of 2024 which will provide requirements for recording meetings. A model Standing Orders Local Law is also anticipated.


5.3.2: Ensuring every voice is valued and listened to.

Theme	Action Code	Action Name	Responsible Officer	Status	Progress	Comments
Empowered	5.3.2.1	Implement Community Consultation Strategy and embed 'Your Say' platform	Pia Timu		50%	Community Engagement Strategy and toolkits have been completed and endorsed internally. Require refresh and embedding into the organisation. Your Say platform embedded into organisation.

5.3.3: Providing platforms for engagement with diverse perspectives, via advisory groups and face-to-face consultation.

Theme	Action Code	Action Name	Responsible Officer	Status	Progress	Comments
Empowered	5.3.3.1	Establishment of specific Focus Groups to gain feedback and drive	Mia Hicks		100%	RAP Committee including internal CKB champions, Boulder

Theme	Action Code	Action Name	Responsible Officer	Status	Progress	Comments
		officer recommendations to Council regarding projects and service delivery				Tourism Precinct Working Group and Seniors Working Group developed.


Theme	Action Code	Action Name	Responsible Officer	Status	Progress	Comments
Empowered	5.3.3.2	Tailor communication strategies to the audience to enhance engagement	Pia Timu		40%	Customer Experience Strategy has been completed to determine best methods for engaging with a variety of priority stakeholders. Presented to ELT and furthering discussions on the development of an Officer working group to complete the priority actions from the CX Strategy.

6: Capable


We will have the resources to contribute to our community and economy

6.1: Promoting and supporting local tourism opportunities including facilitating tourism infrastructure and services

6.1.1: Partnering with tourism bodies to market the City to a wider audience


Theme	Action Code	Action Name	Responsible Officer	Status	Progress	Comments
Capable	6.1.1.1	Provide financial and other support to the AGO Destination Manager role and Kalgoorlie-Boulder Visitor Centre	Mia Hicks		75%	Funding provided for the 2023/24 FY and Visitor Centre funding paid in quarterly instalments. AGO Destination Manager is member of the Boulder Tourism Precinct Working Group.

6.1.2: Developing a strategic tourism plan


Theme	Action Code	Action Name	Responsible Officer	Status	Progress	Comments
Capable	6.1.2.1	Develop and adopt a Kalgoorlie-Boulder Tourism Strategy 2024 to 2027	Mia Hicks		25%	In progress - consultants commenced in November and Project Control Group established with tourism stakeholders.


Theme	Action Code	Action Name	Responsible Officer	Status	Progress	Comments
Capable	6.1.2.2	Implement the Tourism Strategy 2024 - 2027	Mia Hicks		25%	In progress - consultants to commence in November.


6.1.3: Developing Indigenous tourism initiatives


Theme	Action Code	Action Name	Responsible Officer	Status	Progress	Comments
Capable	6.1.3.1	Complete the First Nations Kal City Centre art installation	Dionie Johnson		90%	Total of six murals have been completed, once the stage work has been finalised, Officers will proceed with the installation of these screen 4 screen artworks. Six sculptures will be completed by the end of January 2023. The process of creating these sculptures is currently in progress, and Officers are working closely with the artists to ensure timely completion. A letter to extend the contract for this project is currently being prepared and will be submitted shortly for review and approval.


6.1.4: Delivering a wide variety of tourism activities and opportunities

Theme	Action Code	Action Name	Responsible Officer	Status	Progress	Comments
Capable	6.1.4.1	Develop tour program and tourist information package for users of "Ruby Tourist Tram" to promote tourist activity in the City	Mia Hicks		75%	Ruby tram to be advertised for disposal. KB Visitor Centre have signed contracts to move asset over to their operations. Handover by mid-November.

Theme	Action Code	Action Name	Responsible Officer	Status	Progress	Comments
Capable	6.1.4.2	Support local initiatives that increase vibrancy in our local areas	Lauren Chapman-Holle		50%	Ongoing. Several AGP and CAS recipients delivering initiatives to increase vibrancy in community, additional community partnerships being identified and supported.


Theme	Action Code	Action Name	Responsible Officer	Status	Progress	Comments
Capable	6.1.4.3	Implement historical and cultural tours of City-owned assets such as the Kalgoorlie Town Hall	Lauren Chapman-Holle		50%	Ongoing. Tours held weekly at Boulder and Kalgoorlie Town Halls.

Theme	Action Code	Action Name	Responsible Officer	Status	Progress	Comments
Capable	6.1.4.4	Explore increased revenue opportunities at the Goldfields War Museum	Lauren Chapman-Holle		0%	Not yet commenced.


Theme	Action Code	Action Name	Responsible Officer	Status	Progress	Comments
Capable	6.1.4.5	Explore Stage 2 of Goldfields War Museum redevelopment	Lauren Chapman-Holle		0%	Not yet commenced.

6.2: Combating Fly-In Fly-out (FIFO) and targeting residential population growth of 3% per annum


6.2.1: Using the findings from the report into the impact of FIFO on the community to lobby mining companies to increase usage of residential workforce

Theme	Action Code	Action Name	Responsible Officer	Status	Progress	Comments
Capable	6.2.1.1	Through the Australian Mining Cities Alliance continue to advocate for residential workforce development	Andrew Brien		25%	The City is continuing to work with major mining companies to promote residential workforces rather than FIFO. It is noted that many of the upgrades and refurbishment projects will continue to use FIFO specialist workforces and Council will continue to facilitate local benefits associated with the this approach.


6.2.2: Improving the perception of liveability and position Kalgoorlie-Boulder as a place to live, work and raise a family.

Theme	Action Code	Action Name	Responsible Officer	Status	Progress	Comments
Capable	6.2.2.1	Work with consultants to develop marketing campaign to appeal to current and potential residents	Pia Timu		10%	The City's Marketing Strategy review will include a clearer focus on the liveability of Kalgoorlie-Boulder. This is due for completion in December 2023. Customer segments have been identified as part of the Customer Strategy research and consultation (in partnership with consultants). This will inform ongoing campaigns in 2024, positioning Kalgoorlie-Boulder as a place to live, work and raise a family.

6.2.3: Delivering support to families by investing in Child Care facilities

Theme	Action Code	Action Name	Responsible Officer	Status	Progress	Comments
Capable	6.2.3.1	Delivery of annual Child Care Educator scholarship	Pamela Jones		90%	Scholarships were provided to an additional seven students in 2023, as well as extra payments to the eight students from the 2022 scheme, and payment of TAFE course fees for all 15 students. This will see the entirety of the \$20,700 grant from the Department of Communities spent by the Department's deadline of October 31. The accountability report is due December 31. In August/September the City also conducted a community survey about childcare service needs. A report about survey results will be provided to Council and the Goldfields Childhood Education and Care Roundtable, of which CKB is a part.


6.2.4: Exploring another airline to supply flight services to and from Kalgoorlie-Boulder to places like Perth and other regional cities to attract and retain residents

Theme	Action Code	Action Name	Responsible Officer	Status	Progress	Comments
Capable	6.2.4.1	Continue to collaborate with airline providers to expand services	Andrew Brien		25%	Initial meetings have been held with other carriers to determine feasibility of additional flights and routes to and from Kalgoorlie Boulder. This is building upon the

Theme	Action Code	Action Name	Responsible Officer	Status	Progress	Comments
						advocacy campaign that commenced earlier in 2023.

6.3: Continuing to undertake the appropriate risk management and assessment strategies


6.3.1: Ensuring regulatory frameworks and policy settings are conducive to investment and deliver beneficial outcomes for the community

Theme	Action Code	Action Name	Responsible Officer	Status	Progress	Comments
Capable	6.3.1.1	Complete planning policies to ensure investment into residential and commercial developments	Paul Lees		40%	Draft Local Planning Policies associated with the implementation of the new local planning scheme have been developed and currently are under public consultation. The reviewed policies will be presented at the November or December Ordinary Council Meeting for Council's consideration and approval.

6.3.2: Ensuring all City policies are reviewed at least every 2 years to maintain currency and relevancy to economic opportunities and community expectations


Theme	Action Code	Action Name	Responsible Officer	Status	Progress	Comments
Capable	6.3.2.1	Complete 2023 review of all Council policies	Frances Liston		95%	Approximately 6 policies are outstanding for review in early 2024.

Theme	Action Code	Action Name	Responsible Officer	Status	Progress	Comments
						Review to identify additional policy requirements is ongoing.


Theme	Action Code	Action Name	Responsible Officer	Status	Progress	Comments
Capable	6.3.2.2	Establish review timetable to ensure all policies are reviewed every two years or other relevant timeframe	Frances Liston		50%	Two year review deadlines will follow from the four stages of review over 2023 and early 2024. A timetable needs to be developed to ensure those are met.

6.4: Exploring funding sources and revenue streams

6.4.1: Collaborating with State and Federal Government agencies to address policy and legislative impediments to business and economic growth in Kalgoorlie-Boulder that cannot be resolved at local level.

Theme	Action Code	Action Name	Responsible Officer	Status	Progress	Comments
Capable	6.4.1.1	Development and implementation of the City's Advocacy Strategy	Mia Hicks		50%	Advocacy Strategy document completed, requires refresh planned for January/February 2024 to align with new Council priorities

6.4.2: Applying for funding and grants that showcase our commitment to community development and growth.

Theme	Action Code	Action Name	Responsible Officer	Status	Progress	Comments
Capable	6.4.2.1	Develop organisation-wide approach to applying for appropriate funding in a timely and consistent manner, and effectively managing grants, to improve prospects of success	Mia Hicks		75%	Procurement of smarty grants underway to assist with internal and external management including improved governance and financial oversight of grant funding.



City of
**Kalgoorlie
Boulder**

GOVERNANCE FRAMEWORK

(Version 1. Adopted by Council 24 October 2022

Version 2 – November 2023.)

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1. THE CITY OF KALGOORLIE-BOULDER

1.1 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, covers an area of 95,498.05km². It is Australia's largest outback city and the fifth largest urban centre in Western Australia.

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 and cobalt and lithium deposits), the city's top employing industries are construction, manufacturing, health care, retail and education and training.

Residents come from 43 nationalities, and 73% of the Kalgoorlie-Boulder's population is comprised of families.

1.2 Corporate values

The City of Kalgoorlie-Boulder's values require members and staff to operate in an environment characterised by:

- **Respect:** *"We will treat our team members and our community with mutual respect and understanding. We respect all individuals and cultures and recognise the importance of diversity and inclusion in all aspects of our organisation."*
- **Support:** *"We will support each and every team member to work together, build relationships and deliver greater outcomes for our organisation and our community. We believe that succeeding as one organisation is as important as succeeding individually."*
- **Fun:** *"We will promote and value work-life balance, and create an environment that is rewarding and fulfilling. We support opportunities for building relationships through unexpected moments of fun that inspire, engage and help us to do our best for our community."*
- **Recognise:** *"We recognise and acknowledge all individuals and cultures and value their contributions to our organisation and the community that we serve. We believe in celebrating the success of our team members, organisation and community."*
- **Connect:** *"We work as one organisation that communicates openly, and actively connects with our teams, community and stakeholders. We believe in engaging and motivating our people through building relationships within our teams, across our organisation and with our community."*

This ethos is further supported by the values of:

- Customer focus;
- Staff welfare;
- Progressive leadership; and
- Responsible management.

1.3 Strategic statement

“To guide the growth and enhancement of an integrated and broad economy for the City of Kalgoorlie-Boulder and the wider region by providing outstanding civic leadership, creating a better environment for people to live, work and invest and by ensuring our own organisation is always financially strong, smart, operationally effective, internally and externally focussed and dedicated to delivering measurable results that show we are really making a difference.”

1.4 Vision statement

•

“Kalgoorlie-Boulder – A Place to Call Home | Proud History | Inclusive Community | Bright Future”

1.5 Mission statement

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

2 INTRODUCTION

2.1 Governance

Governance is a process of directing, controlling and holding organisations to account in respect of 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 of Kalgoorlie-Boulder consider good governance is critical if the community is to have confidence in it. This 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 of Kalgoorlie-Boulder and their relationships, along with financial, legal and ethical responsibilities that impact individuals and the organisation.

The City of Kalgoorlie-Boulder's good governance is achieved through various strategies explored in this Governance Framework, including as follows:

- Ensuring individual and organisational compliance with the Local Government Act, supporting regulations and additional relevant legislative instruments;
- Ensuring individual and organisational compliance with applicable Codes of Conduct, policies, procedures and management practices;
- Developing and publishing policies and procedures to ensure consistency and fairness in all decisions as well as transparency and accountability in respect of such decisions (both internally and to the members of the public);
- Implementing effective risk management processes, including ongoing identification, assessment, review and management of operational and strategic risks;
- Ensuring clear role definition and clarity for Council members and employees;
- Acting efficiently and effectively in its decision-making processes including:
 - obtaining, collating and reporting accurate, comprehensive and relevant information to Council;
 - ensuring Council members have a sound understanding of matters prior to making critical decisions;
- Ensuring ethical behaviour of Council members and employees, characterised by honesty and integrity;
- Seeking community participation (through open elections, open Council meetings and question time processes as well as consultation processes);
- Effectively managing staff and resources to ensure efficiency and effectiveness in implementing Council resolutions; and

- Creating a positive culture to promote open communication, teamwork and accountability.

In employing these strategies, the City of Kalgoorlie-Boulder endeavours to comply with the Local Government Act¹ to achieve:

- Better decision-making;
- Greater community participation;
- Greater accountability; and
- More efficient and effective operations.

2.2 Governance Framework document

This Governance Framework document is divided into the following parts:

Part 1: Legislative Basis

Part 2: Strategic planning and financial and risk management

Part 3: Organisational framework, decision making processes and role definitions

Part 4: Standards of behaviour

Part 5: Performance management and accountability

The City of Kalgoorlie-Boulder will undertake regular review of this document to ensure that the Governance Framework set out herein remains relevant and current, and that the City of Kalgoorlie-Boulder's functions are being performed in accordance with legislative and regulatory requirements and best practices.

¹ Section 1.3 *Local Government Act*

3 LEGISLATIVE BASIS

3.1 Local Government Authority

Local governments are the third tier of government in Australia (in addition to Commonwealth and State governments) and have legislative responsibility for the functions and activities of a community.

The City of Kalgoorlie-Boulder is a local government authority established under the Local Government Act. It is comprised of:

- An elected Council currently consisting of eight Councillors led by the Mayor; and
- Administration, consisting of the CEO and other employees.

As a local government, the City of Kalgoorlie-Boulder is regulated by the DLGSCI under the Local Government Act and various regulations.

The functions of the City of Kalgoorlie-Boulder include:

- Planning and development:
 - strategic planning including developing comprehensive management plans, budgets, financial controls and performance objectives; and
 - providing direction for the management of community activities including determining the type, range and scope of projects to be undertaken;
- Administering laws, law making and enforcement: developing and implementing local laws covering issues such as animal management and the use of public land and local government facilities;
- Meeting community needs: identifying community needs, representing constituents, assessing and prioritising competing needs and allocating resources;
- Developing policies and implementing policy decisions in the interest of the community;
- Advocating on behalf of the City of Kalgoorlie-Boulder at State and Commonwealth levels; and
- Executive functions: delivering essential services to the City including building and planning services, waste management, and provision and management of community infrastructure and resources.

3.2 Elections and formation of Council

Local government elections, including for the City of Kalgoorlie-Boulder, are held every two years. Council is comprised of eight members, plus the Mayor.

The ordinary election cycle requires Councillors to be elected for overlapping four-year terms, with half of the Council members elected every two years. The Mayor is elected every four years. This overlapping system ensures good governance, as following an election the 50% of Councillors who remain in their seats provide continuity for residents and ratepayers, reduce the risk of loss of knowledge with outgoing Councillors and provide leadership for the incoming

Councillors. However, good governance is also supported through the administration's ongoing functions which ensure corporate knowledge is not lost through the Council election cycle.

The Council is charged with the responsibility for the good governance of the City of Kalgoorlie-Boulder and is subject to various requirements of the Local Government Act and various regulations. Having been elected by the local community, the Council and individual Council members are also accountable to the electorate for their decisions.

3.3 Management and decision-making structure

3.3.1 Separation of power

There is a clear legislative distinction between the role of Council, and the roles of the CEO and administration. This is to ensure there is a separation of powers between the two components of the City of Kalgoorlie-Boulder: it prevents the concentration of power and establishes accountability mechanisms to achieve responsible governance.

3.3.2 Role of Council

The Council, as the overall decision-making body, is responsible under the Local Government Act² for:

- Governing the City of Kalgoorlie-Boulder's affairs (strategic planning for continued sustainability and monitoring of such strategies);
- Performing the City of Kalgoorlie-Boulder'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 of Kalgoorlie-Boulder's finances and resources; and
- Determining the City of Kalgoorlie-Boulder's policies.

Council receives reports, advice and recommendations from the CEO 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 CEO and administrative staff. Where Council makes a decision that differs from any recommendations or advice provided by the CEO and/or administrative staff, the minutes from the relevant meeting must set out in appropriate detail the reasons that Council resolved not to follow such recommendations or advice.

Decisions are voted on by the Council members in accordance with legislative or regulatory requirements and if passed, a decision is made in the form of a resolution. The Local Government Act as well as the Standing Order Local Law, set out requirements that must be followed including as to quorum, motions, voting rights, and the type of majority required for a decision to be made.

The decisions made by Council are then implemented by the CEO and relevant department(s) of the City of Kalgoorlie-Boulder's administration team.

² Section 2.7 Local Government Act

3.3.3 Role of CEO and administration

The 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 the Council regarding the nature of decisions that are required for the affairs of the City of Kalgoorlie-Boulder;
- 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.

3.4 Key roles

3.4.1 Mayor

The Mayor of the City of Kalgoorlie-Boulder is elected by the community in a City-wide popular vote, for a four year term.

The Local Government Act³ provides that the Mayor's role is to (in addition to all of the obligations and duties of a Councillor 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 of Kalgoorlie-Boulder;
- Speak on behalf of the City of Kalgoorlie-Boulder;
- Perform such other functions as are given to the Mayor by the Local Government Act or any other written law; and
- Liaise with the CEO on City of Kalgoorlie-Boulder affairs and the performance of its functions.

The Mayor must support good governance by:

- Ensuring decision making processes including the conduct of Council meetings, are fair, equitable and inclusive;
- Modelling good behaviour and ethics;
- Complying with legislation, Councillor's Code of Conduct and other policies and procedures;
- Managing Council meetings and ensuring compliance with the Standing Orders Local Law (2013); and

³ Section 2.8(1) *Local Government Act*

- Providing strong leadership.

3.4.2 Deputy Mayor

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

The Local Government Act⁴ 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 must support good governance by:

- Ensuring decision making processes are fair, equitable and inclusive;
- Modelling good behaviour and ethics;
- Complying with legislation, Councillor's Code of Conduct and other policies and procedures; and
- Providing strong leadership.

3.4.3 Councillors

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

The Local Government Act⁵ provides that Councillors (and the Mayor) are to:

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

Councillors should develop the following skills, abilities, and knowledge⁶:

- Understanding of the role and structure of local government as prescribed by the Local Government Act and associated regulations;
- Understanding of the town planning role of local government as prescribed by the Planning and Development Act 2005;

⁴ Section 5.34 *Local Government Act*

⁵ Section 2.10 *Local Government Act*

⁶ DLGSCI webpage: "The Role of a Council Member"

- Understanding of integrated planning and reporting, including strategic plans for the future of the local government, the processes involved, and the strategic role of a Councillor;
- Understanding of CEO performance management processes;
- Ability to read and understand financial statements and reports;
- Basic understanding of legal processes;
- Understanding of the separation of powers between council and administration (the difference between governing and managing);
- Understanding of meeting processes, including standing orders;
- Awareness of risk management strategies;
- Understanding of the accountability framework prescribed by the Local Government Act, the Corruption, Crime and Misconduct Act 2003, and other legislation;
- Ability to communicate, debate, and actively participate in meetings;
- Ability to develop and maintain effective working relationships and to manage interpersonal conflicts; and
- Ability to exercise independent judgement.

To support good governance, Councillors should focus on outcomes, policy and strategy. Councillors are expected (under the Local Government Act, regulations, Councillor's Code of Conduct and best practices) to:

- Avoid damage to the reputation of the City of Kalgoorlie-Boulder;
- 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 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.

3.4.4 CEO

The CEO is the head of staff and leadership at the City of Kalgoorlie-Boulder and provides overall strategic direction, leadership and co-ordination of the performance of the City of Kalgoorlie-Boulder.

The Local Government Act⁷ provides that the role of the CEO is to:

- Advise the Council in relation to functions of a local government under the Local Government Act and other written laws;
- Ensure that the advice and information is available to the Council so that informed decisions can be made;
- Cause Council decisions to be implemented;
- Manage day to day operations of the City of Kalgoorlie-Boulder;
- Liaise with the Mayor on the City of Kalgoorlie-Boulder's affairs and the performance of the City of Kalgoorlie-Boulder's functions;
- Speak on behalf of the City of Kalgoorlie-Boulder if the Mayor agrees;
- Be responsible for the employment, management, supervision, direction and dismissal of other employees (subject to section 5.37(2) in relation to senior employees);
- Ensure that records and documents of the City of Kalgoorlie-Boulder are properly kept for the purposes of the Act and any other written law; and
- Perform any other function specified or delegated by the City of Kalgoorlie-Boulder or imposed under the Act or any other written law as a function to be performed by the CEO.

The CEO liaises with the Mayor and works with the Council by providing reports and making recommendations based on advice prepared or received by the administration.

The CEO works closely with the Executive Leadership Team to ensure the management of operations of the City of Kalgoorlie-Boulder, including implementation of Council resolutions, are completed to a high standard and in a way that promotes good organisational governance. This good governance is fostered by the CEO:

- Ensuring accountability and transparency through implementing and managing good organisational record keeping processes and publishing of relevant information to the public;
- Ensuring the Mayor and Councillors are provided accurate, comprehensive information to make sound decisions;
- Communicating with the Mayor, Councillors and administrative staff in a courteous, open and direct manner;

⁷ Section 5.41 *Local Government Act*

- Managing administrative staff so as to have a clear understanding of the operations of the organisation;
- Managing compliance with legislative and regulatory obligations;
- Undertaking reviews, performance management and internal assessments to ensure continual improvement; and
- Demonstrating strong ethics and providing leadership to Council and administrative staff.

3.5 Key functions

3.5.1 Council meetings

3.5.1.1 Standing Orders Local Law (2013)

The Standing Orders Local Law (2013) provides the rules and guidelines for the conduct of all meetings that deal with the business of the Council and its committees. In particular, it sets out the criteria regarding:

- Calling meetings;
- Business of the meeting;
- Public access to agenda material;
- Disclosure of interests;
- Quorum;
- Keeping minutes;
- Conduct of persons at committee meetings, conduct of Councillors during debate and procedure;
- Procedural motions;
- Effect of procedural motions;
- Making decisions, implementing decisions, preserving order; and
- Applying the Common Seal.

3.5.1.2 Voting

Councillors generally vote by way of a “simple majority” which means a resolution is passed when at least 50% of Councillors in attendance at a meeting vote in favour of it.

There are some matters about which the Local Government Act requires an “absolute majority” vote. An absolute majority means more than 50% of the total number of Council offices (irrespective of the number in attendance at the given meeting and whether any seats are vacant).

3.5.1.3 Ordinary Council Meetings

Ordinary Council Meetings are held monthly in the Council Chambers located upstairs at the Kalgoorlie Town Hall.

Members of the public are invited to attend and participate (by following the question time/public access process) in the majority of Ordinary Council Meetings. On occasion, it may be necessary for a meeting, or part of a meeting, to remain closed to the public. Under the Local Government Act⁸, this may be for various reasons including matters:

- Relating to employee(s);
- Relating to personal affairs of a person;
- About which legal advice has been obtained; and
- Which would involve the revelation of trade secrets or commercial interests of a person.

Council meetings follow a formal agenda which sets out the order and details of business requiring discussion. Items on the agenda will be discussed and debated by Council, and resolutions will be passed by Council in relation to those items. This formalised process promotes good governance as it facilitates orderly discussion and adherence to a formal meeting process to ensure effective debate and decision making.

Good governance is also facilitated by having good record keeping processes and therefore the minutes must document who was in attendance, whether anyone was not in attendance for any time, any impartiality or financial interests that have been declared, copies of all reports provided to the Council, what motions were moved and seconded (and by whom), what decisions were made and if a resolution differs to that which is recommended to the Council, appropriate details regarding the reasons for that difference.

Where a meeting or any part of it is closed to the public, the minutes will reflect the reason for the closing, and related reports may not be made available to the public.

To ensure accountability and transparency to the community, and therefore foster the community's trust in the Council, the agenda and minutes of a meeting (and related reports) are prepared by the administration team and are published on the City of Kalgoorlie-Boulder's website (except for confidential or sensitive material).

3.5.1.4 Special meetings

Special meetings are held by Council as and when required to consider urgent business.

As with ordinary council meetings, the agenda and minutes of a special council meeting (and related reports) are prepared by the administration team and are published on the City of Kalgoorlie-Boulder's website (except for confidential or sensitive material).

Special meetings can be called by notice from the Mayor or at least one third elected members to the CEO, or by Council resolution to call a special meeting⁹.

⁸ Section 5.23(2) *Local Government Act*

⁹ 5.4 *Local Government Act 1995*

3.5.1.5 Agenda Briefing Forum

The agenda briefing forum is a non-statutory meeting held by Council to maximise the opportunity for Council members to seek additional information on an agenda item, ask questions, or seek clarification on officer reports that are on the ordinary council meeting agenda, prior to that ordinary council meeting. No debate takes place at these meetings, and no decisions are made. This process promotes good governance as it ensures that Council members are well informed regarding matters about which they must make decisions.

All of these meetings are open to the public to attend (however confidential items as prescribed in the Local Government Act 1995 will be discussed in a closed forum).

3.5.1.6 Information sessions, concept forums and workshops

Information sessions, concept forums and workshops are meetings of Council where Council members discuss upcoming matters and the CEO or other staff members provide presentations to the Council members. This process promotes good governance as it ensures that Council members are well informed regarding matters about which they may be required to decisions.

These meetings are closed to the general public.

3.5.2 Committees

3.5.2.1 Formation of committees

Under the Local Government Act¹⁰, Council may establish committees to assist Council to exercise its powers and discharge its duties. Committees assist to:

- Inquire into matters and provide feedback and recommendations to Council;
- Oversee a project on behalf of Council; and/or
- Exercise, perform or discharge delegated powers, functions or duties on behalf of Council.

Any resolution by Council to delegate authority to Committees to undertake functions on its behalf must be made by absolute majority and the delegations must be noted in the City of Kalgoorlie-Boulder's Delegations Register. Currently, no Council committees have delegated authority so have an advisory function only.

Council must determine the reporting and other accountability requirements that will apply. These determinations are called the "Terms of Reference" and are made by resolution of the Council. It is good practice to review the Terms of Reference regularly to ensure each Committee is achieving its purposes and the needs of Council and the community.

Committees report to the Council and must comply with all relevant legislation and regulations. Unless the Committee has been given delegated authority, it does not have any power to make decisions so Council must make resolutions based on the recommendations the Committee makes to Council.

¹⁰ Section 5.8 *Local Government Act*

Each election cycle, the membership of the committees becomes vacant, with new and existing Councillors then electing which committee they wish to participate on. Each Committee has between two and six Council members as members and may also include representatives from outside of the Council (although the majority must be formed by Council members).

To achieve good governance, external members of the Committee should be entirely independent from Council and Council members, and free of any interests which may impact their impartiality. This requires careful consideration at the point of a Committee being formed to ensure that there are no conflicts of interest which may affect the performance of the Committee, and the principles of "6Rs" outlined above in paragraph 6.1.5 should be applied. The involvement of independent people in Council committees promotes accountability and transparency, and provides a means of oversight regarding the Committee's affairs.

3.5.2.2 Current Committees

The City of Kalgoorlie-Boulder Council currently has a number of committee to supervise various functions of the Council including the Audit and Risk Committee and CEO KPI Committee as are required.

The City also has a Youth Council who work to develop events and initiatives to keep youth engaged within Kalgoorlie-Boulder.

Council also has membership of some external committees, which enables Council involvement in broader Kalgoorlie-Boulder decision-making forums.

All current committees including external committees are listed in the Council Committee and Working Group Handbook which includes a list of all members and the Terms of Reference for each Committee.

3.5.2.3 Working Groups

In addition to the formal Committees, Council members and external members also form Working Groups from time to time to assist the administration with the development of projects.

All current Working Groups are listed in the Council Committee and Working Group Handbook which includes a list of all members and the Terms of Reference for each Working Group.

3.5.2.4 Standards for conduct of Committee and Working Group members

The Councillor's Code of Conduct applies to all members of Committees and Working Groups including those members who are not Councillors.

Committee and Working Group members must also comply with all relevant legislative and regulatory requirements.

4 STRATEGIC PLANNING AND FINANCIAL AND RISK MANAGEMENT

It is a component of good governance that the City of Kalgoorlie-Boulder undertakes regular, comprehensive strategic planning and risk management reviews to ensure that its Council members and employees have a sound knowledge of critical components of the City's operations and have benchmarks against which it can review and measure its performance.

This Part sets out the processes of financial planning, strategic planning and risk management that are implemented to ensure knowledge is shared across the organisation, assist the City to develop short term and long-term policies and projects and provide mechanisms for accountability and oversight of its operations and functions.

4.1 Financial planning

4.1.1 Financial management

Council is ultimately responsible for the financial management of the City of Kalgoorlie-Boulder. This requires the Council to develop and oversee:

- Annual budgets;
- Long term financial planning;
- Policies for matters such as infrastructure renewals/replacement, asset acquisition, resource allocation, and efficiency and effectiveness of resource delivery;
- Risk management in relation to debt, assets and liabilities; and
- Performance management including obtaining reports and monitoring the administration of financial affairs.

The Local Government Act and Local Government (Financial Management) Regulations 1996 set out stringent requirements for local governments and in addition, the City of Kalgoorlie-Boulder's financial management strategies employ relevant accounting principles and standards.

The Council has also established the Audit and Risk Committee to oversee the financial operations of the City of Kalgoorlie-Boulder.

4.1.2 CEO and administration's role in financial management

The CEO is accountable to the Council for the financial management of the City of Kalgoorlie-Boulder.

The CEO ensures that financial management practices are established and maintained at the highest standard, including:

- Implementing appropriate systems in place for sound financial management;
- Developing and managing an organisational structure with experienced staff, relevant policies and procedures and adequate resources;
- Ensuring there are suitable controls in place to manage systems and resources;

- Developing suitable internal review mechanisms; and
- Ensuring compliance with legislative and regulatory requirements.

The CEO must review the appropriateness and effectiveness of the City of Kalgoorlie-Boulder's:

- Financial management systems and procedures; and
- Risk management systems and procedures.

4.1.3 Budget

The annual budget is developed in accordance with the Long Term Financial Plan to set out the Council's priorities and the allocation of resources to those priorities for the upcoming financial year. The budget contains:

- A statement of comprehensive income by nature or type;
- A statement of comprehensive income by program;
- A statement of cash flows;
- Rate setting statement; and
- Notes to and forming part of the budget.

Budget adoption process



During the annual budget adoption process, Council members, the CEO and staff meet frequently to discuss budgetary issues such as:

- New projects;
- Ongoing projects;
- Rates;
- Grants; and
- Services provided.

This process begins in February, when the budget requirements of all departments are compiled over a few months.

When adopting the budget, Council must take into account all of its expenditure, revenue and income. The final adoption and public launch of the annual budget takes place in July.

4.1.4 Annual Grant Program

Grant requests for the Annual Grant Program are to be submitted during February and March. Deliberations takes place in June, and applicants may be invited to make a presentation to the Council.

4.1.5 Long Term Financial Plan

The Long Term Financial Plan is a ten year financial projection taking into consideration income, operational and capital expenditure. The financial estimates of projects and initiatives outlined in the Corporate Business Plan has been included in the financial projection. This pivotal document is one of the informing strategic documents that assists in prioritisation of projects and helps the City of Kalgoorlie-Boulder to secure its financial sustainability.

In developing the Long Term Financial Plan, the City of Kalgoorlie-Boulder follows standard financial planning principles including identifying potential future revenue sources and undertaking risk management strategies in relation to debt, assets and liabilities.

4.2 Procurement processes

Where a contract for goods or services is valued between \$0 and \$249,999 (depending on the complexity of the purchase) the City of Kalgoorlie-Boulder follows a process of requesting quotes from the public in accordance with the City of Kalgoorlie-Boulder's purchasing policy.

For goods or services above \$50,000, the officer responsible for the particular goods or services must develop a procurement plan including scope of works, qualitative criteria, specifications and other relevant information. The procurement team and responsible officer use this procurement plan to then seek quotes from suppliers. Once quotes have been received, they will be reviewed and evaluated by a panel of at least three people who will make recommendations to the responsible officer. Contract documents will then be prepared in accordance with the procurement plan and accepted quote.

This process facilitates good governance by ensuring transparency and fairness on the City's activities.

4.3 Tender processes

The City of Kalgoorlie-Boulder has obligations under the Local Government Act and Local Government (Function and General) Regulations 1996 in relation to the tenders for projects, and in particular must invite tenders before it enters into a contract for the supply of goods or services where the consideration is or is expected to be more than \$250,000¹¹ (unless excluded under the regulations).

To achieve good governance through fairness and transparency in its decision-making the City of Kalgoorlie-Boulder has developed a Tender Criteria Policy to set out tender evaluation criteria to invite tenders to achieve the best overall outcomes.

The Local Government (Function and General) Regulations 1996¹² requires the City of Kalgoorlie-Boulder to determine the criteria that will be applied to a tender process prior to

¹¹ Section 3.57 *Local Government Act*, regulation 11 *Local Government (Function and General) Regulations*

¹² Regulation 14(2a) *Local Government (Function and General) Regulations*

advertising its tender invitation to the public. There are some requirements regarding advertising, such as times when it must be State-wide advertising, which the City of Kalgoorlie-Boulder must comply with.

When developing a project which will be opened to tender, the City of Kalgoorlie-Boulder must:

- Develop a relevant scope of works with sufficient detail to enable a tenderer to have a clear understanding of the nature of the project, relevant timeframes, deliverables and other critical details;
- Develop evaluation criteria for the tender project including in respect of:
 - Quality;
 - Capacity to deliver;
 - Regional capacity and experience;
 - Sustainability/lifecycle;
 - Relevant experience;
 - Methodology/demonstrated understanding;
 - Key personnel;
 - Tenderer's resources; and
 - Price/schedule of rates.
- Where it varies information provided, ensure that all tenderers are given notice of the variation.

The City of Kalgoorlie-Boulder has developed three recommended weighting criteria models for product purchases, service provision and construction projects which are generally used, however criteria range(s) may be adjusted or the criteria modified to fit the needs of the particular project. The City of Kalgoorlie-Boulder provides written notice to all tenderers advising if no tender was accepted, or alternatively, the particulars of the successful tender.

Local Government (Function and General) Regulations 1996¹³ prevents a project from being broken down into smaller contracts for consideration less than \$250,000 in order to avoid the tender process requirements.

The CEO must keep a tender register, and must make that available for public inspection including by publishing that on the City of Kalgoorlie-Boulder's website.

4.4 Asset management

The CEO has overall responsibility for developing and overseeing an asset management strategy that includes short, medium and long term financial management and allocation of appropriate organisational resources to ensure the City of Kalgoorlie-Boulder is able to immediately deliver services as well as meet its long term objectives.

¹³ Regulation 12 *Local Government (Function and General) Regulations 1996*

The City of Kalgoorlie-Boulder has developed an Asset Management Policy to establish a framework for its long term, sustainable management of its infrastructure and other assets to be accountable and employ best practices across all areas of the organisation.

The Asset Management Policy requires the following:

- Consistent strategies across all departments of the City of Kalgoorlie-Boulder;
- Ensuring compliance with all legislative and regulatory requirements;
- Considering political, social and economic environments when employing asset management strategies;
- Ensuring asset planning and management has ongoing direct links to annual budgeting, long term financial planning and reporting processes;
- Making decisions for asset management based on service delivery needs, lifecycle of the asset, and assessment of the benefits and risks of the asset;
- Completing systematic and regular reviews of all assets and information reporting; and
- Ensuring Council members and staff with financial and asset responsibilities are appropriately briefed and trained in relevant financial management principles, practices and processes.

4.5 Business management

4.5.1 Business plans for major trading undertakings

It is a requirement under the Local Government Act that the City of Kalgoorlie-Boulder prepare a business plan for any major trading or land undertaking¹⁴.

This means that where:

- the City of Kalgoorlie-Boulder completed or will complete a trading undertaking where its expenditure is in excess of \$5,000,000; or
- the total value of consideration being paid for land plus anything being done by the City of Kalgoorlie-Boulder to achieve that transaction exceeds \$10,000,000 or 10% of the operating expenditure for the last financial year (whichever is the lesser),

the City of Kalgoorlie-Boulder must:

- prepare a business plan setting out, amongst other matters, the impacts of the undertaking on the provision of facilities and services and those who provide them, the financial position of the City of Kalgoorlie-Boulder and the ability of the City of Kalgoorlie-Boulder to manage the undertaking;
- give State-wide notice of the proposed transaction;
- allow inspection of the business plan and publish it on its website; and

¹⁴ Section 3.59 *Local Government Act*

- accept submissions in relation to the business plan.

An absolute majority of Council is needed in order to proceed with any major land or trading undertaking.

4.5.2 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 Corporate Business Plan was adopted by absolute majority of the Council and must comply with the requirements of the Local Government (Administration) Regulations.

4.5.3 Disposal of property

When the City of Kalgoorlie-Boulder disposes of property by sale, lease or otherwise (unless it does so by public auction or tender) it is required to give public notice of its proposed disposal and allow at least two weeks for submissions from the public regarding that proposal. The notice must include the names of the relevant parties, what consideration (eg. purchase price or annual rent) will be received by the City of Kalgoorlie-Boulder and the market value (current within six months).

4.5.4 Reconciliation Action Plan

The development of the City of Kalgoorlie-Boulder'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 of Kalgoorlie-Boulder can build a more prosperous future for the City. The RAP will be championed by the City of Kalgoorlie-Boulder executives with support, guidance and direction from the CKB 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.

4.6 Strategic planning

4.6.1 Strategic Community Plan

The City of Kalgoorlie-Boulder's Strategic Community 2020-2030 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.

The Strategic Community Plan shapes the service delivery policy of the City of Kalgoorlie-Boulder 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.

The Community Strategic Plan also developed a series of community themes, goals and objectives which are linked to and guide the Council's decision-making, as follows:

- Safe:
 - We will safe and free from harm and crime;
 - We will deliver a safe and activated community that can be used day and night;
 - We have safe, reliable and efficient public transport and road networks;
 - We support families and youth;
- Connected:
 - We will be connected to our history, culture and community;
 - We provide public spaces that facilitate a diverse range of activities and strengthen social bonds within the community;
 - Culture, heritage and place are valued, shared and celebrated;
 - We deliver the community better connectivity with the rest of Australia and the world;
- Futuristic:
 - We plan for the future proofing of our City by being a thinking and innovative society;
 - We have a thriving, diverse and resilient economy built on educational excellence and research;
 - We facilitate research into innovation and entrepreneurial activities to drive jobs, growth and economic diversification;
 - We are building Kalgoorlie-Boulder's strategic linkages to international markets and investment opportunities;
- Sustainable:
 - A green ecologically sustainable City for current and future generations;
 - We implement sustainable practices such as ensuring responsible use of water and other resources;

- We educate the community on the value and importance of natural areas and biodiversity, and encourage community involvement in caring for our natural environment;
- We advocate for the provision of land use;
- Our unique natural environment is maintained, enhanced and connected. Establishing appropriate forums and resources to coordinate and drive Aboriginal economic development;
- We support opportunities for commercial and industrial land;
- Empowered:
 - We continue to believe in the principles of representational democracy and are enabled to make decisions about our lives;
 - We ensure considered decision making based on collaborative, transparent and accountable leadership;
 - We provide opportunities for genuine engagement with the community to inform the Council's decision-making;
 - We are utilising diverse points of view to inform decision making and actions taken for the City;
- Capable:
 - We will have the resources to contribute to our community and economy;
 - We promote and support local tourism opportunities including facilitating tourism infrastructure and services;
 - We are combating Fly-in Fly-out (FIFO) and targeting residential population growth of 3% per annum;
 - We are continuing to undertake the appropriate risk management and assessment strategies; and
 - We are exploring funding sources and revenue streams.

4.6.2 Kalgoorlie-Boulder Growth Plan

The Kalgoorlie-Boulder Growth Plan is an initiative of the City of Kalgoorlie-Boulder in partnership with the Goldfields-Esperance Development Commission and other key stakeholders, including the State Government, particularly the Department of Regional Development, the State Planning Commission and LandCorp, the Kalgoorlie-Boulder Chamber of Commerce and Industry, the Chamber of Minerals and Energy, Regional Development Australia Goldfields Esperance, the Goldfields Land and Sea Council, key local businesses and mining companies and the local community.

4.6.3 Tourism Strategy

The City of Kalgoorlie-Boulder Tourism Strategy was endorsed by Council in December 2020. The strategy provides guidance on the future direction of tourism in Kalgoorlie-Boulder, based around six areas of priority:

- Tourism Assets;
- Product Development;
- Marketing and Promotion;
- Industry Capability and Development;
- Data and Information Distribution; and
- Advocacy and Leadership.

4.6.4 Disability Access and Inclusion Plan

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

4.6.5 Water Utility Services Plan

The Water Utility Services Plan outlines the strategic intent for delivery of wastewater and recycled water services to the City of Kalgoorlie-Boulder. This plan gives effect to actions set out in the City's Corporate Business Plan 2021 -2024. More specifically, it helps give effect to two of the five community aspirations, namely infrastructure - ensuring a sustainable asset and infrastructure base, and environment - utilising water efficiently and maximise reuse potential.

The plan is an 'informing strategy' to the Strategic Community Plan in the context of the Integrated Planning and Reporting Framework.

4.7 Governance

4.7.1 Development and review of policies and procedures

The Council is responsible under the Local Government Act for determining local government policies to provide Council and employees with the detail and framework 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 Council:

- Council policies: these are strategic policies which guide the management and development of the City of Kalgoorlie-Boulder's resources, facilities, assets and services, as well as the financial management systems.
- Corporate policies: administrative and operational policies for internal purposes. These are also supported by internal procedures and management guidelines.

4.7.2 Legislative compliance

An important element of governance is compliance with all legislative and regulatory requirements. This is important because it:

- Demonstrates the City of Kalgoorlie-Boulder's commitment to the democratic principles that underlie the Council's formation and function;
- Ensures consistency, fairness, transparency and accountability in the functions of Council and the administration;
- Ensures the City of Kalgoorlie-Boulder meets the expectations of the community;
- Ensures the City of Kalgoorlie-Boulder acts within but does not exceed the scope of its authority; and
- Demonstrates leadership and models the expectations it has for the community.

The City of Kalgoorlie-Boulder is committed to ensuring regular review of its policies, procedures and mechanisms to ensure that it is compliant across all levels of the organisation.

In addition to the Local Government Act, the City of Kalgoorlie-Boulder must comply with (without limitation):

- *Public Interest Disclosure Act 2003*;
- *Corruption, Crime and Misconduct Act 2003*;
- *Equal Opportunity Act 1984*;
- *Parliamentary Commission Act 1971*; and
- *Freedom of Information Act 1992*.

4.7.3 Local laws

The Local Government Act enables the City of Kalgoorlie-Boulder to make local laws considered necessary for the good governance of the community, in accordance with the community's expectations and standards¹⁵.

The local laws provide rules and guidelines which enable the City of Kalgoorlie-Boulder to deliver good services and amenities for the community and govern activities on private and

¹⁵ Section 3.5 *Local Government Act*

public land. Local laws have the status of legislation and are enforceable by the City of Kalgoorlie-Boulder. The City of Kalgoorlie-Boulder may authorise officers to enforce the local laws on its behalf, with a maximum penalty of \$5,000.

The Local Government Act sets out a process that must be followed by the City of Kalgoorlie-Boulder to adopt local laws. The City of Kalgoorlie-Boulder works closely with the DLGSCI when considering and amending local laws to ensure compliance with legislative requirements. Public comment is sought through a six week advertising period and considered before any proposed laws are accepted and adopted. The final stage of enacting local laws are for them to be gazette and considered by the Western Australian Parliamentary Joint Standing Committee on Delegated Legislation.

The City of Kalgoorlie-Boulder is required under the Local Government Act¹⁶ to review all of its local laws every eight years from the date they came into operation or from the date they were last reviewed. This process also allows for community consultation and feedback.

The current City of Kalgoorlie-Boulder local laws are:

- Cat Local Law (2016);
- Dog Local Law (2013);
- Health Local Law (2001);
- Health Local LAW (2001) – Keeping Horses and Stables;
- Fencing Local Law (2010);
- Local Government Property Local Law (2010);
- Parking and Parking Facilities Local Law (2009);
- Standing Orders Local Law (2013);
- Thoroughfares and Trading in Public Places Local Law (2000); and
- Urban Environment and Nuisance Local Law (2000).

4.7.4 Mandatory registers

Part of the transparency and accountability of the City of Kalgoorlie-Boulder 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;
- Association with Political Parties Register;

¹⁶ Section 3.16 *Local Government Act*

- Contact with Developers Register;
- Elected Member Attendance Register; and
- Other authorised person delegated authority register.

These registers are updated in a timely manner and published on the City of Kalgoorlie-Boulder's website in accordance with the requirements of the Local Government Act.

4.8 Risk management

4.8.1 Risk Management Framework

The City of Kalgoorlie-Boulder has developed its Risk Management Framework and Risk Management Policy in accordance with AS/NZS ISO-31000:2018 Risk Management Principles and Guidelines. The Risk Management Framework supports good governance by the City of Kalgoorlie-Boulder by providing an effective structure to assess, review and manage risks, as well as ensuring role clarity and transparency in respect of these processes.

The City of Kalgoorlie-Boulder has developed a "three lines of defence" approach to risk management, with those lines of defence being as follows:

- First line of defence: all operational areas - all staff are required to identify, assess, manage, monitor and report on risk identified in relation to their roles; and
- Second line of defence: those that oversee risks, including the governance team, managers as well as those who develop and manage financial controls, information communication technology systems; and
- Third line of defence: established through an audit process of both internal and external independent audits.

The Risk Management Framework outlines the following stages in risk assessment and management:

- Understanding the context within which risks are being assessed (strategic – risks associated with achieving long term objectives; operational – risks present in day-to-day operations; and project – direct risks which may arise as a result of a project or indirect risks which may threaten the deliver of project outcomes);
- Finding, recognising and describing risks, potential causes and potential controls to mitigate the risks;
- Analysing the risks in accordance with the Risk Assessment and Acceptance Criteria and evaluating the effectiveness of controls;
- Evaluating the risk and determining whether the risk is within acceptable levels to the City of Kalgoorlie-Boulder;
- Determining appropriate controls and developing treatment plans to reduce the likelihood of a risk occurring or the consequence if it does materialise; and

- Ongoing review and reporting in relation to risks and control mechanisms.

Council and the administration team all have roles in ensuring risk management processes are implemented, and the Risk Management Framework sets out roles as follows:

- Council: reviews and approves risk management policies, appoints external auditors and establishes an audit committee in terms of the Local Government Act;
- Audit and Risk Committee: reviews the appropriateness and effectiveness of the Risk Management Framework and provides independent oversight and support in relation to the implementation of that by the administration team;
- CEO and executive leadership team: appoint internal auditors, liaise with Council regarding risk acceptance requirements, 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: oversees and facilitates the Risk Management Framework and supports implementation of strategies by staff; and
- Employees: drive risk management culture within their teams and ensure risks are constantly identified, assessed and managed.

The City of Kalgoorlie-Boulder maintains internal operational and strategic risk registers which are contributed to by staff (through appropriate reporting channels) in the event a risk is identified.

The City of Kalgoorlie-Boulder is committed to ensuring that risks are identified, assessed and registered and subsequently reviewed regularly by the CEO and executive leadership team and the Audit and Risk Committee.

4.9 Insurance

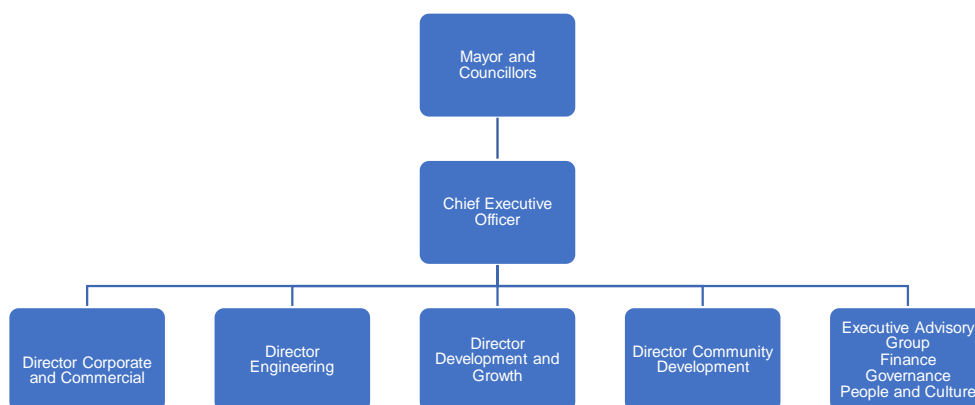
The City of Kalgoorlie-Boulder has comprehensive insurance through the Local Government Insurance Scheme.

5 ORGANISATIONAL FRAMEWORK, DECISION MAKING PROCESSES AND ROLE DEFINITIONS

The City of Kalgoorlie-Boulder relies on teamwork to achieve its goals, and therefore it requires all Council members and employees to engage in open and honest communication and show respect for others at all times. In addition to enabling a collaborative environment, good governance of the City of Kalgoorlie-Boulder requires all members of the organisation to understand their own role and responsibilities as well the roles and responsibilities of others.

This Part of this Governance Framework sets out the roles of key figures in the local government organisation and the principles that the City of Kalgoorlie-Boulder considers critical to effective working relationships between those key figures to exercise decision-making obligations and administrative functions.

In mid 2022, a realignment of the organisation structure was undertaken to ensure appropriate separation and provide clarity in reporting arrangements. In developing the organisational structure, consideration was given to improvements in governance, financial management and organisational culture. Each of these areas were identified as priority focus areas through a recent cultural review. The establishment of the Executive Advisory Group to provide consistent advice across the entire executive team is intended to ensure that the appropriate governance arrangements are in place. The structure is outlined below.



5.1 Executive Leadership Team and areas of management

The Executive Leadership Team is comprised of the Chief Executive Officer and four directors and the Executive Advisory Group is comprised of three executive managers. Both of these groups are led by the CEO and are responsible for the management of the following departments within the City of Kalgoorlie-Boulder:

5.1.1 Executive Leadership Team

- Director Development and Growth: including responsibility for community safety, ranger services, environmental health services, economic development, strategic planning and business development and building and planning services;

- Director Community Development: including responsibility for tourism, marketing, arts and culture services, community development, events and customer service;
- Director Engineering: including waste management and sustainability, fleet management, civil maintenance and construction, horticulture and reserve management, property management, and engineering design;
- Director Corporate and Commercial: including recreation centre and golf course operations, airport operations and information and communication technology management.

5.1.2 Executive Advisory Group

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

5.1.3 Employees

Employees are engaged to fulfill roles and complete tasks in the interest of the City of Kalgoorlie-Boulder and the community.

Employees promote and reflect good governance when they:

- Uphold the City of Kalgoorlie-Boulder's standards and values;
- Make decisions within the confines of their relevant delegated authorities and keeping records of such decisions;
- Comply with the Employees' Code of Conduct and policies and procedures for matters including disclosure of gifts, record keeping, confidentiality, professionalism in the workplace and management of conflicts of interest;
- Use resources effectively and without waste; and
- Perform duties capably and professionally.

5.2 WORKING RELATIONSHIPS

5.2.1 Effective working relationships

Good governance of the City of Kalgoorlie-Boulder requires effective relationships for decisions to be made and outcomes successfully delivered for the benefit of the community. Conversely, poor working relationships can result in delays or failure to make effective decisions and can result in the erosion of public confidence in the Council and the City of Kalgoorlie-Boulder.

Effective relationships require:

- Role clarity;

- Understanding of and respect for individual roles;
- Inclusivity and encouragement for all views to be expressed and respected; and
- Open and respectful communication.

5.2.2 Relationships between Mayor and Councillors

As leader of the Council, the Mayor must encourage and facilitate all Councillors to express views, ensure Councillors are respectful in their dealings with and about each other and facilitate open communication between all Councillors.

The Mayor is the first point of contact in the event of there being disputes between Councillors and provides assistance to Councillors in relation to their roles and responsibilities. This advisory and support role is an important aspect of the Mayor's functions as it is a critical aspect of the efficacy of Council and good governance of the City of Kalgoorlie-Boulder.

The Councillors must show respect for the Mayor's role (both in Council and the community).

5.2.3 Relationship between Mayor and CEO

The Mayor and CEO must communicate openly, honestly and frankly about all matters concerning the City of Kalgoorlie-Boulder.

It is critical that they keep each other informed about all important issues or information about which they should each know to properly do their job and avoid "surprises" at events. To achieve this, the Mayor and CEO should liaise and meet regularly and consistently (subject to the need to ensure a clear separation of powers as to their respective roles).

Role clarity is also critical to the effective relationship between the Mayor and the CEO. In particular, understanding is required by each of them as to:

- The Mayor has status and leadership capacity but no direct authority in its own right;
- The CEO has direct authority under the Local Government Act; and
- Whilst under the Local Government Act, the Mayor has the authority to speak on behalf of the City of Kalgoorlie-Boulder, on occasion it is more appropriate for the CEO to do so.

5.2.4 Relationships amongst Councillors

The Local Government Act and the Councillor's Code of Conduct set out matters pertaining to the relationship of Councillors, and community standards also set expectations for the conduct of Councillors.

Councillors are members of a team and therefore to deliver successful outcomes to and for the benefit of the community, Councillors should promote a constructive working relationship by:

- Communicating directly and openly with each other;

- Treating each other with respect, courtesy and fairness;
- Resolving disputes or conflict respectfully;
- Recognising that the manner of their behaviour can either generate or erode their credibility and community trust in them and the Council as a whole;
- Not airing grievances publicly, in a personal attack or in a way that undermines another Councillor;
- Fostering goodwill amongst each other;
- Recognising that Councillors may advocate for matters of concern or interest to them or their constituents;
- Not using offensive or derogatory language when referring to another person;
- Not disparaging the character of another council member, committee member or candidate or a local government employee in connection with the performance of their official duties; and
- A council member or committee member should maintain and contribute to a harmonious, safe and productive work environment.

5.2.5 Relationships between CEO and Councillors

There must be a clear understanding between the CEO and Councillors as to their respective roles for them to have good working relationships. Councillors must understand the CEO's legislative and delegated authority and its role in implementing the City of Kalgoorlie-Boulder's goals and strategies as well as supporting and advising Council. In addition, open and frank communication, and clear structures and protocols, are critical.

5.2.6 Relationships between Councillors and employees

Employees are employed by, and accountable to, the CEO (not the Council or any individual Councillors). Councillors must not give direction to employees.

For there to be good working relationships between Councillors and employees, there should be:

- Structures and protocols for appropriate communication and information exchange (in particular, advice should be sought from the CEO and senior staff rather than from employees directly);
- Clear understanding of the roles that they each perform; and
- Clear understanding of the legislative and regulatory requirements, policies and procedures that each person is required to comply with.

Councillors should not seek to foster special relationships with employees for the purpose of seeking information that may not otherwise be available to Councillors, attempt to influence an employee or act in a threatening or abusive manner towards an employee. This includes unauthorised access to the City's administration areas.

5.3 Council's delegation of its decision-making authority

5.3.1 Delegation to CEO

The Local Government Act enables Council to delegate its capacity to exercise any of its powers or duties to the CEO, except for¹⁷:

- Any power or duty that requires a decision of an absolute majority of Council;
- Accepting a tender which exceeds an amount determined by the City of Kalgoorlie-Boulder;
- Appointing an auditor;
- Acquiring or purchasing any property valued at or above the limit determined by the City of Kalgoorlie-Boulder;
- Determining fees, allowances and expenses of Council Members and committee members;
- Borrowing money on behalf of the City;
- Hearing or determining an objection of a kind referred to in section 9.5 of the Local Government Act;
- The power to authorise a person to sign documents on behalf of the City of Kalgoorlie-Boulder;
- Any power or duty that requires the approval of the Minister or Governor; and
- Such other powers or duties as may be prescribed.

Where the Council delegates authority to the CEO, it must do so in writing and by absolute majority. Council may revoke or amend a delegation, also by resolution reached by absolute majority. The CEO must keep records of each time they exercise a delegation.

Authority can also be delegated to the CEO under other legislative instruments such as the Public Health Act 2016 (WA).

These delegations enable the CEO to undertake functions within the authority of any given delegation, without needing to first obtain a Council resolution. This process facilitates good governance as it ensures efficiency and enables the Council to focus on policy development, representation, strategic planning and community leadership.

¹⁷ Section 5.43 *Local Government Act*

5.3.2 Delegation to employees

Council or the CEO can delegate authority to employees to perform particular functions of Council. This delegation of authority provides employees with the power to exercise duties and make determinations (in accordance with the scope of the relevant authority).

The CEO's delegation must be in writing, each employee must keep records of each time they exercise a delegation, and the delegations are to be reviewed on an annual basis.

This process facilitates good governance as it ensures efficiency and enables the CEO to focus on organisational management and working with Council.

5.3.3 Delegation to Committees

Council can delegate authority to committees and if so, will clearly set out the conditions of such authority and review those delegations annually. Council's committees do not presently have delegated authority.

5.3.4 Delegated authority registers

The City of Kalgoorlie-Boulder is required by legislation to keep a register of all CEO delegations and a register of all other delegations to Committees (if any) and employees, which are published on its website.

The registers are reviewed and updated at least once every financial year in accordance with the Local Government Act¹⁸.

5.3.5 Authorised persons

Under the Local Government Act, the CEO can appoint a person or class of persons to perform particular functions under legislation or local laws.

An appointment is made in writing by the CEO or is otherwise detailed in legislation. An authorised person must have a certificate confirming their appointment or some other form of identification to confirm that and to demonstrate their ability to perform that function.

Authorised persons are not necessarily persons with delegated authority.

5.4 COMMUNITY AND STAKEHOLDER ENGAGEMENT

5.4.1 Consultation

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 of Kalgoorlie-Boulder administration consults the community in this manner as directed by Council and collates information to report back to Council.

¹⁸ Sections 5.18 and 5.46 *Local Government Act*

In some instances, the City of Kalgoorlie-Boulder is required by the Local Government Act or regulations to either give public notice of its intention to take a certain course of action or provide a period of public consultation prior to taking that course of action.

The City of Kalgoorlie-Boulder has developed a Community Engagement Plan and Community Engagement Strategy (2022 – 2026) to guide the administration in its consultation and engagement processes with the community and stakeholders. In particular, the City of Kalgoorlie-Boulder 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 of Kalgoorlie-Boulder's framework to guide communication and engagement with the community is based on principles of:

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

These consultation processes are critical to good governance – they enable the City of Kalgoorlie-Boulder 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.

5.4.2 Notices and advertising

In many instances, the City of Kalgoorlie-Boulder is required by the Local Government Act to provide notice of its intention to take a particular course of action or decision. In other instances, the City of Kalgoorlie-Boulder will advertise certain proposed courses of action or decisions to provide the community with an opportunity to comment or object. The City of Kalgoorlie-Boulder seeks to exceed the legislative requirements regarding community engagement through its application of its Community Engagement Strategy and Community Engagement Plan.

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 West Australian newspaper.

5.4.3 Public access sessions and question time during Council and Committee Meetings

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.

5.5 Leave of absence by Councillors

It is a critical aspect of both good governance and the success of a Council member in their role that Council members attend and participate in decision-making processes. For this reason, there are stringent rules in place regarding the absence of a Council member.

A Council member who is going to be absent from a meeting must submit an apology.

Where a Council member requires an extended leave of absence, they should apply to Council to grant leave of absence for that extended period. A leave of absence should not be granted in respect of more than six consecutive ordinary meetings, unless all such meetings fall within a three month period.

A Council member who is absent, without first obtaining leave of the Council, throughout three consecutive ordinary meetings at the Council is disqualified unless all the meetings are within a two month period.

5.6 Annual Elector's Meeting

A general meeting of the electors of the City of Kalgoorlie-Boulder is to be held once every financial year. The Annual Electors Meeting date is set when the Annual Report is adopted by Council. The Annual Electors Meeting agenda includes:

- Presentation of Annual Report for the previous financial year; and
- General business.

Questions or motions from Electors are invited and can be presented at the meeting. All decisions made at an electors' meeting are to be considered at the next Ordinary Council Meeting.

6 STANDARDS OF BEHAVIOUR

For the community to have confidence in the City of Kalgoorlie-Boulder, each Council member and employee must behave with the highest standards of personal integrity and honesty. These principles underpin good governance of the City of Kalgoorlie-Boulder because of the potential for a community's perception of the organisation as a whole to be determined, positively or negatively, by the conduct of an individual or subset.

Codes of Conduct have been established by the City of Kalgoorlie-Boulder in the forms required by the Local Government Act to ensure that Council members and employees understand and meet behavioural standards. These are reviewed regularly to ensure they conform with community expectations, organisational standards and regulatory requirements.

This Part of this Governance Framework sets out the ethical and behavioural standards expected of all Council members and employees of the City of Kalgoorlie-Boulder. In setting out these expectations, this document (along with relevant Codes of Conduct) promotes good governance by providing guidance to individuals when they are making personal decisions regarding ethical matters. This ensures that such decisions are made in accordance with the high standards of integrity and honesty as are expected of them.

6.1 Ethics standards for Council members and employees

6.1.1 *Actual, potential and perceived conflicts of interest*

A conflict of interest is where a Council member or employee has interests outside of their role that could improperly influence, or be seen to influence, their decisions or actions in the performance of their public duties. A conflict of interest may be:

- Actual;
- Potential; or
- Perceived or apparent.

An *actual conflict* is one which does exist.

A *potential conflict* is one which may exist in the future.

A *perceived or apparent conflict* is one where, when viewed objectively and reasonably by an independent person such a member of the community, it appears that there is a conflict of interest (even if there is not).

It is essential for good governance that proper processes are in place to identify and consider conflicts of interest to ensure that all decisions are made and implemented fairly, independently and in the best interests of the community. It is critical to the community's trust in the City of Kalgoorlie-Boulder that both Councillors and employees carefully consider in their dealings whether there is an actual, potential or perceived conflict of interest. It is also critical to that trust that they comply with their obligations under the Local Government Act and relevant code of conduct honestly and diligently.

The appearance of a conflict of interest can be as damaging to the community's trust in the City of Kalgoorlie-Boulder as an actual conflict. It is therefore particularly important for

Councillor and employees to consider the risk of perceived or apparent conflicts of interest to both the public's confidence in the City of Kalgoorlie Boulder as well as their individual reputation and integrity.

Councillors and employees should be mindful of conflicts of interest from relationships they form with, and when accepting gifts from, a person or company if they are (for example):

- Involved in a current or potential future tender process;
- A current or potential future grant applicant;
- Lobbying the Council in relation to any interests;
- An applicant or objector in relation to development proposal; or
- Likely to directly or indirectly benefit or be advantaged by a decision before Council.

6.1.2 Disclosure of financial interests

Council members should carefully consider, when reviewing an agenda, whether there are any financial interests that must be disclosed by them. Employees should also consider financial interests when given a task such as report writing or providing advice.

Council members, Committee members and employees providing reports and advice or who have delegated authority have an obligation to disclose if they, or a person close to them, has a financial interest, whether direct or indirect, in a matter being discussed at Council¹⁹.

A financial interest will arise in circumstances where it is reasonable to expect that there may be an actual or potential, direct or indirect, financial gain, loss, benefit or detriment to the Council member as a result of the decision of Council or person with delegated authority²⁰.

A person "close to a Council member" includes²¹:

- The Council member's employer;
- A body corporate of which the Council member is a director, secretary or executive officer;
- The spouse, de facto partner or child of the Council member who is living with the Council member;
- A person who was a client or advisor of the Council member within the previous 12 months;
- a person who has given a gift to a Council member under prescribed circumstances.

¹⁹ Sections 5.60 and 5.65 *Local Government Act*

²⁰ Section 5.60 *Local Government Act*

²¹ Section 5.62 *Local Government Act*

A “direct financial interest” is one where there is a matter to be dealt with and it is reasonable to expect that if dealt with in a particular way, it will result in a financial gain, loss, benefit or detriment, to the person²².

Whether or not there is a “reasonable expectation” must be determined objectively, with the question to be addressed at the time the matter is dealt with – mere speculation as to future events may not be a reasonable expectation unless it is probable that those future events will occur and therefore that the financial gain, loss, benefit or detriment will follow²³.

An “indirect financial interest” includes:

- A reference to a financial relationship between the Council member or employee, and another person who is affected by a local government decision in relation to a matter;
- A matter where the Council member or employee reasonably expects to have a financial gain, loss, benefit or detriment if the matter is dealt with in a particular way; and
- There is no need for a financial gain, loss, benefit or detriment to be established if there is a financial relationship between the Council member or employee (or a person they are close with) and a person who will be affected by a local government decision.

A disclosure is required to be made at each point the matter will be dealt with. For example:

- If the matter is the subject of Committee recommendations and Council decision making, it must be disclosed at both meetings; and
- Financial interests can exist for Council members and be disclosable even though the matter is being dealt with by employees under delegated authority²⁴;
- Under the Local Government Act, an employee must disclose a financial interest and the extent of that prior to giving an oral report or advice at a meeting but is not required to leave the meeting. Further, they are not required under the Act to disclose that interest if they are not providing that report or advice directly to the meeting; and
- An employee with delegated authority cannot exercise that power or discharge their duty in relation to any matter in which they have an interest and must notify the CEO of a financial interest so that the CEO or another employee can act.

A Council member must disclose a financial interest either in writing to the CEO prior to a meeting or at the commencement of a meeting, immediately before the matter is discussed (even if it was disclosed at the commencement of the meeting). The minutes must reflect that disclosure has been made.

The disclosure should be made with specificity as to the value of the financial interest - in its Operational Guidelines “Disclosure of Financial Interests at Meetings” document, the DLGSCI offers suggestions for how a disclosure should be made, such as the following examples:

²² DLGSCI Operational Guidelines document (number 20) “Disclosure of Financial Interests at Meetings”

²³ Ibid

²⁴ Ibid

"I have shares in the company making the application, the value of which may be affected as the value of shares I have is \$XX and that value may increase by XX% if the application is approved."

"The application may affect the valuation of land I owned as the effect of the application being approved may be a XX% increase in the valuation of the land I own, which equates to \$XX."

The Council member may request to be allowed to stay in the meeting and be involved in the decision-making process but must leave the room while other members determine that request.

Council members can determine to allow the person to stay in the room during discussions, and can also determine the extent of the involvement of the Council member in speaking and voting on the matter. If they decide the interest is trivial or insignificant to not influence the Council member's conduct in relation to the matter, or the interest is not unique to that Council member, the Council member may be allowed to return to the meeting (and the Council members can decide whether or not they can speak and/or vote).

An application can also be made to the Minister for a decision as to a Council member's involvement in a matter once an interest has been declared.

The Local Government Act allows for prosecution of offences against these requirements of financial disclosure and imposes severe penalties for breaches, including a maximum penalty of \$10,000 or two years imprisonment²⁵. In addition, a Council member may be disqualified from holding office if convicted of a local government offence²⁶.

The DLGSCI has published an Operational Guidelines document (number 20) "Disclosure of Financial Interests at Meetings" which should be reviewed by a Council members and employees.

6.1.3 Disclosure of proximity interests

Council members and committee members have an obligation to disclose interests around Council matters that are near that person's land. A Councillor must declare a proximity interest prior to the relevant agenda item being discussed and must not preside or participate in discussion on the matter unless allowed by the Council, committee or the Minister (which may be permitted only in certain circumstances).

The Local Government Act²⁷ provides that a person has a proximity interest in a matter if it concerns:

- A proposed change to a planning scheme affecting land that adjoins the person's land;
- A proposed change to zoning or use of land that adjoins a person's land;

²⁵ Section 5.65 *Local Government Act*

²⁶ DLGSCI Operational Guidelines document (number 20) "Disclosure of Financial Interests at Meetings"

²⁷ Section 5.60B *Local Government Act*

- A proposed development of land (as defined by section 5.63(5) of the Local Government Act as being the development, maintenance or management of the land or of services or facilities on the land) that adjoins that person's lands.

Land (the proposed land) adjoins a person's land if:

- The proposed land, not being a thoroughfare, has a common boundary with the person's land;
- The proposed land, or any part of it, is directly across from, the person's land; or
- The proposed land is that part of the thoroughfare that has a common boundary with the person's land.

The Local Government Act allows for prosecution of offences against these requirements of proximity disclosure and imposes severe penalties for breaches, including a maximum penalty of \$10,000 or two years imprisonment²⁸. In addition, a Council member may be disqualified from holding office if convicted of a local government offence²⁹.

The DLGSCI has published an Operational Guidelines document (number 20) "Disclosure of Financial Interests at Meetings" which should be reviewed by a Council members and employees.

6.1.4 Disclosure of impartiality interests

An impartiality interest is one which could, or could reasonably be perceived to, adversely affect the impartiality of a person having the interest³⁰. This includes an interest arising from kinship, friendship, being a member of a sporting, social or cultural association, volunteer activities, other work or engagement with the community, or otherwise.

Perceived impartiality is just as important as actual impartiality - when considering whether an interest should be disclosed, Council members and employees must carefully consider whether another person, acting reasonably, would believe there was an impartiality interest (even if there was not actually one). Two questions should be answered when considering this³¹:

- If you were to participate in assessment or decision making without disclosing, would you be comfortable if the public or your colleagues became aware of your association or connection with an individual or organisation?
- Do you think there would be a later criticism of perceived undisclosed impartiality if you were not to disclose?

Perceived impartiality often arises from associations with people or organisations and a disclosure will be warranted if the relevant matter involves:

²⁸ Section 5.65 *Local Government Act*

²⁹ DLGSCI Operational Guidelines document (number 20) "Disclosure of Financial Interests at Meetings"

³⁰ Regulation 34C *Local Government (Administration) Regulations 1996* and Regulation 11 *Local Government (Rules of Conduct) Regulations 2007*

³¹ Department of Local Government, Sport and Cultural Industries Operational Guidelines document "Disclosure of interests affecting impartiality"

- A person's spouse, de facto spouse, sibling, parents, spouse's parents, children, employer or business partner; or
- A person has an affiliation with a group or association the subject of the relevant matter,

and a disclosure may be warranted if the relevant matter involves:

- A friend or adversary, depending on the circumstances and nature of the particular relationship and the Council member or employee's answers to the two questions stated above³².

Disclosure is warranted on any matters which require applications for approval, consent or a licence (eg. development applications, extensions or construction of facilities, requests for financial assistance, tenders, staff recruitment etc)³³.

A Councillor must disclose an impartiality interest immediately before the matter is discussed at Council, or by written notice to the CEO prior to the meeting. In its Operational Guidelines document "Disclosure of interests affecting impartiality", the DLGSCI suggests the disclosure should be made as follows:

"With regard to the matter in item XX, I disclose that I have an association with XXX. This association is ... (nature of the interest). As a consequence, there may be a perception that my impartiality on the matter may be affected, I declare that I will consider this matter on its merits and vote accordingly."

The impartiality disclosure must be noted in the minutes of the relevant meeting. The disclosure of an impartiality interest does not affect the right of the Council member to discuss or vote on a matter and the person can remain involved in Council debate. However, the disclosure allows Council to better manage the risk of any bias that could be perceived as a result of the interest than if no disclosure was made.

Employees must disclose an impartiality interest when providing advice or reports to be discussed at a Council or committee meeting. Employees should do so prior to undertaking any work on the relevant matter by either notice to the CEO in the event of written work, or at the commencement of a meeting if discussions are to be held regarding the matter³⁴. It may also be disclosed in writing in the body of the report. In its Operational Guidelines document "Disclosure of interests affecting impartiality", the DLGSCI suggests the disclosure should be made as follows:

"With regard to the matter in item XX, I disclose that I have an association with XXX. This association is ... (nature of the interest). As a consequence, there may be a perception that my impartiality on the matter may be affected, I declare that I will consider this matter on its merits and provide advice accordingly."

³² Department of Local Government, Sport and Cultural Industries Operational Guidelines document "Disclosure of interests affecting impartiality"

³³ Ibid

³⁴ Department of Local Government, Sport and Cultural Industries Operational Guidelines document "Disclosure of interests affecting impartiality"

Failure by a Council member to disclose an impartiality interest is a minor breach which will be referred to the Local Government Standards Panel for determination. Failure by an employee to disclose will be a breach of the Employee's Code of Conduct and dealt with by the CEO.

The DLGSCI has published an Operational Guidelines document "Disclosure of interests affecting impartiality" which should be reviewed by a Council members and employees.

6.1.5 Managing conflicts of interest

It is critical to the good governance of the City of Kalgoorlie-Boulder that Council members disclose an interest of any kind referred to above in order for the City of Kalgoorlie-Boulder to manage any risk to its impartiality or reputation that may result.

Council may manage a conflict of interest by employing the "6R" strategies of³⁵:

- Recording the interest in a register;
- Restricting the relevant Council member from involvement in the matter in which he or she has an interest (for example, restricting that person participating in debate and accessing information about the issue);
- Recruiting independent third parties to assist, oversee or review the integrity of Council's decision-making process in relation to an issue;
- Removing that conflicted person from any involvement in the matter whatsoever; and/or
- Relinquishing the personal or private interests to remove the interest – such as relinquishing membership of an association.

Decisions made by Council in relation to how an interest is managed (for example, whether a Council member is able to participate, vote, remain present for discussions) should be reflected in the minutes of that meeting.

6.1.6 Related party disclosures

Council members and identified employees need to complete a Related Party Disclosure Declaration form at the end of each financial year, setting out related party relationships (where a person or entity has significant influence over the City of Kalgoorlie-Boulder, or the relevant Council member or employee). This enables the City of Kalgoorlie-Boulder to assess all transactions made with those persons or entities (including fines, rates payments, application fees, disposal of property and contracts for consultancy, goods or services) to ensure that there were made on an "arm's length" basis.

6.1.7 Primary Returns and Annual Returns

To assist in identifying actual or potential conflicts of interest, the Local Government Act³⁶ requires Council 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

³⁵ Western Australia State Government "Conflict of Interest: Guidelines for the WA Public Sector"

³⁶ Section 5.75 *Local Government Act*

financial interests and other relevant personal information at that 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.

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. The CEO will give written notice to each person to acknowledge having received the return.

Council members and employees should keep records throughout the year so that when the annual return is prepared and lodged by the, no interests disclosed during a meeting or other matters are missed from the annual return³⁷.

The CEO will keep a register of financial interests contained in the returns and will remove any details from that register once a person ceases to be required to lodge a return (eg. ceases to hold a delegation or ceases to be a Council member/employee) but will retain such records for at least five years.

6.1.8 Gifts to Council members and employees

A gift is a conferral of a financial benefit (including the transfer of property) made by one person in favour of another, unless adequate monetary (or equivalent) consideration is provided.

Acceptance of a gift that is connected with a person's role as a Council member or employee may create a real or apparent conflict of interest, and could be seen as a bribe.

Council members and the CEO are required to disclose gifts, received in their official capacity, valued over \$300 or are two or more gifts with a cumulative value over \$300 where the gifts are received from the same donor in a 12-month period. Employees are required to disclose gifts valued between \$75 and \$300 or are two or more gifts with a cumulative value between \$75 and \$300. An employee is not to accept a gift that is valued at more than \$300³⁸.

The City of Kalgoorlie-Boulder maintains gift registers in accordance with the Local Government Act³⁹ and associated regulations, which are available online or at the administration offices.

³⁷ Department of Local Government, Sport and Cultural Industries Operational Guidelines document (number 20) "Disclosure of Financial Interests at Meetings"

³⁸ *Local Government (Administration) Regulations 1996 (WA)*

³⁹ Sections 5.87A and 5.87B *Local Government Act*

6.1.9 Electoral gift register

In accordance with Local Government (Elections) Regulations 1997, the City of Kalgoorlie-Boulder maintains an electoral gifts register and must publish that on its website. Both candidates and donors must disclose information about any election-related gift with a value of \$200 or more that was given or promised within the six-month period prior to the election day.

Electoral gifts need to be disclosed either:

- Within 3 days of nomination if the gift is received, made or promised prior to the candidates' nomination, or
- Within 3 days of the gift being received, made or promised once the candidate has been nominated.

Electoral gift donors are closely associated persons under the Local Government Act. Prior to accepting any electoral gifts, candidates should consider how the acceptance may affect their ability to participate in future decision-making processes.

The CEO will remove from the register any gifts disclosed by a candidate who was not successful in being elected to Council but retain those records for at least two years following the election.

6.1.10 Training of Council members

Council members are required to complete a compulsory online training program prior to nominating as candidates for election to Council. This program provides candidates with a clearer understanding of their role within a local government.

The Local Government Act⁴⁰ provides that Council members must undertake a further training course within 12 months from their election to Council. Again, this Course provides further education to Councillors about their role in Council and the associated responsibilities.

Council must develop and pass by absolute majority a policy in relation to continuing professional development of Council members. This must be published on the City of Kalgoorlie-Boulder's website along with a report on the training completed by the Councillors in the relevant financial year.

6.1.11 Confidentiality

Councillors and employees commonly have access to or use confidential or sensitive material in the course of fulfilling their respective roles.

The City of Kalgoorlie-Boulder considers the preservation of such confidential material to be critical and Council members and employees are subject to the provisions of relevant Codes of Conduct that address the use of such confidential material. This includes a prohibition against Council members and employees using confidential material:

⁴⁰ Section 5.126 *Local Government Act*

- To gain improper advantage for themselves or another person or entity in a way which is inconsistent with their obligation to act impartially in the public's interest; or
- To improperly cause harm, detriment or impairment to any person, body the Council or the City of Kalgoorlie-Boulder.

6.1.12 Qualified Privilege

Council members cannot be sued for defamation for what they say in Council chambers or Committee meetings, and in some circumstances, what they say outside of chambers including to media or the public provided that what they say is in good faith or without malice. This concept is referred to as "qualified privilege".

If something is untrue or the person making the statement is reckless as to the truth of it, or the statement is irrelevant to what is being discussed or debated, it could be malicious and expose the person to defamation proceedings.

6.2 Behavioural standards for Council members

Council members are required to comply with the Local Government Act, relevant regulations and the Councillor's Code of Conduct (as well as all other written laws).

6.2.1 Councillor's Code of Conduct

The City of Kalgoorlie-Boulder is required under the Local Government Act⁴¹ to adopt model code of conduct for Councillors from the Local Government (Model Code of Conduct) Regulations 2021. This applies to Council members, Committee members and candidates and the City of Kalgoorlie-Boulder will also extend this to apply to members of working groups. A current version of the Councillor's Code of Conduct is published on the City of Kalgoorlie-Boulder's website.

As is set out in the relevant regulations, the Councillor'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

⁴¹ Section 5.104 *Local Government Act*

- (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/ DLGSCI 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.

6.3 Breach by a Councillor and complaints against a Councillor

6.3.1 Breach of the Councillor's Code of Conduct

The Councillor's Code of Conduct set out the process of handling a complaint regarding the behaviour of a Councillor in breach of the Councillor's Code of Conduct.

A person may make a complaint alleging a breach of a requirement set out in Division 3 of the Councillor's Code of Conduct (which sets out behavioural requirements for Councillors). A complaint must be made in writing to the authorised person within one month after the occurrence of the alleged breach.

The authorised person for receiving complaints is the CEO, who is able to delegate the responsibility of investigating and determining a complaint to an employee.

After considering a complaint, the CEO must (unless it dismisses the complaint, or it is withdrawn) make a finding as to whether the alleged breach has occurred. Before making a finding, the CEO must give the person to whom the complaint relates a reasonable opportunity to be heard.

A finding that the alleged breach has occurred must be based on evidence from which it may be concluded that it is more likely that the breach occurred than that it did not occur.

If the CEO makes a finding that the alleged breach has occurred, it may take no further action or prepare and implement a plan to address the behaviour (which requires consultation with that person). The plan may include requiring the person to:

- Engage in mediation;
- Undertake counselling; and/or
- Undertake training.

The CEO must also notify the complainant.

The CEO must dismiss a complaint if it is satisfied that the behaviour to which the complaint relates occurred at a council or committee meeting and either the:

- Behaviour was dealt with by the person presiding at the meeting; or
- The person responsible for the behaviour has taken remedial action in accordance with the Standing Orders Local Law.

A complainant may withdraw the complaint in writing at any time.

6.3.2 Breach of Rules of Conduct (minor breach)

If a Council member breaches Division 4 of the Code of Conduct, which sets out the Rules of Conduct, it will be considered a minor breach and be referred to the Local Government Standards Panel ("Panel").

The Panel is a body established under Local Government Act⁴² to objectively and impartially determine allegations of a minor breach.

A person must make a complaint within six months of the alleged breach occurring and must follow the process outlined in Part 5 Division 9 of the Local Government Act. Once a complaint

⁴² Section 5.122 *Local Government Act*

is received, a report is prepared for the Panel to consider and make a determination based on the information available to it (it cannot investigate the complaint).

The Panel will make a determination about whether or not the breach was committed, and if so, whether to issue sanctions against the Council member.

Sanction options include:

- Public censure;
- Public apology;
- Participating in training; and
- Requiring the Council member to pay the Council's legal costs incurred in relation to the complaint.

6.3.3 Breach of Local Government Act (serious breach)

If a Council member, while acting in their capacity as a Council member commits a breach of a written law it is considered a serious breach. This includes (without limitation) when a Council member:

- Fails to declare an interest;
- Fails to submit an annual return;
- Fails to declare a gift;
- Fails to vote; or
- Breaches confidentiality regarding a complaint.

A complaint can be made by a person to the CEO of the DLGSCI within two years of the alleged breach taking place (unless it is a financial based complaint in which case there is no deadline).

The CEO or person authorised by the CEO will investigate the complaint and if it is found that the breach has been committed, sanctions under the Local Government Act apply (eg suspension, penalties of up to \$10,000 fine or two years imprisonment).

Complaints of serious misconduct such as corruption by a Council member are made to the Corruption and Crime Commission.

6.4 Behavioural standards for employees

6.4.1 Employees' Code of Conduct

The Employees' Code of Conduct sets the standard for all the City's employees for behaviour and conduct and as is required by the Local Government Act⁴³, addresses matters prescribed in Part 4A of the Local Government (Administration) Regulations 2021. This includes the following (amongst other matters):

⁴³ Section 5.51A *Local Government Act*

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

6.4.2 Policies and procedures

The City of Kalgoorlie-Boulder develops policies and procedures for staff to follow in the course of their employment.

6.4.3 Breach of Code of Conduct

The Employees' Code of Conduct sets out a process for reporting a breach of the Code of Conduct. This involves first discussing a suspected breach with the CEO or the Executive Manager, People and Culture to determine the appropriate reporting mechanism.

The complaint must be made in writing with the prescribed information and it will then be investigated by the CEO or a person with authority delegated to them by the CEO (or the Mayor, if the complaint is about the CEO). The investigation process requires both the complainant and employee alleged to have breached the Code being interviewed, as well as anyone else who may be able to assist, and records must be kept of the investigation.

If the CEO can determine that there has been no breach or alternatively, refer to the matter to an external independent advisor for determination. If the matter is one of misconduct, the CEO must notify the appropriate authority (Corruption and Crime Commission in the event of serious misconduct or the Public Sector Commission in the case of minor misconduct).

7 PERFORMANCE MANAGEMENT AND ACCOUNTABILITY

The Local Government Act requires the City of Kalgoorlie-Boulder to comply with a number of requirements regarding reporting, financial management, strategic planning and audit processes. Compliance with the Local Government Act and further, the adoption of best practices in long term planning and financial management enables the City of Kalgoorlie-Boulder to achieve good financial governance. It facilitates accountability and transparency, ensures Council members are well-informed and aids effective and efficient decision-making against established short, medium and long term objectives.

This Part set outs the processes undertaken by the City of Kalgoorlie-Boulder to optimise its planning, management and review strategies.

7.1 Performance management

7.1.1 Quarterly reports

Each quarter, the CEO and administration team prepare detailed reports and provide financial records for review by the Audit and Risk Committee. This process ensures comprehensive information is provided to Council by the administration and allows accountability and transparency in relation to these matters.

7.1.2 Annual report

The City of Kalgoorlie-Boulder produces an annual report for each financial year as a statutory requirement.

The report reflects the major activities undertaken in the preceding year. As well as providing an overview of the City of Kalgoorlie-Boulder's operational and financial activities, the annual report also includes an Independent Auditor report.

7.1.3 Performance review of employees

The City of Kalgoorlie-Boulder is committed to continuous improvement and provides annual staff performance reviews to ensure that all staff understand their roles, 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 for employees and behaviours are assessed and opportunities are given for self-reflection. Structures are also in place to equip managers and supervisors who undertake performance review meetings so that these meetings are effective, fair and consistent.

7.2 Audit processes

7.2.1 Internal audit

The Local Government Act requires the City of Kalgoorlie-Boulder to establish an audit committee, which is known as the Audit and Risk Committee. See further information about this committee below under the heading "Audit and Risk Committee".

The City of Kalgoorlie-Boulder is committed to continuous improvement of its internal audit mechanisms and recognises the importance of independent and objective review processes

to ensure that best practices and accountability mechanisms are developed and implemented across the organisation.

The CEO is to undertake a review of the appropriateness and effectiveness of the financial management system and procedures of the local government regularly (and not less than once in every 3 financial years) and report to the local government the results of those reviews.

7.2.2 External audit

The Office of the Auditor General appoints an auditor to conduct an annual audit of financial statements and prepare an audit report for the Council.

Part 7 of the Local Government Act and the Local Government (Audit) Regulations 1996 require the City of Kalgoorlie-Boulder to:

- Do everything in its power to assist the auditor to conduct an audit and carry out other duties under the Act;
- Ensure that audits are conducted successfully and expeditiously;
- Meet with its auditor at least once a year;
- Examine the report of the auditor and determine if any matters raised require action, and therefore ensure such action is taken;
- Prepare a report of any actions taken based on the auditor's report and forward a copy of that report to the Minister within the prescribed timeframe.

The City of Kalgoorlie-Boulder must submit to its auditor the balanced accounts and annual financial report by no later than 30 September each year.

7.2.3 Annual Compliance Audit Return

It is a requirement under the Local Government Act that the City of Kalgoorlie-Boulder conducts an annual audit of compliance with the relevant statutory requirements in areas including local laws, tenders, meeting processes, disclosures and financial management.

A compliance audit return is prepared and adopted by Council, then submitted annually to the DLGSCI.

7.3 Audit and Risk Committee

7.3.1 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 functions⁴⁵. To ensure independence and meet good governance practices of transparency and accountability, the

⁴⁵ Department of Local Government, Sport and Cultural Industries Local Government Operational Guidelines (Number 9): "Audit in Local Government"

CEO and other administration staff are not members of the committee but may report to the committee.

The Audit and Risk Committee is to:

- Provide guidance and assistance to the City of Kalgoorlie-Boulder regarding:
 - its functions in relation to audits;
 - the development of a process to select and appoint an auditor;
 - matters to be audited;
 - scope of audits;
- Review a report given to it by the CEO and report to Council regarding that report;
- Review the Annual Compliance Report and report to Council regarding that report;
- Consider the CEO's reviews of risk management, internal control and legislative compliance systems (required every three years) and report to Council in relation to those reviews.

The auditor may make recommendations regarding matters such as⁴⁶:

- Assessment of accounting procedures;
- Assessment of internal controls;
- Assessment of risk;
- Compliance with the Local Government Act and regulations;
- Performance assessments as to the efficiency and effectiveness of operations;
- Internal audit processes;
- Outcomes of the external audit prior to issue of management and audit reports;
and
- Changes to accounting standards and legislation and impact of that on the City of Kalgoorlie-Boulder.

Where matters of significance are identified by the City of Kalgoorlie's auditor, the City of Kalgoorlie-Boulder must take appropriate action and must prepare a report outlining the action it intends to take and must provide a copy of that report to the Minister within three months of an auditor's report being received and publish it on its website.

⁴⁶ Department of Local Government, Sport and Cultural Industries Local Government Operational Guidelines (Number 9): "Audit in Local Government"

The DLGSCI has published Local Government Operational Guidelines document (Number 9) regarding "Audit in Local Government" which should be reviewed by Council members and the executive leadership team.

7.4 External Reporting Requirements

In addition to the DLGSCI, the City of Kalgoorlie-Boulder may have reporting obligations to external authorities including:

- Public Sector Commission;
- Corruption and Crime Commission;
- Equal Opportunity Commission;
- Ombudsman Western Australia; and
- Office of the Ombudsman Commissioner.

7.5 Complaint handling mechanisms

7.5.1 Handling misbehaviour of Councillors

As set out above in paragraph 6.3, there are different processes in place in respect of complaints about Councillors, depending on whether they have:

- Breached Division 3 of the Councillor's Code of Conduct, in which case the complaint will be dealt with by the CEO;
- Committed a breach of Division 4 of the Councillor's Code of Conduct which sets out rules of conduct (minor breach) in which case the matter will be referred to the Local Government Standards Panel for determination; or
- Committed a breach of the Local Government Act (serious breach), in which case the CEO of DLGSCI will investigate the complaint.

In addition:

- Complaints of serious misconduct by a Council member can be made to the Corruption and Crime Commission or Public Sector Commission;
- Whistleblowing disclosures can be made under the Public Interests Disclosure Act 2003 (WA);
- Complaints about decision-making can be made to the WA Ombudsman under the Parliamentary Commissioner Act 1971.

7.5.2 Complaints about administrative functions or employees

To foster transparency and accountability, it is important to develop for fair, responsive and transparent complaint handling systems within the City of Kalgoorlie-Boulder. These systems

are also integral to stakeholder relationships: the resolution of complaints from constituents is necessary for maintaining the community's trust in the Council as well as between Council and the administration.

The City of Kalgoorlie-Boulder has developed its Complaints Handling Policy to ensure transparency and fairness and provide certainty to stakeholders including employees and the public regarding how a complaint is handled.

A complaint is an expression of dissatisfaction with the quality of service or the lack of service received from the City of Kalgoorlie-Boulder, or the behaviour of an employee and may be made in many ways, including:

- Website contact form;
- Email;
- Social media;
- Letter;
- Face to face; and/or
- Phone call.

The City of Kalgoorlie-Boulder's complaint process involves the following:

- Commitment to handling complaints quickly (with an aim to do so within two days of receiving the complaint), effectively and fairly;
- Recording the details of the complaint in the City of Kalgoorlie-Boulder's internal record keeping systems;
- Ensuring that relevant managers are aware of serious complaints so that internal disciplinary action, if required, can be actioned in accordance with the Employees' Code of Conduct or other human resources policies;
- Compiling a quarterly complaints report that provides an overview of complaints and responses for management review.

The CEO is designated to be the complaints officer and must maintain a register of complaints received which must be published on the City of Kalgoorlie-Boulder's website.

A complaint of minor misconduct of an employee can be made to the Public Sector Commission.

Complaints of serious misconduct by an employee can be made to the Corruption and Crime Commission.

7.6 Scrutiny of Local Governments

The City of Kalgoorlie-Boulder is regulated by the DLGSCI pursuant to the Local Government Act. This hierarchy of accountability and regulation provides good governance by ensuring accountability of the Council and administration.

The Local Government Act provides investigatory and regulatory mechanisms for the DLGSCI, including:

- The Minister or DLGSCI CEO may in a written notice require information to be provided about the local government, its operations or affairs and failure to comply with that notice is an offence⁴⁷;
- The DLGSCI CEO has the authority to inquire (generally or into a specific matter) into local governments and their operations and affairs⁴⁸;
- A person may be directed to give or produce evidence under oath⁴⁹;
- The authorised person must prepare a report on the outcome of any inquiry and that may contain appropriate recommendations, which will be given to the local government (and any suspended Council member) unless otherwise directed by the Minister⁵⁰;
- The Minister may order the local government to give effect to the recommendations contained in a report;
- The Minister has the authority in certain circumstances to suspend a Council member or Council or require the Council member or Council to undertake remedial action or recommend that the Governor dismiss a Council member⁵¹;
- The Minister may appoint an Inquiry Panel to inquire into and report on any aspect of a local government, its operations or affairs and may in certain circumstances suspend a Council member or the Council while the inquiry is held⁵²; and
- If a Council is suspended, a person (or three or five people) must be appointed to perform the powers and duties of the Council during the suspension period⁵³.

7.7 Right to information

7.7.1 Record keeping and freedom of information

The City of Kalgoorlie-Boulder Record Keeping Plan ensures that all correspondence, reports and related information are filed, archived and disposed of in accordance with the State Records Act 2000 and other relevant legislation by the State Records Office of WA.

Members of the public may retrieve certain kinds of information directly from the City of Kalgoorlie Boulder. Other types of information require a member of the public to lodge a Freedom of Information Application with the City of Kalgoorlie-Boulder.

⁴⁷ Section 8.2 *Local Government Act*

⁴⁸ Sections 8.3 and 8.4 *Local Government Act*

⁴⁹ Section 8.5 *Local Government Act*

⁵⁰ Sections 8.13 and 8.14 *Local Government Act*

⁵¹ Part 8, Division 1A *Local Government Act*

⁵² Part 8, Division 2 *Local Government Act*

⁵³ Part 8, Division 3 *Local Government Act*

More detailed information about this is available in the Information Statement: Freedom of Information published on the City of Kalgoorlie-Boulder's website.

7.8 CEO Appointment and Review

7.8.1 Model CEO Standards

The Council is responsible for the management of the CEO's performance. As is required by the Local Government Act, the City of Kalgoorlie-Boulder has adopted the Model CEO Standards outlined in the Local Government (Administration) Amendment Regulations 2021.

The Model CEO Standards provide a framework for local governments to select a Chief Executive Officer in accordance with the principles of merit, probity, equity and transparency. The model standards cover the recruitment and selection process based on principles of fairness, integrity and impartiality.

The model standards also cover performance review standards, and process of termination in a manner which conveys fairness and transparency.

7.8.2 CEO (and senior employee) recruitment

Council must develop and approve a process for the selection and appointment of a CEO prior to advertising the position. The City of Kalgoorlie-Boulder is required to advertise any positions for the CEO or senior employees, and ensure that remuneration and other benefits paid to a CEO are the same as what were advertised.

If the CEO proposes to dismiss or employ a senior employee, it must inform Council which may accept or reject the CEO's recommendation (and provide reasons if it rejects that).

7.9 Continuous improvement

The City of Kalgoorlie-Boulder is committed to continuous improvement and has implemented strategies to achieve this including:

- Review of this Governance Framework in the event of changes to relevant legislation, regulations, codes of conduct, policies or procedures;
- Review of governance processes; and
- Regular training opportunities for Councillors and employees.

8 DEFINITIONS

CEO means Chief Executive Officer

Councillor means a member elected to the Council, excluding a Mayor.

Council member a member elected to Council including the Mayor.

Councillor's Code of Conduct means the City of Kalgoorlie's Code of Conduct for Council Members, Committee Members and Candidates.

DLGSCI means the Department of Local Government, Sport and Cultural Industries.

Employees' Code of Conduct means the City of Kalgoorlie-Boulder Code of Conduct for Employees

Local Government Act means the *Local Government Act 1995 (WA)*.

Minister means the Minister for Local Government, Sport and Cultural Industries.

9 RESOURCES

The following resources have been used in the development of this Governance Framework:

Australian Public Service Commission – APS Values and Codes of Conduct in practice (Section 5: Conflict of Interest)

City of Bayswater Governance Framework

City of Kalgoorlie-Boulder Information Statement

City of Kalgoorlie-Boulder Community Engagement Plan

City of Kalgoorlie-Boulder Community Engagement Strategy (2022 – 2026)

City of Kalgoorlie-Boulder Councillor's Code of Conduct

City of Kalgoorlie-Boulder Code of Conduct for Employees

City of Kalgoorlie-Boulder Risk Management Framework

City of Kalgoorlie-Boulder Risk Management Policy

City of Kalgoorlie-Boulder Asset Management Policy

City of Joondalup Governance Framework 2021

City of Perth Governance Framework

City of Wanneroo Corporate Governance Framework

Department of Local Government, Sport and Cultural Industries website

Local Government Act 1995 (WA)

Local Government (Administration) Regulations 1996 (WA)

Local Government (Financial Management) Regulations 1996 (WA)

Local Government (Model Code of Conduct) Regulations 2021 (WA)

Local Government Operational Guidelines – Disclosure of Interests affecting impartiality

Local Government Operational Guidelines – Number 9 Audit in Local Government

Local Government Operational Guidelines – Number 20 Disclosure of Financial Interests at Meetings

Townsville City Council Governance Framework

Western Australia State Government “Conflict of Interest: Guidelines for the WA Public Sector”

A young child with blonde hair and blue eyes is smiling and holding a CD that has been decorated to look like a face. The CD has two large white eyes with black pupils, a blue nose, and a red star for a mouth. The child is wearing a white t-shirt with the words "GOOD VIBES" visible. The background is blurred, showing other people and what appears to be an outdoor event.

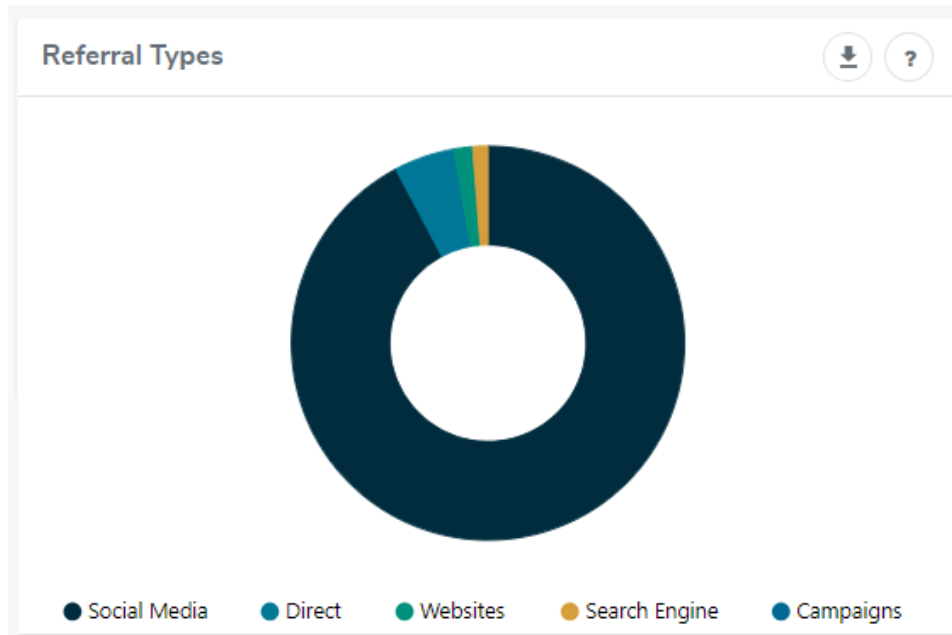
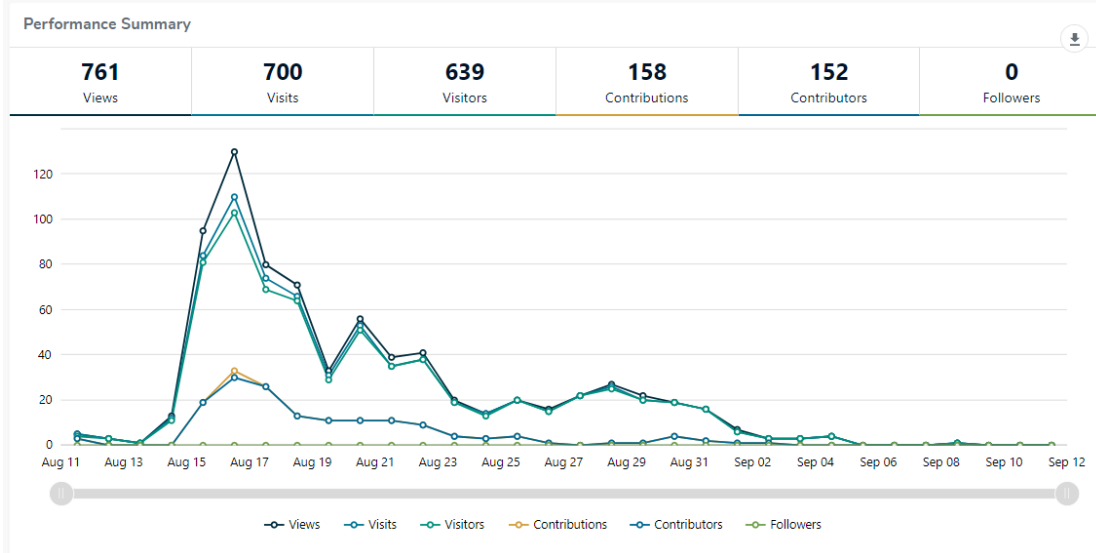
Early Childhood Education and Care Survey

Post Campaign Report
September 2023



Early Childhood Education and Care Survey:

Overview





Facebook Ad:



\$400
Ad Spend



708
Link Clicks



12,801
Reach



67,742
Impressions

Facebook Posts (Organic):

Final days to have your say! 🇲🇵 The City is conducting impor...

1 September 2023 at 16:00
ID: 606375995014797

Interactions


- 2 reactions
- 0 comments
- 0 shares

Performance

Reach		Engagements		Negative interactions	
Total 627		Reactions 2		Total 0	
Organic	627 (100%)	Comments	0	Unique	0
Paid	0 (0%)	Shares	0		

[View Details](#)





Boost post

⋮ ×

Contribute to the Conversation on Early Childhood Educatio...
 30 August 2023 at 07:00
 ID: 606374558348274

Interactions

👍 1 reaction


💬 0 comments

➦ 0 shares

Overview
Performance
Feed preview

Performance

Reach ⓘ		Engagements ⓘ		Negative interactions ⓘ	
Total 509		Reactions 1		Total 0	
Organic	511 (100%)	Comments	0	Unique	0
Paid	0 (0%)	Shares	0		
View Details					



Boost post

⋮ ×

Take 5-mins to tell us about your experience with accessing ...
 24 August 2023 at 18:00
 ID: 606374088348321

Interactions

👍 0 reactions

💬 0 comments

➦ 0 shares

Overview
Performance
Feed preview

Performance

Reach ⓘ		Engagements ⓘ		Negative interactions ⓘ	
Total 499		Reactions 0		Total 0	
Organic	499 (100%)	Comments	0	Unique	0
Paid	0 (0%)	Shares	0		
View Details					



Boost post

Is your family currently on a childcare waitlist? Tell us about yo...

21 August 2023 at 19:00
ID: 606372278348502

Interactions

7 reactions 1 comment 2 shares

Overview Performance Feed preview

Performance

<p>Reach</p> <p>Total 2,414</p> <hr/> <p>Organic 2,414 (100%) Paid 0 (0%)</p>	<p>Engagements</p> <p>Reactions 7</p> <hr/> <p>Comments 1 Shares 2</p> <p>View Details</p>	<p>Negative interactions</p> <p>Total 0</p> <hr/> <p>Unique 0</p>
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Boost post

Are you impacted by waitlists for early childhood education and...

16 August 2023 at 15:00
ID: 606371228348607

Interactions

0 reactions 0 comments 0 shares

Overview Performance Feed preview

Performance

<p>Reach</p> <p>Total 593</p> <hr/> <p>Organic 593 (100%) Paid 0 (0%)</p>	<p>Engagements</p> <p>Reactions 0</p> <hr/> <p>Comments 0 Shares 0</p> <p>View Details</p>	<p>Negative interactions</p> <p>Total 0</p> <hr/> <p>Unique 0</p>
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Your Say

Report Type: Form Results Summary
 Date Range: 11-08-2023 - 02-09-2023
 Exported: 11-09-2023 10:55:51

Closed

Untitled
 Early Childhood Education and Care Services

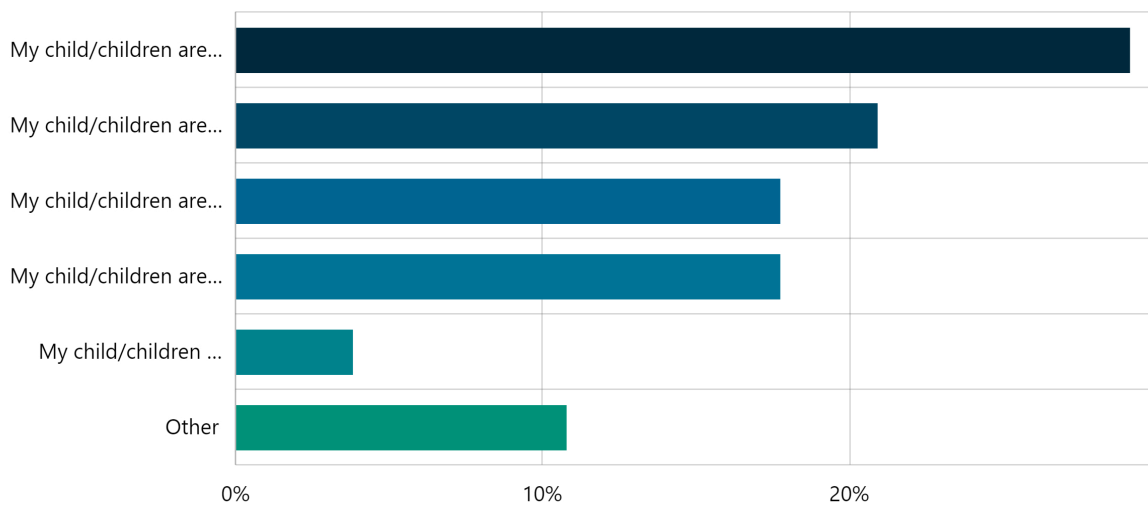
152
 Contributors

158
 Contributions

Contribution Summary

1. What situation best describes your family? Required

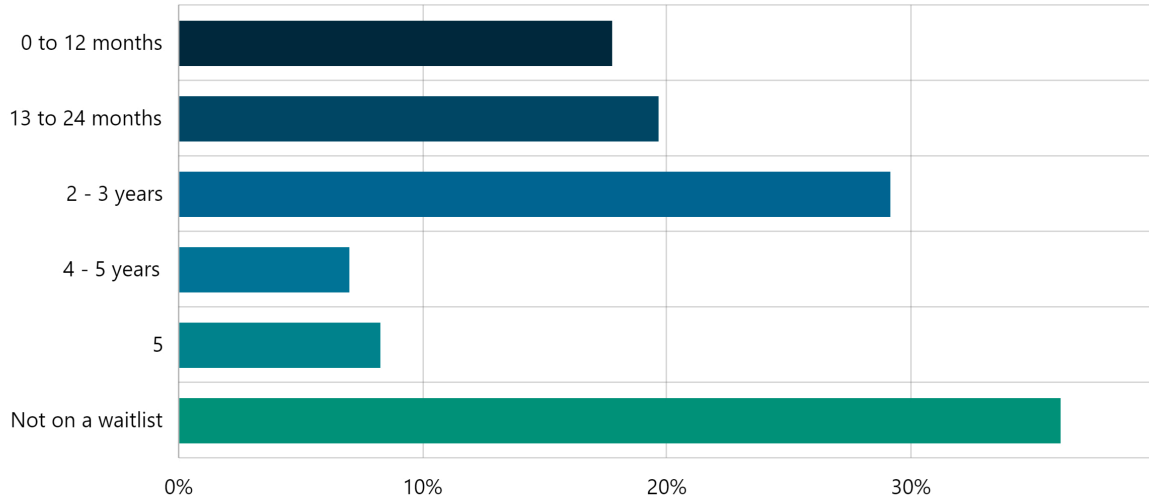
Multi Choice | Skipped: 0 | Answered: 158 (100%)



Answer choices	Percent	Count
My child/children are enrolled in an early childhood education and care centre and are not waiting for extra hours of care at a local centre	29.11%	46
My child/children are enrolled in an early childhood education and care centre and are on a waitlist for extra hours of care at a local centre	20.89%	33
My child/children are currently on a waitlist for full-time hours at an early childhood education and care centre and are not currently enrolled	17.72%	28
My child/children are currently on a waitlist for part-time hours at an early childhood education and care centre and are not currently enrolled	17.72%	28
My child/children are unable to attend early childhood education and care services due to existing operating hours not aligning with my work hours	3.80%	6
Other	10.76%	17
Total	100.00%	158

2. If you are on a waitlist, what are the ages of children currently waiting? Required

Multi Choice | Skipped: 0 | Answered: 158 (100%)

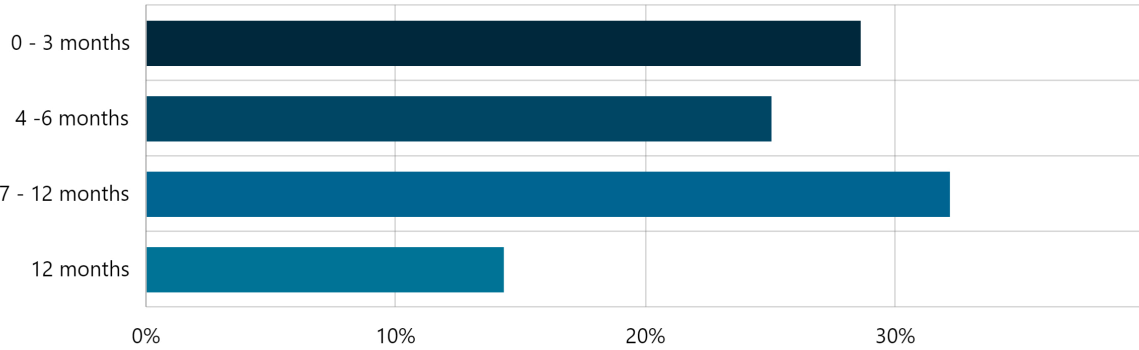


Answer choices	Percent	Count
0 to 12 months	17.72%	28
13 to 24 months	19.62%	31
2 - 3 years	29.11%	46
4 - 5 years	6.96%	11
5	8.23%	13
Not on a waitlist	36.08%	57

3. How long have you been on a waitlist for? Required

(0-12 months age group)

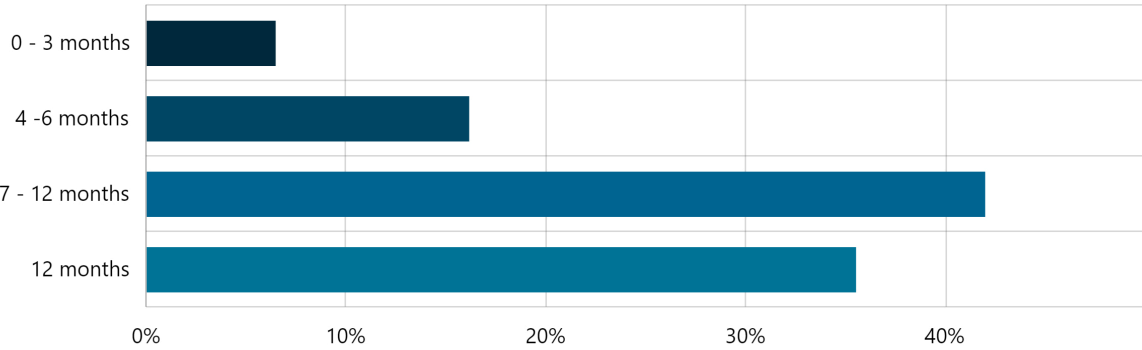
Multi Choice | Skipped: 130 | Answered: 28 (17.7%)



Answer choices	Percent	Count
0 - 3 months	28.57%	8
4 - 6 months	25.00%	7
7 - 12 months	32.14%	9
12 months	14.29%	4
Total	100.00%	28

4. How long have you been on a waitlist for? Required
 (13-24 months age group)

Multi Choice | Skipped: 127 | Answered: 31 (19.6%)

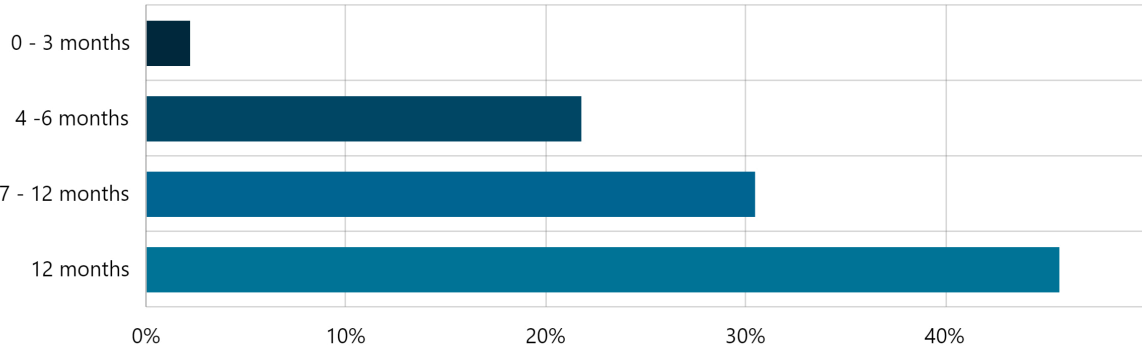


Answer choices	Percent	Count
0 - 3 months	6.45%	2
4 - 6 months	16.13%	5
7 - 12 months	41.94%	13
12 months	35.48%	11
Total	100.00%	31

5. How long have you been on a waitlist for? Required

(2-3 year age group)

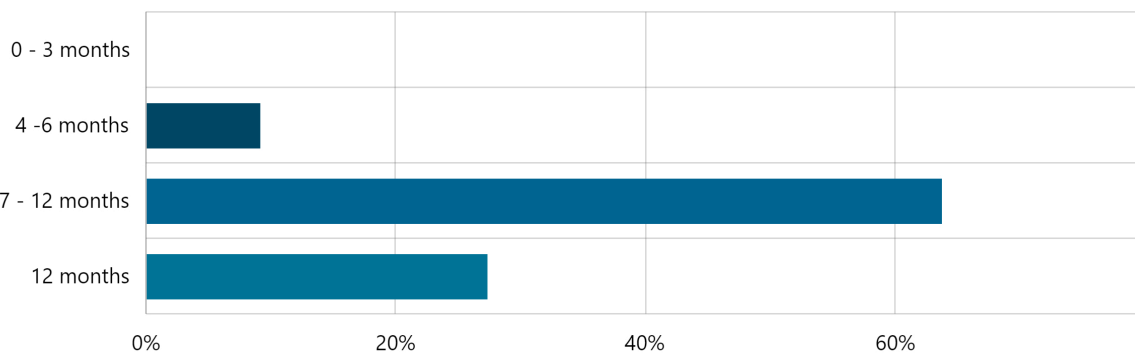
Multi Choice | Skipped: 112 | Answered: 46 (29.1%)



Answer choices	Percent	Count
0 - 3 months	2.17%	1
4 - 6 months	21.74%	10
7 - 12 months	30.43%	14
12 months	45.65%	21
Total	100.00%	46

6. How long have you been on a waitlist for? Required
 (4-5 year age group)

Multi Choice | Skipped: 147 | Answered: 11 (7%)

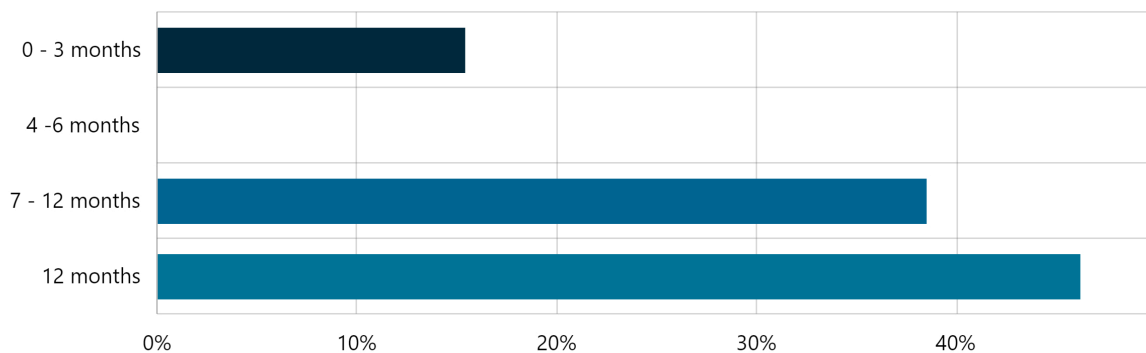


Answer choices	Percent	Count
0 - 3 months	0%	0
4 - 6 months	9.09%	1
7 - 12 months	63.64%	7
12 months	27.27%	3
Total	100.00%	11

7. How long have you been on a waitlist for? Required

(5 years + age group, i.e. Out of School Care)

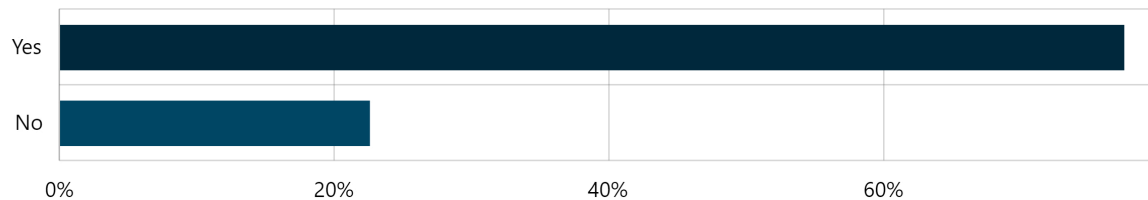
Multi Choice | Skipped: 145 | Answered: 13 (8.2%)



Answer choices	Percent	Count
0 - 3 months	15.38%	2
4 - 6 months	0%	0
7 - 12 months	38.46%	5
12 months	46.15%	6
Total	100.00%	13

8. Do you have a child/children on a waitlist at more than one centre? Required

Multi Choice | Skipped: 56 | Answered: 102 (64.6%)

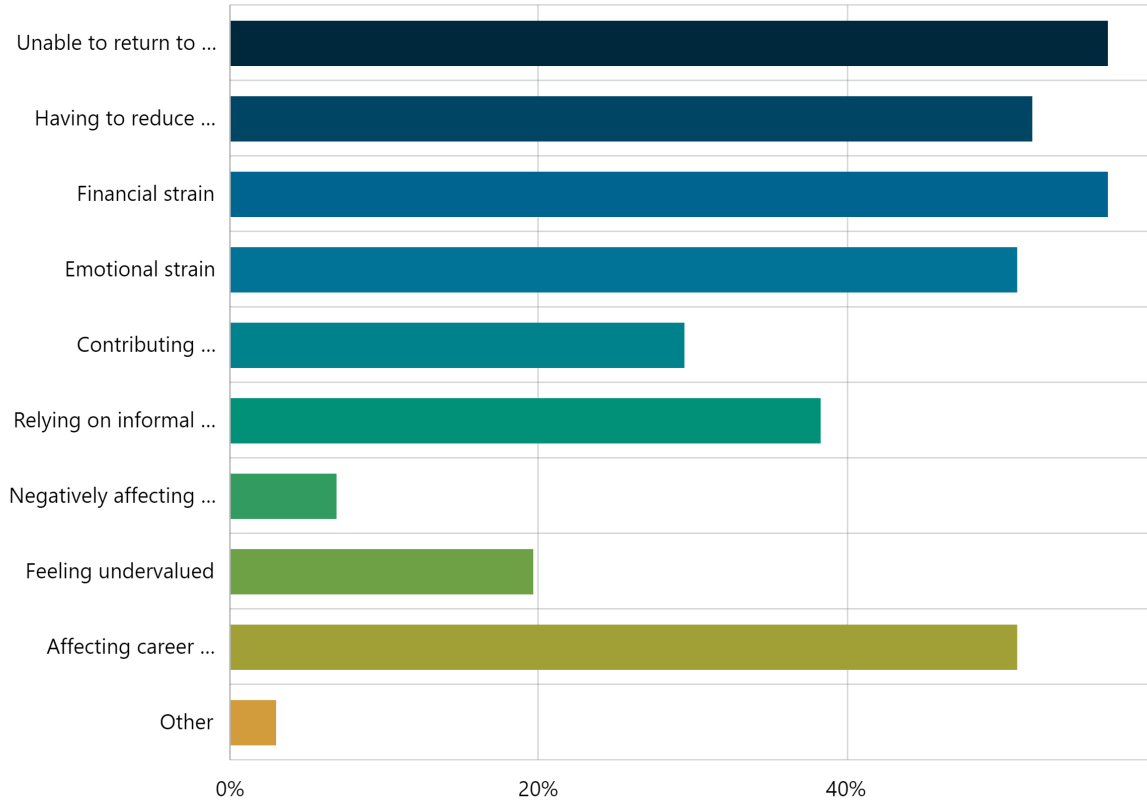


Answer choices	Percent	Count
Yes	77.45%	79
No	22.55%	23
Total	100.00%	102

9. What impact does the lack of early childhood education and care services have on you and your family?

Required

Multi Choice | Skipped: 56 | Answered: 102 (64.6%)



Answer choices	Percent	Count
Unable to return to work	56.86%	58
Having to reduce work hours or difficulty completing work tasks	51.96%	53
Financial strain	56.86%	58
Emotional strain	50.98%	52
Contributing negatively to mental/post-natal health	29.41%	30
Relying on informal childcare from family/friends	38.24%	39
Negatively affecting small business earnings	6.86%	7
Feeling undervalued	19.61%	20
Affecting career prospects	50.98%	52
Other	2.94%	3

10. Please write any other additional comments here:

Long Text | Skipped: 78 | Answered: 80 (50.6%)

Sentiment

No sentiment data

Tags

No tag data

Featured Contributions

No featured contributions

11. Full Name Required Short Text Skipped: 36 Answered: 122 (77.2%)
Sentiment No sentiment data
Tags No tag data
Featured Contributions No featured contributions



Deserts and oases:
How accessible is
childcare in Australia?

March 2022



About us

The Mitchell Institute for Education and Health Policy at Victoria University is one of the country's leading education and health policy think tanks and trusted thought leaders. Our focus is on improving our education and health systems so more Australians can engage with and benefit from these services, supporting a healthier, fairer and more productive society.

Acknowledgements



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Suggested citation

Hurley, P., Matthews, H., & Pennicuik, S. (2022). *Deserts and oases: How accessible is childcare?* Mitchell Institute, Victoria University.

Cover image

Photo by [Filip Urban](#) on [Unsplash](#).

Foreword

No Australian child should be left stranded in a childcare desert

The evidence is overwhelming on the impact of good quality early learning in fuelling children's development and giving them a great start in life.

The size of a child's brain reaches 90 per cent of an adult's by the age of five. These early years are critical for lifelong learning and well-being. Talking, reading, playing and singing with babies and toddlers is vital in shaping thinking and emotional patterns for life and influencing learning, relationships and resilience.

That's why this Australian-first analysis of childcare accessibility mapped against children aged 0 to 4 years is so critical – and its findings are stark.

This new research reveals where in Australia the demand for space in early childhood education and care (ECEC) outpaces local capacity to provide services, where 'childcare deserts' are found.

It shows us childcare deserts are disproportionately located in rural and regional areas and where there are higher proportions of children and families on lower income or below the poverty line.

Early learning can be a great equaliser for children, helping them start formal learning on an equal par with other children.

High quality early learning has a big impact on children from disadvantaged backgrounds as the education they receive provides the stimulation and development trigger that may not be readily available at home or surrounds.

Children and families in these areas are among the most likely to benefit from early learning, yet structural problems in the system have abandoned them without the access they need.

This is not just a report, it is a call to action for political leaders and our community.

We should insist on policies that will make Australia the greatest place in the world to grow up, and the greatest place in the world to be a parent.

Australia needs universally accessible high-quality and affordable early learning for every child, regardless of their postcode or family circumstances.



Jay Weatherill
CEO- Thrive by Five

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Part I: Executive Summary

Access to quality childcare is increasingly critical to Australian children, families and the economy. There are many anecdotal reports of families having difficulty finding appropriate childcare services, especially in regional Australia and some parts of our major cities. However, there is a lack of evidence exploring the nature and extent of the problem.

This report aims to help to fill this evidence gap by examining access to childcare in Australia. In this report, we are focussing on one type of childcare - centre-based day care, which is subsidised by the Commonwealth Child Care Subsidy (CCS) and is the service most used by children and families.

We measured the supply of childcare in almost every part of the country and compared this to the potential demand – the number of children who living in each neighbourhoods. We used spatial measurement techniques that enabled us to determine the relative accessibility of childcare in Australia and to determine where there are childcare deserts and oases.

Our analysis shows that where you live matters. Families in regional areas are the most at risk of suffering from poor access. There are also concerning correlations between access to childcare and socio-economic status.

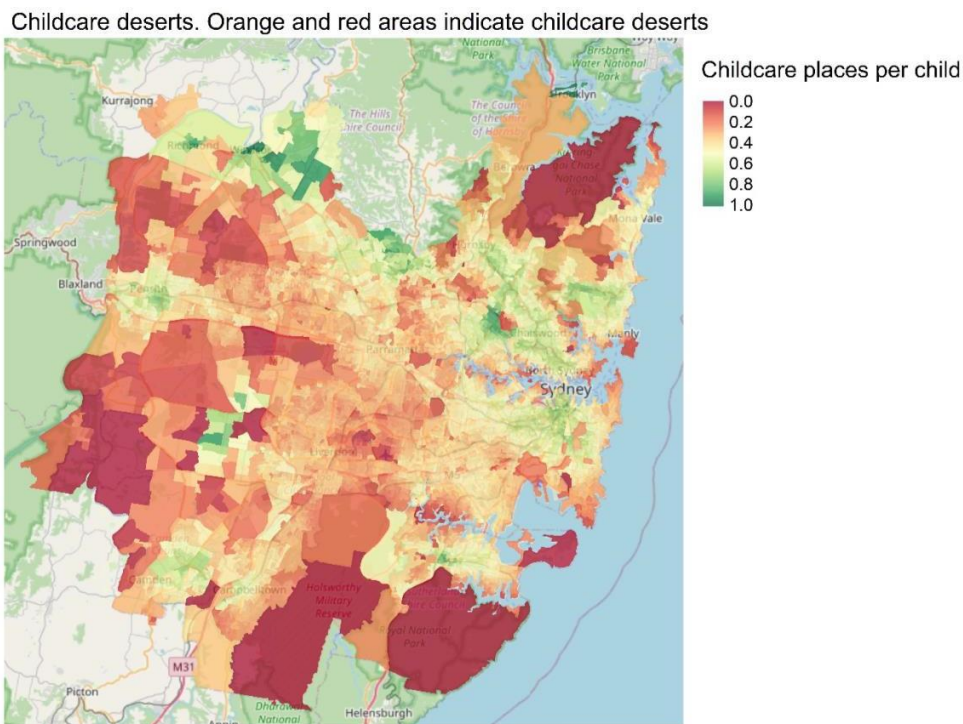
Our analysis highlights that Australia needs new policy approaches to ensure that all Australian families can access the benefits of high quality childcare.

What did we find?

Our analysis shows that when it comes to childcare access, where you live matters. We found that about 9 million Australians, or 35.2% of the population, live in neighbourhoods we classify as a 'childcare desert'. A childcare desert is a term that comes from the early learning research literature and refers to areas where childcare is most scarce. The definition of a childcare desert is a populated area where there are less than 0.333 childcare places per child, or more than three children per one childcare place. About 568,700 children aged 0 to 4 years, or 36.5% of children in this age group, live in neighbourhoods we classify as a childcare desert.

Figure 1 below shows childcare accessibility for Sydney. Areas in yellow and green indicate higher levels of childcare accessibility. The areas in green we describe as 'childcare oases'. These are located in the centre of Sydney and in the more affluent areas in Sydney's east, inner west and north. There are also patches of green in suburban areas. These areas can be similar to neighbouring regions in terms of socio-economic status but have lower levels of culturally and linguistically diverse populations.

Figure 1: Childcare accessibility for selected areas of Sydney



Areas of orange and red on this map indicate childcare deserts – where there are less than 0.333 childcare places per child, or more than three children per place. These are often in suburban and outer suburban regions. Compared to childcare 'oases' they generally have a greater relative disadvantage or a higher proportion of culturally and linguistically diverse populations.

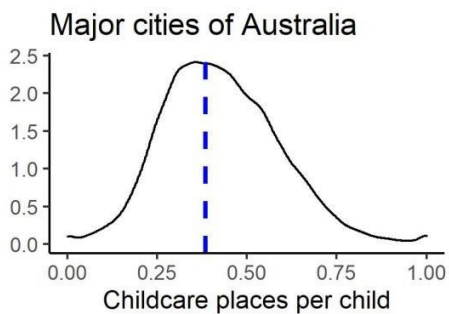
Childcare accessibility varies by region

The pattern for Sydney shown in the above map is typical for Australia's major cities. Families in regional and remote areas, however, are the most at risk of suffering from poor access to childcare.

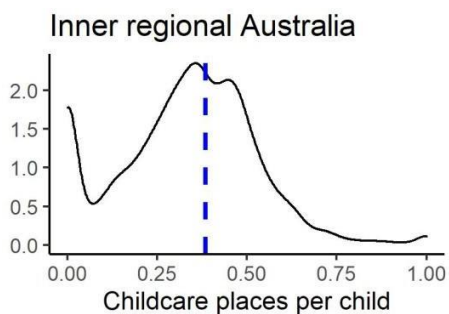
Figure 2 below shows several smoothed density estimates (which is a smoothed version of a histogram) of the ratio of available childcare places per child. The figure displays neighbourhoods in different areas of Australia, from major cities to very remote areas. The higher the line, the more regions with the number of childcare places per child. The national median of 0.38 childcare places per child also appears as a dashed blue line.

Next to each figure is an overview of what the shape of the line indicates about childcare accessibility for that region of Australia.

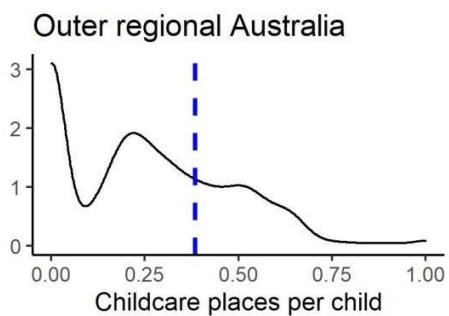
Figure 2: Smoothed density estimates of childcare places per child in Australian neighbourhoods by remoteness area



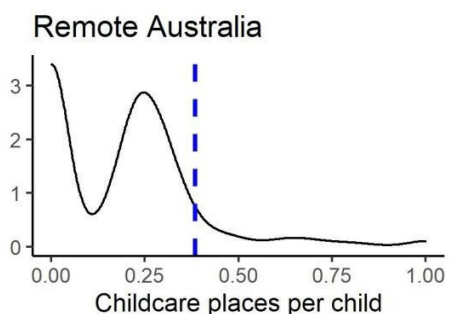
In major cities of Australia, there are very few neighbourhoods where there is no childcare supply. Accessibility gradually increases and peaks at around the national median before falling. The median for major cities of Australia is 0.42 childcare places per child. The line rises slightly at 1 childcare place per child indicating areas with very high levels of childcare supply. About 28.8% of the population live in areas classified as childcare deserts.



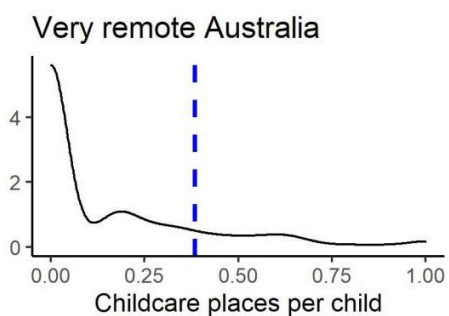
Inner regional Australia has a similar distribution of childcare accessibility to major cities with some important exceptions. First, the height of the line at the start indicates there are many areas where there is no childcare supply. Second, the median for inner regional Australia is less than major cities, at 0.35 childcare places per child. 44.6% of the population live in a childcare desert.



There are many areas where there is no childcare supply in outer regional Australia. Overall, childcare is scarcer in outer regional areas than nationally, and the median is 0.24 childcare places per child. However, outer regional areas have the highest proportion of neighbourhoods above 0.4 childcare places per child. This suggests that overall accessibility is low, but there are some parts of outer regional Australia with relatively high levels of childcare supply. 61.3% of the population live in a childcare desert.



Remote Australia has many areas with no childcare supply. Most of the line is either close to zero or below the national median, indicating there are few neighbourhoods with high levels of childcare supply. The median for remote Australia is 0.21 childcare places per child. At 85.3%, remote Australia has the highest proportion of the population living in a childcare desert

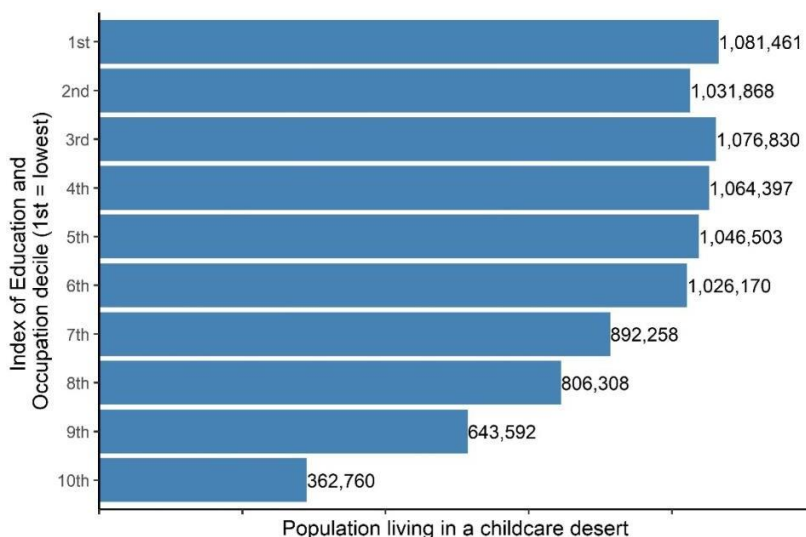


Childcare is scarce in very remote Australia. A majority of locations have no childcare supply – the median is 0 childcare places per child. 77.8% of the population live in a childcare desert.

More disadvantaged areas have lower levels of childcare accessibility

This research also shows that there are concerning correlations between access to childcare and socio-economic status. Figure 3 below shows the total population living in a childcare desert by the Index of Education and Occupation (IEO) decile. The IEO is one of the socio-economic indices used by the Australian Bureau of Statistics (ABS).

Figure 3: Population living in a childcare desert by Index of Education and Occupation decile



This figure shows that about 1 million people in each of the 1st to 6th IEO decile live in a childcare desert. This is about 40% to 47% of the total population in these deciles. The more advantaged areas have fewer people living in childcare deserts. In the 10th decile, the most advantaged parts of the country, about 363,000 or 13% of the population live in a childcare desert.

Implications of the research

Our research shows Australia's early learning system may not be fully meeting its aims. Current settings result in the low provision or an absence of provision in many areas. Regional and remote areas are especially at risk. About one million Australians have no access to childcare at all. The population centres most likely not to have any childcare accessible within a twenty-minute drive are towns with a population under 1,500.

When examining the relationship between cost and relative access, we found that areas with the highest fees also generally have the highest levels of childcare accessibility. This suggests that providers are not only establishing services where there are greater levels of demand, but where they are likely to make greater profits.

There is also an association between the accessibility of childcare and female workforce participation. Female parents with a child aged under 5 years who live in a childcare desert have lower levels of workforce participation.

While lower levels of female workforce participation in an area will affect demand for childcare, it may also be that difficulty in accessing childcare leads to parents and carers choosing not to participate in the workforce while their children are young.

One of the many functions of ECEC is to enable greater workforce participation. However, it is not clear that the current approach is fully supporting this aim.

There is an immense body of evidence highlighting the value of quality early learning. Our research suggests that in terms of access, Australia is not fully able to take advantage of this evidence base.

There is a need for new approaches to ensure all families have access to the early learning and care that they need to help children thrive.

Part II: Introduction and background

Childcare plays a major role in the lives of many children and families, so easy access to it is a critical issue. Childcare operates very differently from other parts of the education system and faces a unique set of challenges - the cost to families, availability of places, and retention of staff have been ongoing, prominent issues (Noble & Hurley, 2021). The coronavirus pandemic has meant the system has teetered on the brink of collapse – twice – requiring special government support packages.

While childcare can take different forms (such as family day care or outside school hours care), this report focuses on centre-based day care. This is because centre-based day care caters to very young children (aged 0-5) who are the focus of this report, and is by far the most accessed service type, providing education and care to almost one million children every year (DESE, 2019). In this report, we use the term childcare to refer to centre-based day care services that are covered by the Commonwealth Child Care Subsidy (CCS). When discussing the wider sector, we use the term Early Childhood Education and Care, or ECEC.

Although the usage figures demonstrate that many children benefit from centre-based day care, our research aimed to identify the extent to which this form of childcare is available locally, across the different states, cities and regions of Australia, and how availability varies by socioeconomic composition of the locality.

Early learning has a host of benefits for children, as well as for their families. Despite an established evidence base on the importance of the early years of every child's life to their ongoing development, the early learning sector faces a unique set of challenges. The cost to families, quality of provision, and retention of staff have been ongoing issues (Noble & Hurley, 2021).

Easy access to childcare services is also an important issue for many Australians, yet it is relatively under-researched.

Our research aims to help fill this gap by identifying the extent to which childcare is available locally, across different states, cities and regions of Australia, and how accessibility varies by the socio-economic composition of the locality.

Our research questions included:

- Which areas in Australia have the highest and lowest levels of access to childcare?
- Are there differences in accessibility in regional and remote Australia?
- What are the socio-economic dimensions of access to childcare?
- How does access to childcare affect workforce participation, especially female workforce participation?
- How does access to childcare compare with other parts of Australia's education system such as schools?

What do we mean by childcare?

What is most commonly thought of as childcare is centre-based day care, which provides education and care services to non-school aged children at specialised centres. Families whose children attend centre-based day care are supported by the Commonwealth Child Care

Subsidy (CCS), which is paid to childcare centres on behalf of families, who pay the difference between the subsidy and the fees charged by centres – known as the gap fee.

Services that provide education and care to young children that are funded by the CCS include:

- centre-based day care (full-day programs for children aged from birth to school age)
- family day care (full-day programs in educators' homes)
- outside school hours care (before-school, after-school and school holiday care for children aged between 5-12).

ECEC also includes preschool, which is not funded by the CCS.

In this report, we focus on one part of the ECEC sector – centre-based day care. This is because it is the largest part of the sector and the most accessed service type, providing education and care to almost one million children every year (DESE, 2019). Centre-based day care is also the largest service type covered by the Australian government's Child Care Subsidy (CCS).

What is the policy background to childcare?

While the childcare sector has grown substantially over the past three decades, services have existed in Australia for more than 100 years when not-for-profit organisations offered childcare to families in need. Unlike schooling, childcare was traditionally not viewed as a government responsibility. Government involvement in childcare has increased over time, primarily as a response to parental labour force participation.

Unlike the school sector (where schools normally cannot receive government funding if they are for-profit), private childcare providers can be for-profit and receive government support. About 50% of childcare providers are private for-profit and 35% are private not-for-profit. A further 11% are managed by state or local governments and 4% by non-government schools (ACECQA, 2022).

In terms of funding, there has been a gradual shift from the funding of the supply of childcare to the funding of demand, along with many changes to eligibility for subsidies. The most recent major reform has been to streamline two separate subsidies (the Child Care Rebate and Child Care Benefit) into a single, means-tested, and activity-tested payment. This began in 2018 and is now called the Child Care Subsidy. The means-tested element of the Child Care Subsidy means that families who earn less receive a greater subsidy.

The Australian government uses 'activity tests' to calculate the number of hours of subsidised childcare a family is entitled to each fortnight. Activities include paid work, volunteering, undertaking an approved course of education or study, an internship or training, or actively looking for work. Families must meet other requirements to be eligible for the CCS, such as caring for their child for a minimum number of hours per week, child immunisation requirements, and making a co-contribution to fees at an approved childcare service.

Who is responsible for ensuring access to childcare?

According to the Oxford Dictionary, for something to be accessible, it needs to be 'easy to obtain or use and ... easily understood.'

It is widely acknowledged that Australia's childcare system is not well understood by the public or always easy to use. Nor is it universally accessible for all families in terms of affordability, proximity, and availability of places without waiting lists or variable hours of operation.

As a recent report by the Centre for Policy Development (2021, p. 10) describes ECEC as:

“... difficult, expensive, and confusing for everyone to navigate. The range of services available for parents to choose from often does not reflect what would best meet the needs of children and families. In fact, it's misleading to call this collection of services a “system” at all since the parts rarely connect well.”

In terms of access, individual providers largely determine the availability of childcare. Providers decide where they will operate and what fees to charge. This differs from school policy where there is an obligation for governments to provide universal access and there is more central planning.

Government policy focuses on establishing the rules and governance of the system and encouraging a mixture of providers to deliver services. The Australian Children's Education and Care Quality Authority (ACECQA), is the national body, with federal, state and territory

governance arrangements, responsible for guiding the implementation and management of the national system. There are some policies directed at ensuring that there is the provision of services in regional areas, particularly in Indigenous communities, and in some instances, local governments provide childcare. But it is largely childcare operators who to select where to operate.

How has the research literature explored childcare accessibility?

Access to childcare has been the subject of some exploration within the research literature. A focus of the research has been on equitable access which is defined as all families “with reasonable effort and affordability, can enrol their child in an arrangement that supports the child’s development and meets the parents’ needs” (Friese et al., 2017, p. 5). Research focusing on the provision of childcare in Europe has highlighted how geographical factors affect families’ decisions when it comes to finding childcare that is either close to their home or work (McLean, Naumann, & Koslowski, 2017). Factors include proximity, access to suitable transport, and the suitability of the provider in relation to the families’ work patterns and budget. Other factors such as the number of places available, cost, and quality, may have a geographical component if there is a need to travel further to access appropriate facilities (Langford, Higgs, & Dallimore, 2019).

Several studies have plotted access to childcare facilities, usually through the lens of availability and equity or affordability. There are some conflicting findings about the availability of childcare services in relation to median family incomes, or socio-economic status of communities, which could possibly be attributed to targeted policies. For example, Davis, Lee, and Sojourner (2019) found that low-income families in Minnesota have greater access to early learning services than mid- and high-income families. Whereas in another American study, Sandstrom et al. (2018) predicted the amount of additional subsidised childcare places needed for low-income families in four areas in the states of New York and Illinois by using census data. Their results show that there is limited childcare provision in many communities that have a high number of families eligible for childcare subsidies.

Kawabata (2011) identified a disparity between the supply and demand of childcare in Tokyo. Where access was limited, it was because no childcare services were within the boundary, providers did not cater to the age group (finding childcare for 0-2 year-olds was particularly challenging) or there was excess demand (more children than places). Chiuri (2000) found that childcare in Italy lacks the flexibility to meet the needs of full-time working parents (specifically mothers). Findings from Compton and Pollak (2014) reflect the difficulty families face to find suitable childcare when mothers return to work and the flow-on impact on labour supply. Their analysis showed that married women whose mothers or mothers-in-law could provide childcare were more likely to be working. These results highlight the challenges families face to find childcare that is accessible and available, and is consistent with the observation that policy is usually set at a national or regional level but the experience of variation is felt at the community level (Azuma, DeBaryshe, Gauci, & Stern, 2020).

Seminal research undertaken by the Centre for American Progress mapped the availability of childcare in eight US states, finding that 42% of children under five years old live in an area classified as a childcare desert (Malik & Hamm, 2017). The authors defined a desert as more than 50 children under the age of five (and their families) residing within a postal/ZIP code where there are no childcare services, or childcare provision is so limited that there is a ratio of more than 3 children for each childcare place (Malik & Hamm, 2017; Malik, Hamm, Adamu, & Morrissey, 2016). Almost half (48%) of the postal/ZIP codes that were analysed were found to be childcare deserts, indicating a significant issue for governments, families, and workforce participation. When focusing on the quality of childcare provision, as determined by each of

the eight state's quality rating and improvement systems, only 16% of childcare services were in the top tier of quality. This finding alludes to the complexity of childcare accessibility – not only is there a lack of childcare in many regions, finding quality services is incredibly challenging. Rural localities face the most severe childcare shortage with 54% of rural postage/ZIP codes classified as childcare deserts. Of these, around two-thirds have a total absence of childcare providers. Interestingly, this is in spite of rural and non-rural postage/ZIP codes having approximately the same number of children under the age of five within their boundaries, showing that population alone may not determine access. In a more recent publication, researchers have been able to account for arbitrary administrative limitations, such as postal/ZIP codes and allow weighting to preference childcare that is closer.

Part III: How did we undertake the research?

To measure the spatial accessibility of childcare services across Australia, we used an extended two-step floating catchment area method (E2SFCA).

Floating catchment areas essentially measure the supply and demand of services based on the number and capacity of a service (supply or potential supply) and the population using these services (demand or potential demand).

Researchers have used floating catchment area approaches to measure spatial accessibility of a range of services, such as healthcare provision, access to parks, and access to childcare (Davis et al., 2019; Gao, Jaffrelot, & Deguen, 2021; Hu, Song, Li, & Lu, 2020). Floating catchment areas have strengths compared to other area-based measures, which can be limited to analysing data using arbitrary boundaries, such as suburbs or local government areas.

For instance, a popular area-based measure of spatial access to childcare typically measures access using the ratio of the total capacity of providers in an area divided by the estimated number of children in that area. These boundaries may not accurately affect accessibility as experienced by a family. An example would be a household where there is a childcare centre on the opposite side of the road that is also in a different local government region. Measures based on local government areas would exclude the facility across the road when measuring the number of childcare places available to the household, potentially misrepresenting the level of accessibility.

Instead, the approach taken in this report establishes a 'floating catchment area' based on a set of parameters, such as distance or driving time. This means the definition of accessibility more accurately reflects household access to childcare and overcomes limits caused by using artificial boundaries.

In our study, we adapt the approach taken by Davis et al. (2019) who use the parameter of 20 minutes of travel time between households and childcare locations to determine accessibility.

For regional areas, we use the measure of 20 minutes travel time to determine accessibility. For metropolitan areas, however, we use the measure of 10 minutes driving time to more accurately account for traffic conditions, which are not reflected in the calculations by the software we used¹.

In order to undertake the analysis, we needed to determine the location and capacity of childcare centres (potential supply) and the location and population of children aged under five (potential demand) who would use childcare.

Table 1 below outlines the steps used to calculate the supply and demand parameters.

¹ The software used calculates travel time when there is no traffic. This may lead to inaccurate measures of accessibility in metropolitan areas as normal traffic conditions significantly increase travel times.

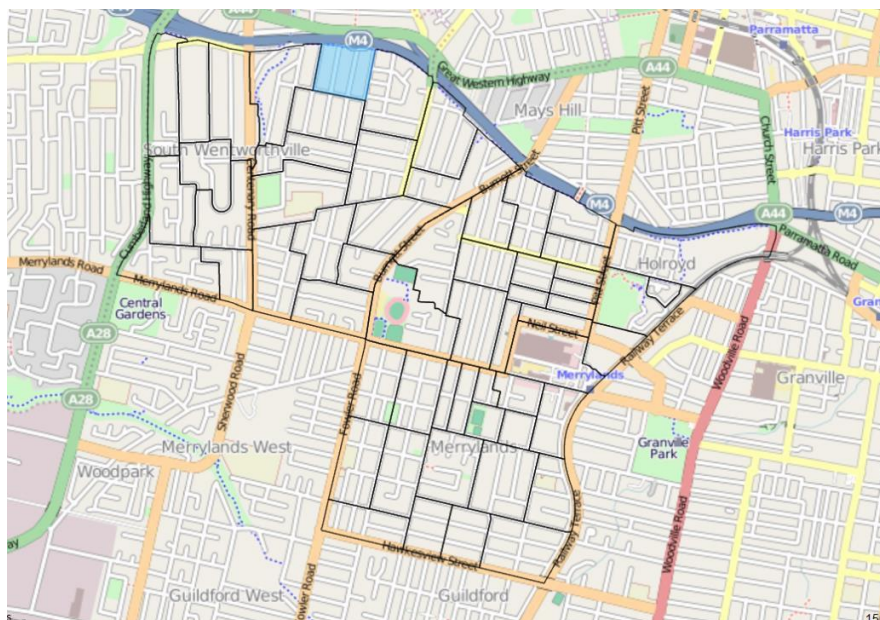
Table 1: Overview of process to determine potential supply and potential demand for two-step floating catchment area

Calculating supply (number of available childcare places)	Calculating potential demand (number of children)
<ol style="list-style-type: none"> 1. Use ACECQA register to determine the number and capacity of approved ECEC facilities. 2. Select ECEC services that offer centre-based day care. 3. Determine services that are open less than 8 hours a day and 5 days a week and adjust the number of approved places (for instance, services open 4 hours a day five times a week would have their capacity multiplied by 0.5). 5. Use registered address to determine longitude and latitude of service. 	<ol style="list-style-type: none"> 1. Use ABS census data to determine the number of children aged 0 to 4 years living in a neighbourhood (SA1 regions). 2. Calculate the proportion of SA2 population living in each neighbourhood. 3. Adjust for preschool enrolments by determining the number of 3 and 4-year-olds in each SA2 enrolled in non-centre-based day care services, then subtracting these enrolments pro-rata. 4. Apportion 2020 SA2 0 to 4-year-old population to neighbourhood. 5. Use SA1 centroids to determine the longitude and latitude of neighbourhoods.

All locations were geocoded to determine their longitude and latitude. We then calculated the travel time between the neighbourhood and centre-based day care locations.

For neighbourhoods, we used the centroid of the SA1 region as the origin point. For instance, the figure below shows the suburb of Merrylands in Sydney. This suburb consists of 60 SA1 regions as outlined in black. The centre point of each of these SA1 regions formed the origin points and the location of the childcare service in Greater Sydney were the destination points.

Figure 4: Neighbourhoods (SA1) of Merrylands, NSW



We then constructed a matrix of travel time using the osrm package in r.

There are about 57,000 SA1 regions in Australia and more than 8,700 childcare centres, which would result in a matrix of almost 500 million possible results. To make the calculations more efficient, we calculated states and territories individually. We also calculated Greater Sydney as a separate area from New South Wales because of the larger number of neighbourhoods and childcare centres. Border communities were included in the calculations for NSW, the ACT, Queensland and Victoria.

Once travel times were obtained, we then used the SpatialAcc package in r to calculate the overall accessibility of each neighbourhood.

There were about 603,000 total approved childcare places across Australia and 1.55 million children aged 0 to 4 years old. When this is adjusted to account for centres that are open less than forty hours per week and for children who attend preschool, the potential supply of childcare is about 602,000 and the potential demand is 1.52 million children. This results in a ratio of about 0.396 childcare places per child. The extended two-step floating catchment area method essentially apportions this ratio across neighbourhoods.

The first step of the two-step floating catchment process involved calculating a weighted capacity to population ratio for every childcare service. For every service, all neighbourhoods within a ten-minute drive for metropolitan areas and a twenty-minute drive for regional areas were identified. We used an exponential decay function so that neighbourhoods closer to the service received more weighting. For instance, in regional areas, a neighbourhood within a five-minute drive of a service had a 50% greater weighting than neighbourhoods that were twenty minutes away. The number of approved places for each service was divided by the sum of the weighted total number of children to obtain a capacity-to-nearby child population ratio for every provider.

The second step of the two-step floating catchment process involves determining the quantity of supply for each neighbourhood. This is done by identifying all services within the catchment area around the neighbourhood. The same weighting was applied so that a childcare service within a five-minute drive of a neighbourhood had a 50% greater weighting than services that were twenty minutes away in regional areas, and in metropolitan areas, a childcare service 2.5 minutes away received 50% more weighting than a childcare service 10 minutes away.

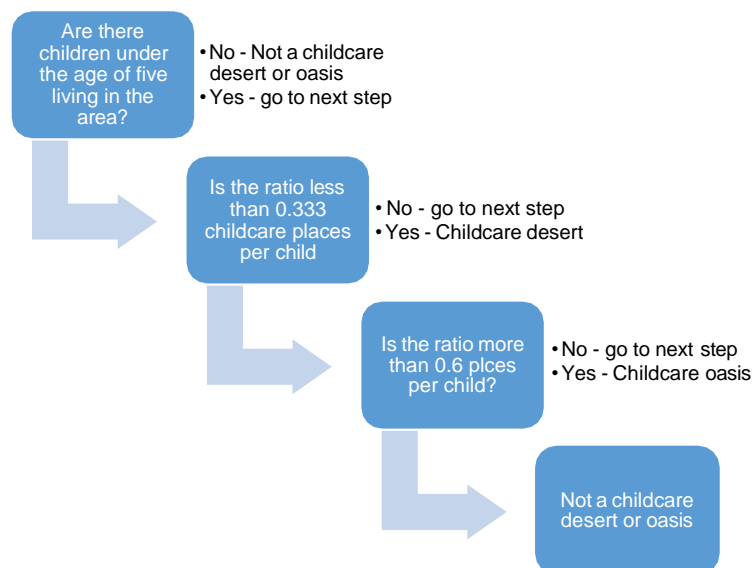
The result of the analysis is a score for each neighbourhood that is a ratio of available childcare places per child. For instance, a score of 0.5 suggests that for that neighbourhood there were 0.5 childcare places available per child, or two children per available childcare place.

We used this figure to determine whether a region was a childcare desert or a childcare oasis. The working definition for a childcare desert is where there are fewer than 0.333 childcare places per child. This follows established definitions used elsewhere in the literature for a childcare desert (Davis et al., 2019).

The working definition for a childcare oasis is where there are more than 0.6 childcare places per child. We chose this definition because 0.6 places per child would enable three full days of childcare per child (where each full place of childcare is the equivalent of five days, 0.6 is the equivalent of three full days). Three full days of childcare appears elsewhere in policy proposals that support universal access to childcare (Centre for Policy Development, 2021).

A flow chart outlining the process used to determine whether a region was desert or oasis is below.

Figure 5: Flow chart to determine childcare deserts and oases of neighbourhoods



Accounting for preschool

A complicating factor in calculating childcare accessibility is that most children will be attending preschool in either the year or two years before school. This can have an impact on the potential supply of childcare (as some services may offer childcare and preschool) and potential demand for childcare services (as some children may require less childcare as they will be attending preschool).

Our approach can account for children attending preschool in a centre-based day care provider because these services appear on the national register and, consequently, the calculation of potential supply includes these approved places. However, many children may attend a stand-alone preschool or a preschool at a school.

To account for children attending preschool in non-centre-based day care services, we used information from the national collection on preschool enrolments. We identified the number and location of children aged three and four years enrolled in a stand-alone preschool. We then adjusted the potential demand to account for the time where children would be attending a stand-alone preschool.

For instance, if a region had 100 three and four year olds enrolled in a stand-alone preschool, this would equate to approximately 30 full-time equivalents (100 children x 0.3 of the week enrolled in preschool = 30 full-time equivalents) and the potential demand is adjusted to 70.

Limitations

All research has limitations that may affect the interpretation of results.

To determine accessibility, the methodology uses driving time distance and not time by walking or public transport. Driving time relies on the accuracy of information from OpenStreetMap, which is a free editable geographic database. We calculate supply based on data from ACECQA and services not listed on the national register are not included. The data we used is from December 2021 and our findings will not reflect changes after this date. We exclude family day care and in-home care from our analysis, which may affect calculations of supply. We also exclude informal care, which includes unpaid care usually provided by relatives, such as grandparents, or friends and neighbours. We exclude five year olds from calculations of demand, although some five year olds will not yet be at school and may be using centre-based childcare services. Our methodology calculates accessibility based on where a family lives and not where they work, although some families may choose childcare services closer to work. ABS data shows that about 16% of families chose a childcare service because it was close to our on the way to work (ABS, 2018).

Despite these limitations, we believe the approach provides a strong methodological grounding to illustrate the relative scarcity of childcare by neighbourhood and to make valid comparisons across Australia.

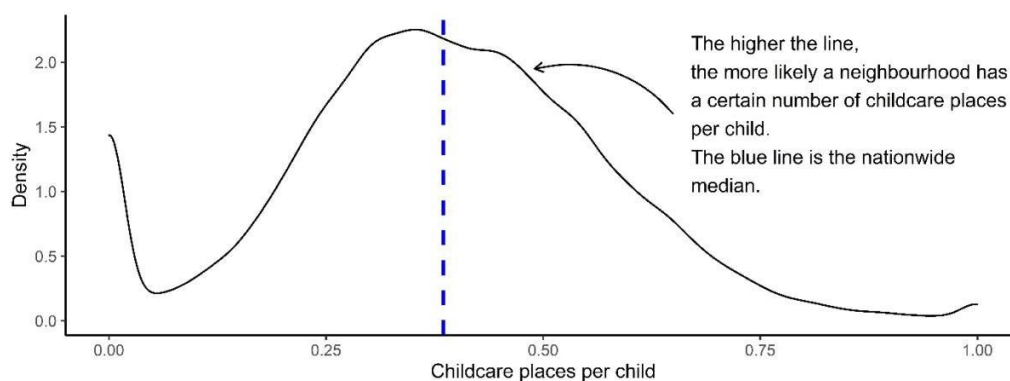
Part IV: Results and findings

How accessible is childcare in Australia?

Our findings show that where Australian families live plays a major role in access to childcare.

Figure 6 below shows a density estimate, which is a smoothed version of a histogram, of the ratio of available childcare places per child for more than 57,000 neighbourhoods in Australia. The higher the line, the more regions with the number of childcare places per child. This figure also highlights the median, which appears as a dashed blue line.

Figure 6: Smoothed density estimate of childcare places per child in Australian neighbourhoods



There are a large number of regions, about 3,600, that have no childcare places available per child. Many of these regions are located in regional and remote Australia.

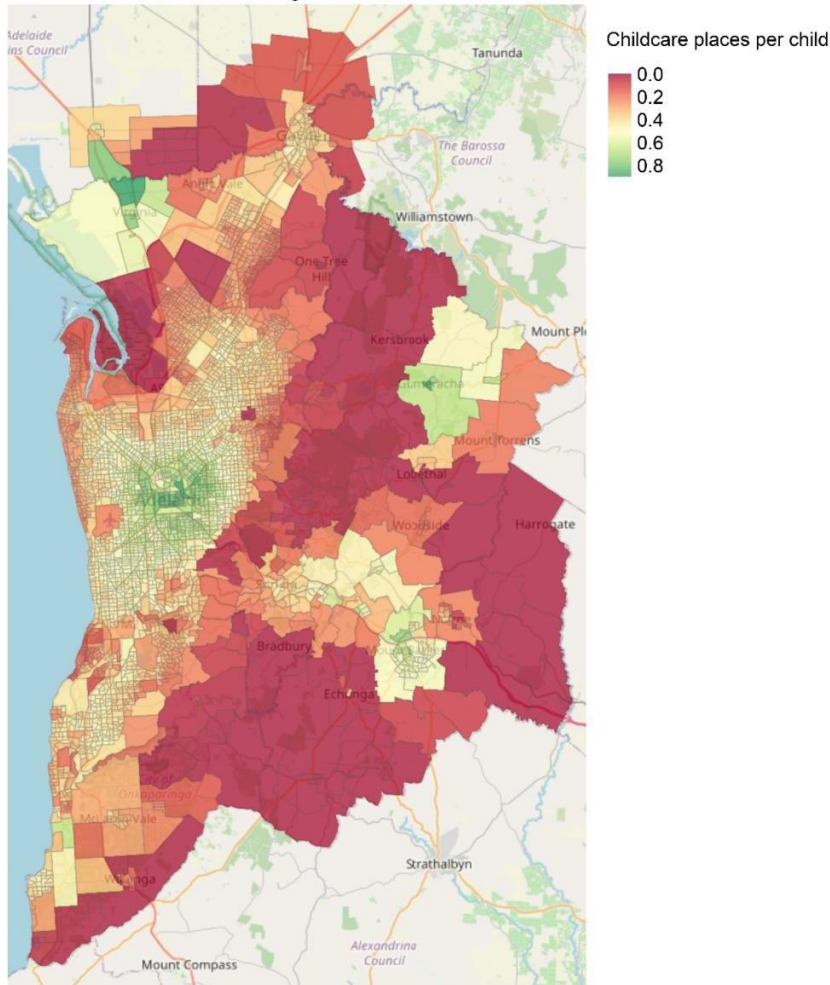
The figure shows that the accessibility score peaks at about 0.37 childcare places per child before gradually falling. The median score is 0.385 childcare places per child.

Our method means every neighbourhood in Australia receives an accessibility score of childcare places per child and this makes it possible to represent these scores on a map.

Figure 7 below shows the results of mapping the neighbourhoods of Greater Adelaide. The areas highlighted in red and darker orange are areas of lower childcare accessibility - regions we classify as deserts. The areas of green have the greatest childcare accessibility scores and are neighbourhoods we classify as childcare oases.

Figure 7: Childcare accessibility of Greater Adelaide

Childcare deserts. Orange and red areas indicate childcare deserts

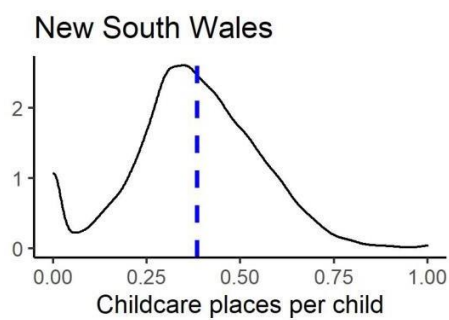


The pattern shown in the above figure of Greater Adelaide is typical of childcare accessibility in Australia's major cities. The centre of cities, close to central business districts, have the greatest accessibility, indicated on the map in green. There are pockets of green elsewhere in the city indicating neighbourhoods with relatively high childcare access. The orange and red areas indicate childcare deserts and are located throughout the city. Some outer regions appear as dark red and are areas where there is very little or no childcare available. These areas also often have fewer people living in them.

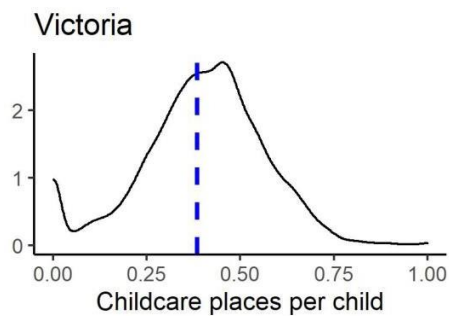
How does childcare accessibility compare between states and territories?

Our analysis shows that states and territories have a different profile of childcare accessibility. To explore these differences, the figures below show a density estimate of childcare places per child for each state and territory, similar to Figure 6. The shape of the curve helps illustrate the distribution of accessibility across neighbourhoods in each state and territory and makes it possible to make comparisons. The national median appears on each plot as a dashed line to allow a better comparison. Curves that peak to the left of the blue line indicate overall accessibility lower than the national median, and curves that peak to the right of the blue line indicate overall accessibility higher than the national median.

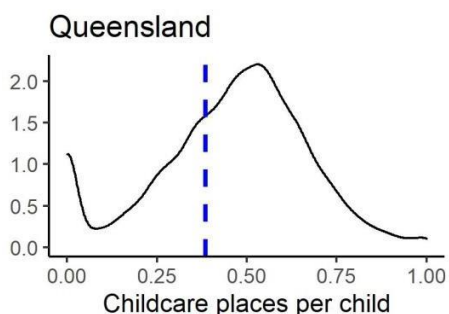
Figure 8: Smoothed density function of childcare places per child by state and territory



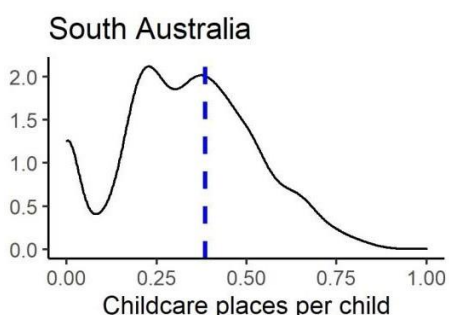
New South Wales has slightly lower childcare accessibility than the rest of Australia with a median of 0.37 childcare places per child. The shape of the density plot is similar to the Australia wide figure shown in Figure 6 suggesting a similar distribution of accessibility across neighbourhoods.



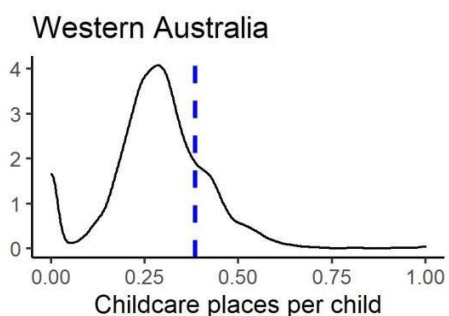
The peak above the national median shows that Victoria has a greater level of childcare accessibility. The Victorian median is 0.41 childcare places per child. The shape of the density plot is similar to the Australia wide figure suggesting a similar distribution of accessibility across neighbourhoods.



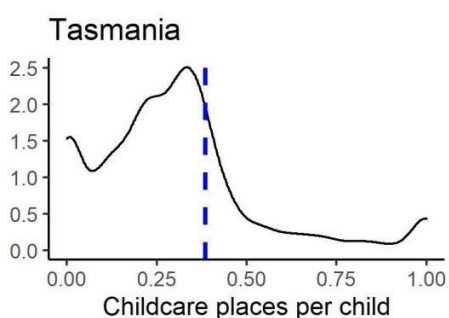
In this figure, the peak is above the national median and helps to illustrate how Queensland has some of the highest levels of childcare accessibility in the country. The Queensland median is 0.48 childcare places per child, well above the national median.



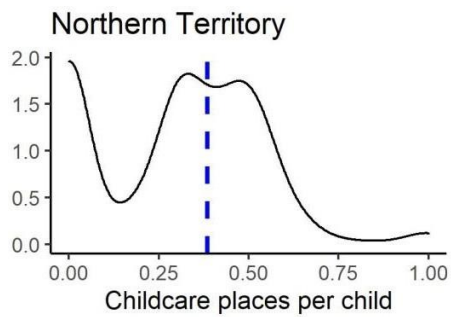
South Australia has two peaks suggesting accessibility clustering around 0.2 childcare places per child and another around the national median. The median in South Australian neighbourhoods is 0.34 childcare places per child, below the national median.



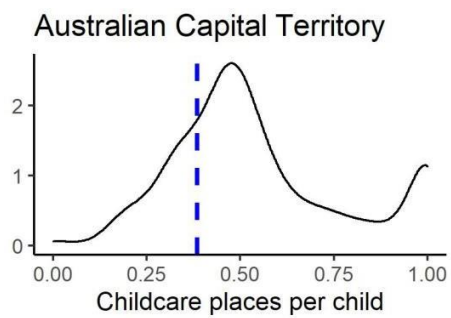
Western Australia has the lowest overall childcare accessibility, with a peak below the national median. The peak is also higher than other states and territories (indicated by the different y-axis scale) suggesting greater clustering of neighbourhoods around the Western Australian median of 0.28 children per childcare place.



Tasmania has relatively low levels of childcare accessibility with the peak occurring below the national median. The shape of the curve suggests Tasmania has a higher number of neighbourhoods compared to other states and territories in the range of 0.05 to 0.2 childcare places per child.



The peak at 0 shows that many regions in the Northern Territory do not have any childcare supply. This may be due to the high number of remote and very remote locations in the Northern Territory. The median for the Northern Territory is 0.32 childcare places per child, below the national median.



Like Queensland, the ACT has some of the highest levels of childcare accessibility in the country. There are very few neighbourhoods with no supply of childcare and the ACT has the highest proportion of neighbourhoods with 1 childcare place per child.

Where are Australia’s childcare deserts?

Our analysis shows that about 9 million Australians, or 35.2% of the population, live in neighbourhoods we classify as a childcare desert. About 568,700 children aged 0 to 4 years, or 36.5% of children in this age group, live in neighbourhoods we classify as a childcare desert. These are populated areas where there are less than 0.333 childcare places per child or more than one childcare place per three children. There are deserts in all states and territories, and in all capital cities.

Table 2 below shows the composition of the population living in childcare deserts by their remoteness area. There are five remoteness areas: major cities, inner regional, outer regional, remote, and very remote. About 59.0% of people living in childcare deserts, or 5.36 million, are located in major Australian cities. Inner regional areas comprise 22.4% of people, or 2.03 million, living in childcare deserts and outer regional areas comprise 14.0% of people, or 1.26 million. The remaining proportion of the population living in childcare deserts are in remote and very remote areas of Australia as outlined in the table below.

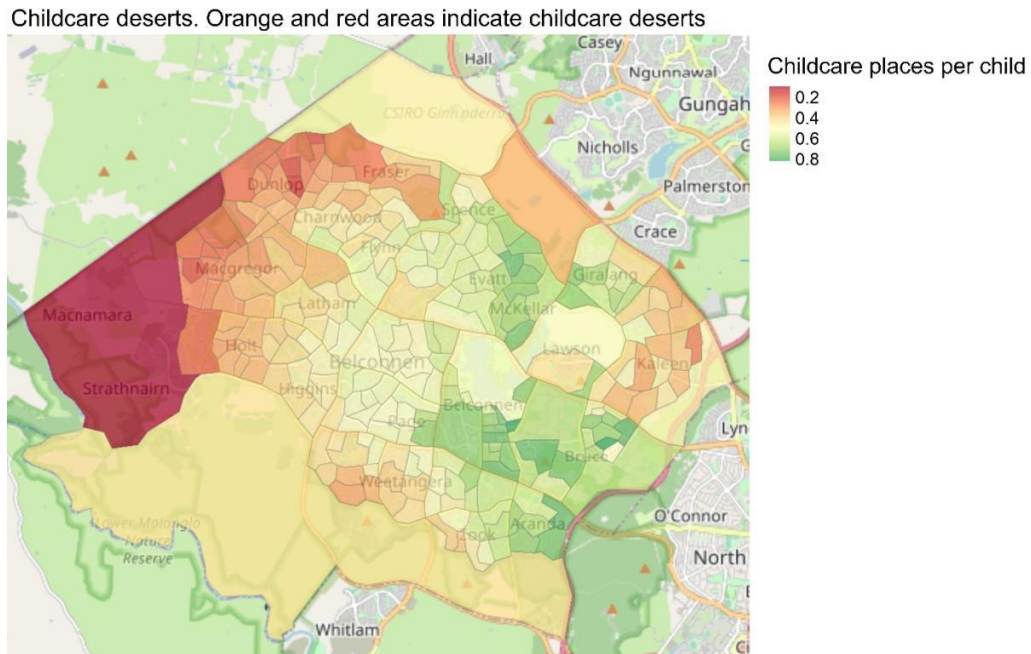
Table 2: Composition of the population living in a childcare desert by remoteness area

Regional area	Population	Proportion of deserts	Proportion of regional area as desert
Major cities	5,360,547	59.0%	28.8%
Inner regional	2,028,944	22.4%	44.6%
Outer regional	1,264,269	14.0%	61.3%
Remote	248,451	2.7%	85.3%
Very Remote	152,738	1.7%	77.8%
Total	9,054,949	100.00%	35.3%

As most Australians live in major cities, it is also important to explore the proportion of the population in different regions who live in childcare deserts. While regional and remote areas make up less than 50% of childcare deserts, people in regional and remote areas are more likely to live in a childcare desert, with 44.6% and 61.3% of people living in inner regional and outer regional areas respectively located in childcare deserts. Australians living in remote and very remote regions are highly likely to be living in a childcare desert. This table helps highlight the regional disparities in access to childcare. Comparatively, major cities in Australia have greater access to childcare than other parts of Australia.

It is also important to highlight the different meanings of a desert in metropolitan areas versus regional areas. The figure below shows the results of the analysis for the Belconnen region (SA3) in Canberra. The ACT has some of the highest average levels of childcare accessibility in Australia.

Figure 9: Childcare accessibility in Belconnen, ACT (SA3)

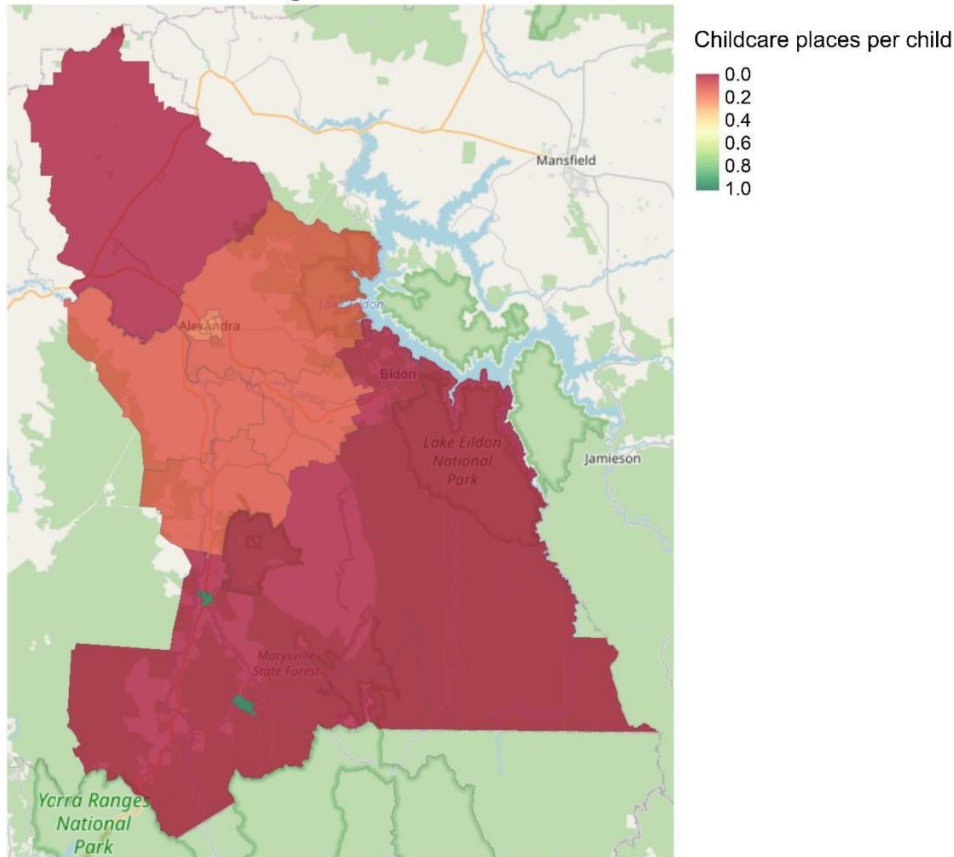


Some parts of the suburbs of Fraser, Dunlop and McGregor, on the left of the map, meet our definition of a childcare desert. Families living in these suburbs can still access childcare, but they may have to travel further or may face more competition for available places than families living closer to the centre of Canberra.

In rural and regional areas, however, a childcare desert can have a different meaning. The figure below shows the childcare accessibility for the region (SA2) of Alexandra in Victoria. This region also includes the townships of Buxton and Marysville, which appear in green at the bottom of the figure and are about a 30-minute drive from Alexandra.

Figure 10: Childcare accessibility in Alexandra, Victoria (SA2)

Childcare deserts. Orange and red areas indicate childcare deserts



This figure shows that the town of Alexandra meets the definition of a childcare desert. There is one childcare centre located in Alexandra, with 29 approved places. Families are highly reliant on this service and if there are no available places at the childcare centre, families do not have the option of selecting another local provider. The next nearest provider is located in Marysville or Yea, which are about a half-hour drive from Alexandra.

While metropolitan and regional neighbourhoods can have similar accessibility scores, the lack of childcare can have different consequences. In major cities, childcare deserts indicate relatively low levels of spatial accessibility to childcare, but there are more possibilities to access childcare. In regional Australia, childcare deserts also indicate relatively low levels of spatial accessibility to childcare, but with fewer options if there are no vacancies at local providers.

Where are Australia’s childcare oases?

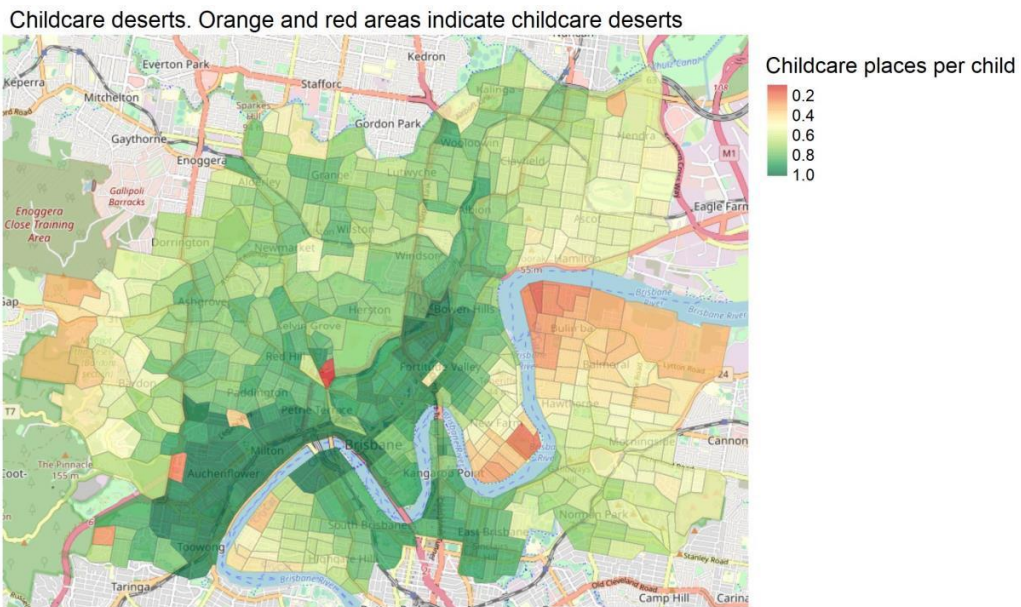
As shown in Table 3, our analysis shows about 3.3 million Australians, or 12.7%, live in an area we classify as a childcare oasis. About 174,000 children aged 0 to 4 years, or 11% of children in this age group, live in areas we classify as childcare oases.

Table 3: Composition of the population living in a childcare oasis by remoteness area

Regional area	Population	Proportion of oases	Proportion of region as oasis
Major cities	2,799,055	85.5%	15.1%
Inner regional	293,898	9.0%	6.5%
Outer regional	156,277	4.8%	7.6%
Remote	13,560	0.4%	4.7%
Very Remote	12,325	0.4%	6.3%
Total	3,275,115	100.0%	12.7%

A childcare oasis is somewhere where there is a relatively high level of access to childcare (we use the definition of 0.6 childcare places per child). Our methodology calculates accessibility based on where families live and not where they work. However, many families may choose to use child care close to their employer. Consequently, a childcare oasis is often located in regions with a large number of jobs. For instance, the figure below shows the childcare accessibility for the region (SA4) of Brisbane – Inner City. The areas of green indicate a childcare oasis.

Figure 11: Accessibility of childcare for Brisbane – Inner City



As this map shows, the centre of the city around the Brisbane CBD has relatively high childcare accessibility. The pockets of orange in the east of the city, in New Farm and Bulimba, are areas where there are relatively lower levels of access to childcare. These areas can have lower childcare accessibility than nearby areas because there are fewer centre-based day care providers they can reach within a ten-minute drive.

The centres of major cities are not the only locations of childcare oases. As Table 3 above shows, many regional areas are in a childcare oasis. These regional locations can be major service and employment hubs for regional and remote communities. The existence of a childcare oasis in some of these locations illustrates the variability of services available in regional areas. While some small towns may have a plentiful supply, others can be lacking.

What are the socio-economic dimensions of childcare accessibility?

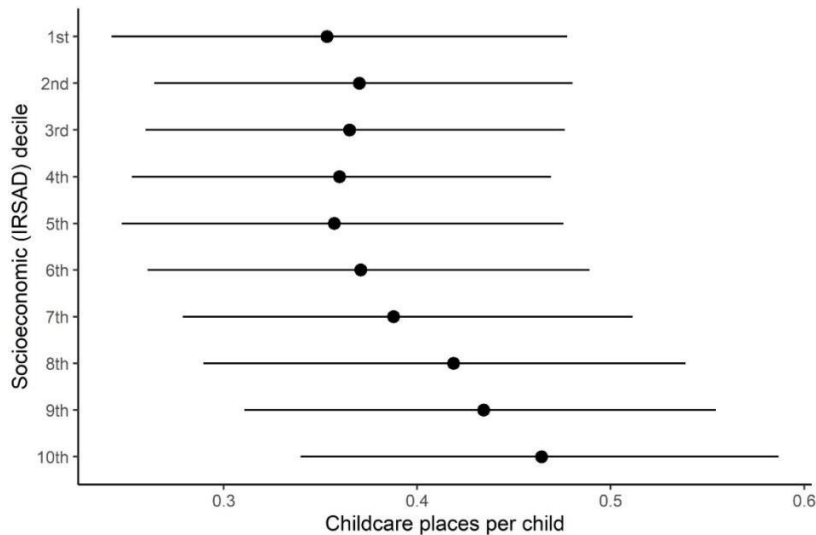
Childcare access by socio-economic status is an important area of exploration. Researchers in other countries have noted a correlation between lower socio-economic areas and lower childcare availability (Davis et al., 2019). Areas of higher socio-economic advantage also often have higher levels of access to employment, transport, and other services such as healthcare.

To explore this issue, we examined the relationship between childcare access, neighbourhoods and the Index of Relative Socio-Economic Advantage and Disadvantage (IRSAD). IRSAD is a measure created by the Australian Bureau of Statistics (ABS) that summarises information about the economic and social conditions of people and households within an area, including both relative advantage and disadvantage measures. Measures used in the compilation of the scores include variables relating to level of education, income, labour force status, disability, home ownership and the number of bedrooms in a house.

We matched neighbourhoods to their IRSAD decile, where 1 indicates the decile with the highest disadvantage and lowest advantage, and 10 indicates the decile with the lowest disadvantage and the highest advantage. We then calculated the median for each IRSAD decile.

The results of the analysis appear in Figure 12 below. In this figure, the median for each decile appears as a dot and the lines represent a range from the 25th to 75th percentile of childcare places per child for each decile group.

Figure 12: Childcare places per child by socio-economic (IRSAD) decile



This figure shows that for neighbourhoods in the first to the sixth decile, there are relatively lower levels of childcare accessibility, with the median childcare accessibility at around 0.35 places per child for IRSAD deciles 1 through to 6.

But from the seventh decile upwards, the top 40%, as the IRSAD deciles increase so does the median number of childcare places available per child. In the 10th decile, the average number of childcare places per child is 0.46. This suggests that it is the most advantaged neighbourhoods in Australia that have the greatest childcare access.

This is an important finding, especially in the context of Australia’s ECEC policy. The main subsidy families receive, the CCS, is weighted so that families who earn less receive the greatest level of subsidies.²

This figure shows that access to childcare works the other way – it is the more advantaged areas that have the best access.

This could be due to many factors. For instance, there may be lower levels of parental and carer employment in lower socio-economic areas that lead to lower demand for childcare services. Nonetheless, it does suggest that families in lower socio-economic neighbourhoods have lower access to childcare than those living in more advantaged neighbourhoods.

This is particularly concerning because there is a huge body of evidence that shows positive early childhood experiences lead to positive outcomes. High-quality early childhood education and care at an early age enables children, particularly from disadvantaged backgrounds, to succeed later in life. Figure 12 suggests that, overall, it is the children and families who would benefit most from high-quality childcare who have the least access.

² As previous Mitchell Institute research has shown though, while there are greater subsidies to those families who earn less, those families often can afford childcare the least (Noble & Hurley, 2021).

What is regional access to childcare like and how does this compare to schools?

This next section compares the overall impact on accessibility in regional areas due to different policy approaches, with a focus on comparing accessibility to schools and childcare in regional settings.

To do this, we calculated the driving time between all Australian schools and childcare facilities. We identified those schools where there are no childcare services within a twenty-minute drive.

This helps identify where there are communities that may be large enough to support a school but do not have a childcare service.

We found there were 976 schools where there was childcare within a twenty-minute drive. There were eight childcare centres where there was no school in a twenty-minute drive.

Many regional schools have very low enrolment numbers, and the existence of a school may not suggest possible demand for childcare services. For further analysis, we excluded non-government schools, primary schools with an enrolment below 50 students, and combined schools (schools that provide both primary and secondary education) with an enrolment below 100 students.

We identified 247 schools (131 primary schools and 116 combined schools) that met this definition.

For many regional towns, Australia’s policy approach results in a complete absence of provision. These are not thin markets but rather an absence of a market as the current policy settings mean it is not economically feasible for providers to operate in these areas.

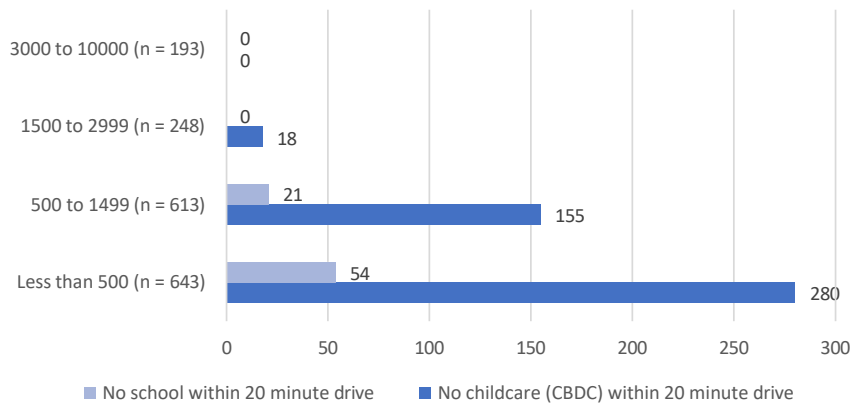
To identify these towns, we used data from the ABS that listed about 1,700 small towns in Australia with populations ranging from 30 to 10,000 people. We broke these towns into four groups as shown in Table 4.

Table 4: Number of towns by population in Australia

Group	Population of township (residents)	Number of Australian towns within the group
1	Less than 500	643
2	500 - 1,499	613
3	1,500 - 2,999	248
4	3,000 - 10,000.	193

We then identified the number of towns in each category that did not have a childcare centre or school within a 20-minute drive. Figure 13 below shows the results.

Figure 13: Number of towns by population with no childcare and schools within twenty-minute drive



Our analysis finds that smaller towns are much more likely to have a school than a childcare centre. About 360 towns with a population under 1,500 do not have centre-based day care but do have a school. The large majority of towns with a population above 1,500 have centre-based day care and all of these towns have a school within a twenty-minute drive.

Figure 13 helps highlight the level of the population where the current childcare policy results in variable access. Whereas schools benefit from central planning to ensure universal access, the current policy settings means that many towns with a population under 1,500 lack childcare services. Further research may be required to understand the need in these small towns, and the policies that would assist in providing appropriate access to ECEC services.

Part V: Discussion and conclusion

What are the policy implications?

The findings in this report highlight that the provision of childcare in Australia is unequal. Regional and remote areas are most likely to be childcare deserts and there are significant pockets of childcare deserts in all our major cities. Our most disadvantaged communities have the least access to childcare.

These findings present governments with serious policy challenges, some of which are discussed below.

Current childcare policy settings result in thin markets and an absence of provision in regional areas

Thin markets is a term used in a variety of ways to describe situations where there are deficiencies in a service, which is largely delivered by non-government providers, such as not enough providers or a lack of a diversity of providers to meet demand. For instance, there is research showing how parts of the NDIS suffer from thin markets (Reeders et al., 2019).

Our research shows there are many parts of Australia that suffer from a lack of access to childcare due to thin markets. Regional and remote areas suffer the most. A population of less than 1,500 seems to be the threshold for when smaller towns are most at risk of suffering from an absence of childcare provision.

In a recent report, the Centre for Policy Development outlined a possible route for reimagining an ECEC system that is support families and children from birth through to the early years of schooling (Centre for Policy Development, 2021). Central to its call for policy reform is a guarantee for young children in Australia, as exists in the public health and education systems. A well-defined guarantee would determine roles and lines of responsibility for state and federal governments and should reorient ECEC to centre on children. The report proposes that families be able to access three days of free (or low cost) ECEC, with more days available at a minimal cost for all children between birth and school age, complementing pre-school and proposed measures for increased and shared paternity leave (Centre for Policy Development, 2021). Modelling an early childhood guarantee would enable governments to predict the need for services where they are currently lacking and respond accordingly, with the potential to respond to areas most in need initially.

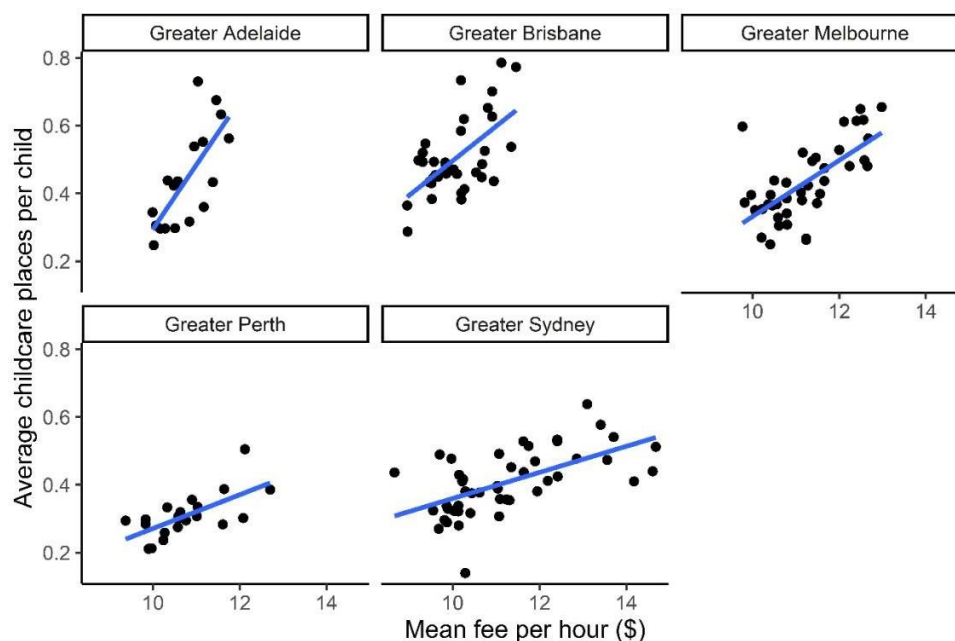
Disproportionate access for lower socio-economic groups

There is strong evidence that families from more disadvantaged backgrounds benefit the most from high-quality early childhood education and care. Heckman (2021), the US Nobel Prize winning economist, writes that the "...highest rate of return in early childhood development comes from investing as early as possible, from birth through age five, in disadvantaged families". In an American study focusing on disadvantaged children, Heckman (2008) found that the rate of return (the return per dollar of cost) on high-quality early childhood education and care to be 7 to 10 %.

Yet our research shows that it is the most disadvantaged that have the lowest accessibility to childcare. Part of the reason for this may be the underlying principles of the childcare system that encourage providers to establish services where there is the lower risk and the greater reward. One way of illustrating this is to explore the correlation between price and accessibility.

Figure 14 shows the relationship between the median cost per hour of childcare and the average childcare places per child in the five major capital cities with a population over 1 million people. Each dot is an SA3 region and represents a population of between 30,000 to 180,000 people. The horizontal axis shows the mean fee per hour and the vertical axis shows the average childcare places per child in each SA3 region. The blue line shows the trend.

Figure 14: Average childcare places per child and mean fee per hour (\$) by SA3 in the five largest cities in Australia



This figure highlights how areas, where there is greater supply of childcare, are also areas where providers charge higher fees. Often these areas of higher supply and higher fees are also areas of greater advantage. For instance, in Greater Melbourne, the area with both the highest fees per hour and the highest average number of childcare places per child is Stonnington – West. This area includes some of Melbourne’s most affluent suburbs such as Toorak, South Yarra and Armadale.

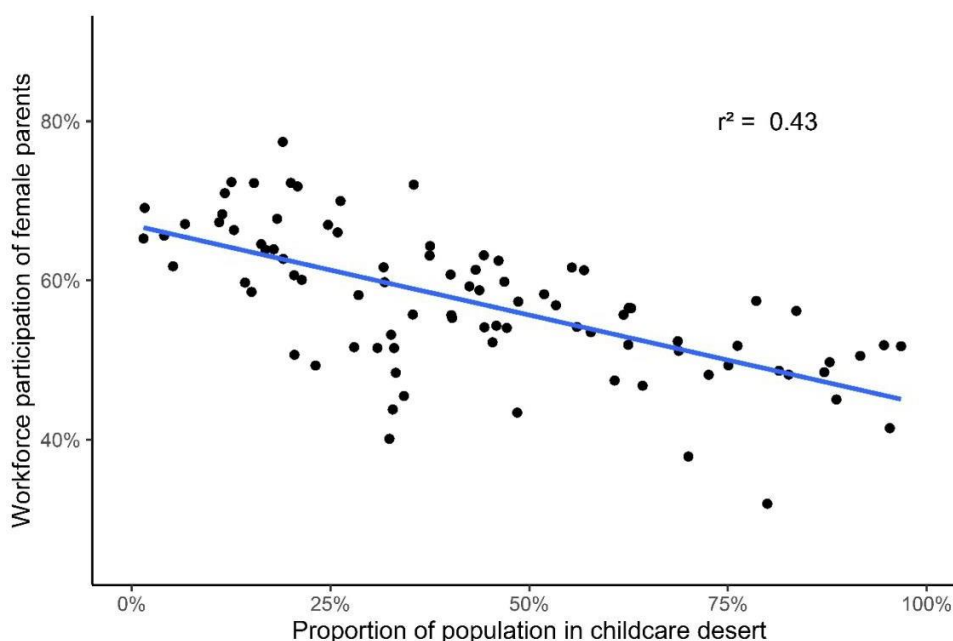
This figure suggests that there is an incentive for providers to operate in advantaged areas where they can charge higher fees, even if there is greater competition. This leaves more disadvantaged areas with lower levels of childcare accessibility. As a consequence, Australia is not fully capitalising on the long-term benefits to children from more disadvantaged backgrounds of high-quality early learning.

There is further research needed on the link between access and female workforce participation

One of the many functions of ECEC is to enable greater workforce participation. However, it is not clear that the current approach is fully supporting this aim.

The figure below explores the relationship between childcare deserts and levels of workforce participation. This figure shows the proportion of the population living in childcare deserts in 88 regions (SA4) across Australia. Also shown is the workforce participation of female parents who have at least one child aged under five in the household.

Figure 15: Percentage of SA4 region population living in a childcare desert and workforce participation of female parents with a child in the household aged under five



This figure shows there is a correlation between the accessibility of childcare and female workforce participation. Regions where more people live in a childcare desert also have lower levels of workforce participation for females who have a child aged under five in the household.

The reasons for this association are complex. Lower levels of female workforce participation in an area will affect demand for childcare. It may also be that difficulty in accessing childcare can lead to parents and carers choosing not to participate in the workforce while their children are young.

The interaction between demand and supply of childcare will affect families and carers differently. There is a need for further research to understand how access to childcare is influencing workforce participation and the decisions parents and carers are making, especially females, regarding employment. This is particularly important in terms of understanding barriers that some may experience based on location and lower access to childcare.

Conclusion

Access to quality childcare has enormous impacts on the current and future lives of Australians. Yet our research shows that current policy settings mean that where Australians live still plays a significant role in whether they can access this crucial service.

While there are neighbourhoods that may have enough supply to meet demand, many Australians will have difficulty finding the childcare service that is right for them. In many regional areas, there is no access at all.

It does not have to be like this. More than a hundred years ago, Australia built a school system that still operates today. In regional areas, these schools are crucial parts of communities. The policy settings for the school and preschool sectors show that universal access to childcare does not have to be an unattainable dream.

There is a large body of research showing the huge returns to investment in ECEC. For instance, recent research from Victoria University showed that investment in the ECEC sector can largely pay for itself through increased tax receipts from greater female workforce participation (Dixon, 2020).

Australians deserve an ECEC system that includes universal access to childcare and supports families in whatever decision they make that they see is best for them. Most importantly, children need a system that meets their needs so that they can have the best start in life, regardless of where they live or the income of their parents.

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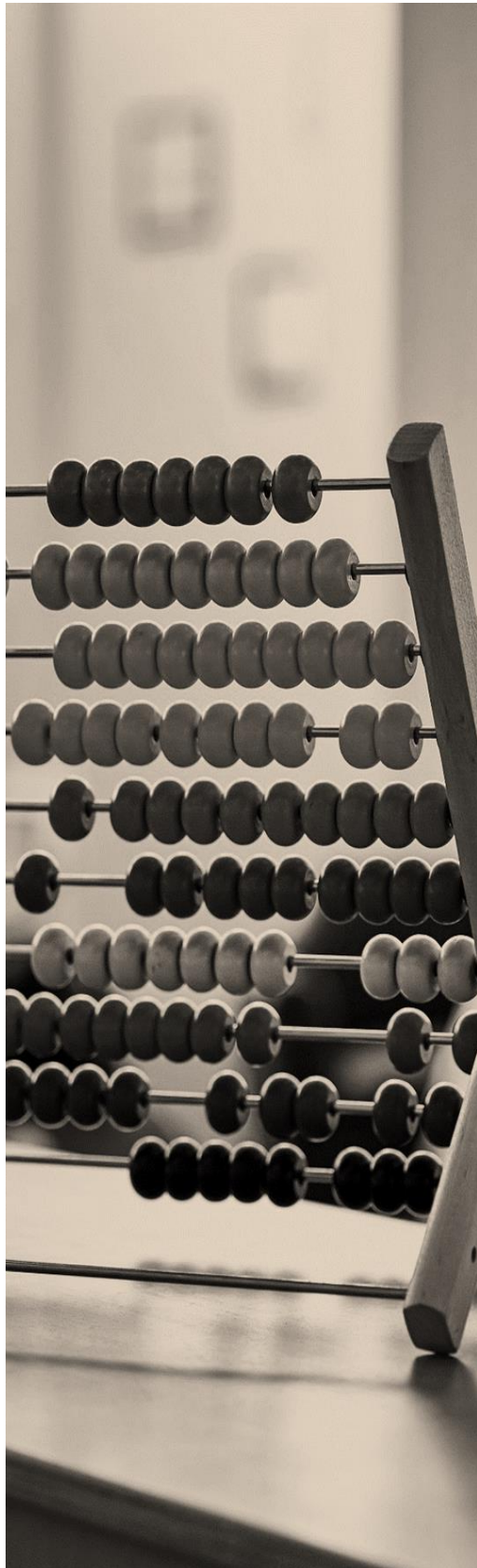


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**KEEP THE
TOWN RUNNING**

**EARLY CHILDHOOD EDUCATION AND CARE WORKFORCE IN
THE GOLDFIELDS-ESPERANCE REGION 2022**

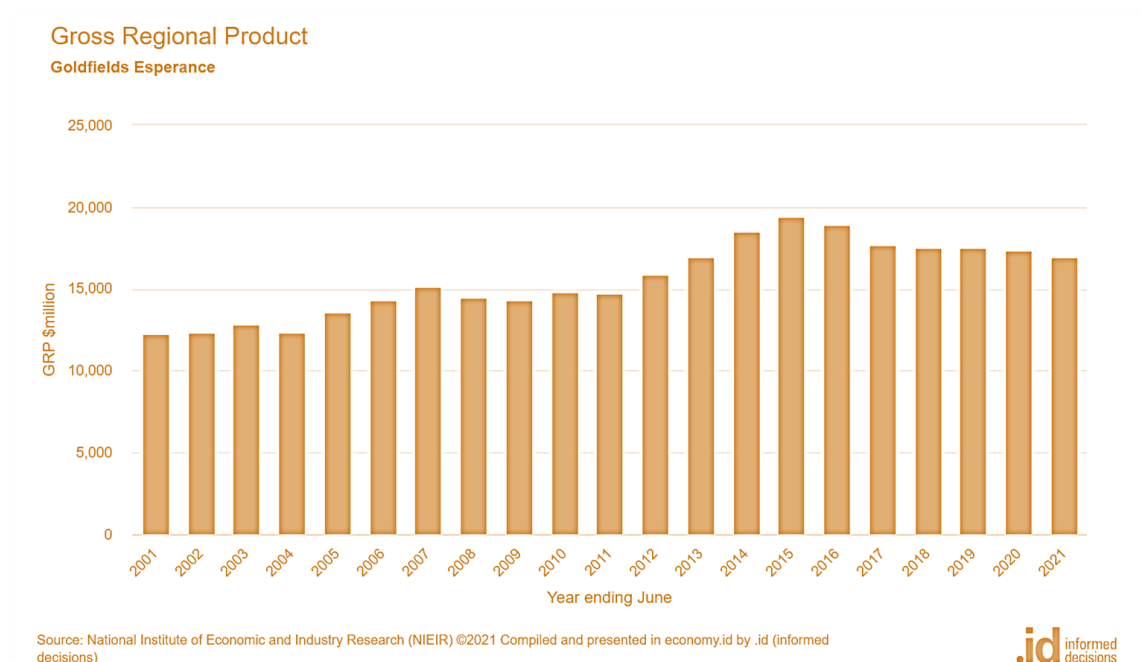


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PART I: EXECUTIVE SUMMARY

The Goldfields-Esperance region has enjoyed strong economic growth over the past two-decades, with the 2021 Gross Regional Product (GRP) value of \$5 billion more than the \$12billion GRP in 2001



This economic activity fuels the demand for a highly skilled workforce, across a range of sectors. One strategic regional sector which underpins diverse industries having access to all available skilled labour is the Early Childhood Education and Care (ECEC) sector. Put simply, they keep the town running. Social change in the last two decades has seen increased female work participation, economic pressures requiring double income households, greater awareness and knowledge regarding early years development and the impact of Early Childhood Education and Care workers, and within our region, the ongoing challenges of remoteness where you can't just 'pop to the next suburb' (Perth) or drive to the nearest larger service centre (Wheatbelt) if current services are full.

Over this same period, access to ECEC in our region has stagnated compared to the needs of the community. This report provides a summary of some of the detailed investigations conducted regarding ECEC in our region. A critical factor in maintaining and expanding ECEC services is a workforce shortage. The Goldfields-Esperance Development Commission (GEDC) commissioned this report to identify and examine actions and initiatives aimed at improving staff attraction and retention, and strengthening educator's capabilities, therefore increasing the quality and availability of early childhood education and care services in the region. Critical background information provided by the GEDC illustrated the need for a detailed examination of the specific ECEC regional workforce challenges:

- On 25 October 2021, a Regional Skills Summit was hosted in Kalgoorlie for the Goldfields-Esperance region and attended by over 40 industry leaders from across the region.
- Participants at the Goldfields-Esperance Skills Summit identified a critical shortage of early childhood education and care places in Kalgoorlie-Boulder. Participants also reported a high demand for flexible childcare services (including outside school hours, extended and vacation care) for those who work variable or non-standard hours. Whilst it was noted additional centres were being established during 2021 and 2022, participants reported a continued need to grow the number of early learning educators and teachers to meet the current and anticipated demand for services. As an outcome of the skill summit, an action plan was developed with one priority action item being to "Optimise the availability of local childcare services to support greater workforce participation". GEDC has been tasked with taking a lead role on this action item in collaboration with the Department of Training and Workforce Development and Central Regional TAFE.
- In its report 'Deserts and oases: How accessible is childcare in Australia?', the Mitchell Institute for Education and Health Policy at Victoria University identified that the Goldfields are one of the top five childcare "deserts" in Western Australia. This report confirms the anecdotal evidence from the skills summit with regards to lack of childcare availability in the region.
- Attracting, developing and retaining a high-quality early childhood education and care workforce continues to be a significant and increasing challenge across the sector. Comparatively lower pay and less favourable conditions contribute to attraction and retention difficulties particularly in regional areas.
- With insufficient staff, most centres in Kalgoorlie-Boulder are unable to operate at capacity.
- All existing centres in Kalgoorlie-Boulder report difficulties in attracting and retaining the qualified staff required to meet mandatory staffing ratios. In its report '*Shaping Our Future: A ten-year strategy to ensure a sustainable, high-quality children's education and care workforce 2022–2031*', the Australian Children's Education and Care Quality Authority (ACECQA), identified that around 10% of services in outer regional, remote and very remote areas have a temporary waiver in place for one or more of the staffing requirements under the NQF, compared to around 6% of services in inner regional areas and major cities.

- A 2019 survey undertaken by the Australian Institute of Teaching and School Leadership (AITSL) highlighted that many education professionals in remote and regional settings experienced difficulties accessing professional learning opportunities, exacerbated by the cost of travel and the required travel time. There are also associated difficulties with accessing backfill, as well as inadequate technology to take advantage of online study opportunities. The frequent lack of experienced mentors also presents a challenge for newly qualified educators and teachers.

This report provides background information to understand the ECEC sector context. As noted in the report, ECEC is a complex policy sphere that involves all levels of government, the private and not-for-profit sectors. Policy levers to address one issue, may create unintended consequences and exacerbate other issues, for example changing Federal Government subsidies to make ECEC more affordable, will also push up demand and make ECEC less accessible.

The report also provides an overview of the critical factors that make an ECEC service viable, including staff attraction, retention and conditions, occupancy levels, access to funding, childcare subsidies, and established infrastructure, location remoteness and funding support/programs. Specific details regarding ECEC in our region, total number of services, total number of licensed places provides a local context and comparison to population data and nationally significant reports, such as the Deserts and oases report and how much more dire the situation is within the region regarding accessibility to care services.

The methodology for the report included a 2022 ECEC Workforce Survey, and direct consultation with local centres and local governments as well as desktop research of major ECEC sector studies. The analysis regarding the need and value of a strong ECEC sector in the region lays the groundwork for the actions and initiatives recommended in the report.

There has been a strong focus to increase accessibility of training programs and increased migration, to date. With those initiatives already in place, the report sought to give a voice to the local workforce through consultation, and research regarding some unique and outcome-oriented initiatives, such as expanding school-based programs and regionally funded incentives.



KEY FINDINGS AND RECOMMENDATIONS

Due to the complex nature of the ECEC sector, and interrelated policy reforms, the report has considered local, state-wide, and federal initiatives which will impact within the Goldfields-Esperance region. The report provides context and clarity regarding the relevant tier of government/agencies for each recommendation.

LOCAL LED SOLUTIONS

- Building a resilient and responsive local ECEC sector through improved collaboration and coordination
- Financial incentives including scholarships & allowances
- Professional recognition
- Training and professional development, career progression
- Supportive recruitment and engagement practices
- Infrastructure funding to augment and enhance ECEC centre's ability to improve their National Quality Standards Rating without the need for increasing number of educators

SUPPORT FOR ALL REGIONAL COMMUNITIES

- The role of Local Governments as ECEC service enablers and providers
- Regional incentives for employers and employees
- Housing availability and affordability

STRENGTHENING THE SYSTEM

- Wages Reform
- School expansions- pre-kindergarten

PART II: INTRODUCTION AND BACKGROUND

OVERVIEW OF THE ECEC SECTOR

Early Childhood Education and Care (ECEC), often referred to as childcare, is delivered in an early learning/care setting.

There are many forms of care, including:

- Centre-based care includes long day care (LDC), preschool, and kindergartens.
- Outside school hours care (OSHC) is centre-based for families who need care before and/or after school, on student-free days and during the school holidays. It is only for primary school-age children.
- Family day care (FDC) is when a child is looked after by an approved educator in the educator's home.
- Business-related crèches, such as gyms or shopping centres so people can use their services, and the parents must remain on-site.

Long day and occasional care are designed for children aged up to five. Outside school hours care is intended for primary school children up to twelve years of age.

In Western Australia, school is compulsory for five-year-olds or children turning five by 30th June (Pre-Primary). For a child that turns four before 30th June of that year, they can attend Kindergarten at a WA public school. Kindergarten is not compulsory and is offered part-time (~15 hours per week).



OVERVIEW OF ECEC REGULATIONS

ECEC is a complex policy sphere that involves all levels of government, the private and not-for-profit sectors. It also has significant engagement from the user group (carers of children). Across Australia, almost 1.4million children attended a Child Care Subsidy-approved childcare centre in the June quarter of 2022.¹

The ECEC sector in Australia has been subject to growing regulation over the past decade. The National Quality Framework (NQF) was implemented at a federal level in 2012 and administered by a state regulatory authority against benchmark standards relating to seven quality areas under the National Quality Standard. The Federal Government payments to offset the cost of care have also changed dramatically; they currently offer a means-tested subsidy. Affordability of care in Australia is heavily reliant on these subsidies.

The Council of Australian government's reform agenda for early childhood education saw the development of the Early Years Learning Framework, a national early learning framework for children from birth to five years. The Framework's vision is for all children to experience play-based learning that is engaging and builds success in life. "The National Quality Framework (NQF) is the result of an agreement between all Australian governments to work together to provide better educational and developmental outcomes for children using education and care services. The NQF introduces a new quality standard to improve education and care across long day care, family day care, preschool/Kindergarten, and outside school hours care".²

FEDERAL	STATE	LOCAL
National Quality Framework	Education and Care Regulation	Local planning and approvals
Child Care Subsidy	Immunisation requirements	Public health regulation
Employment Law	Family daycare swimming pools	Property lease arrangements
	Occupational Health and Safety	Centre operators

The stated objective of the NQF is to improve the standard of education and care across all types of formal care in Australia. A core element of the NQF is the need for an approved service and the staffing and qualification rules, comprising minimum staff-to-child ratios for childcare services and qualification standards for staff.

The NQF comprises:

- The National Law and National Regulations
- The National Quality Standard (NQS)
- The assessment and quality rating system
- National learning frameworks

There are several elements of the NQF impacting ECEC operations:

- Service approval
- Specified educator-to-child ratios
- Educator qualification requirements
- Approved learning framework to support each child's learning and development
- An assessment and rating system

Some of the critical elements to consider when examining regional ECEC operations include:

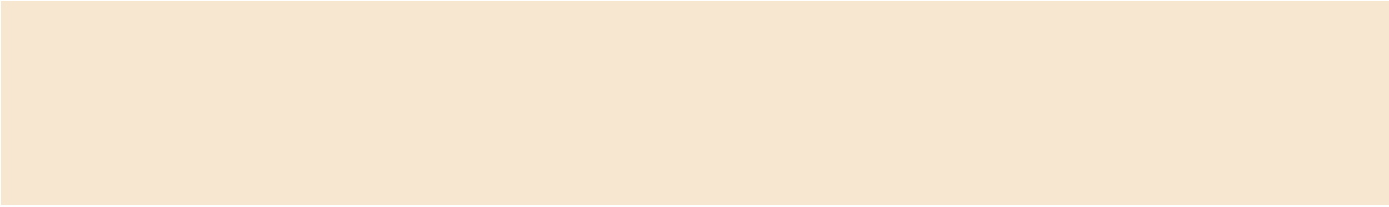
- Mandated minimum periods that a service must operate each year which is 48 weeks for centre-based care and at least seven weeks per year for outside school hours care. An exemption can be applied for this requirement; however, that may impact the viability of a centre based on occupancy.
- That educators must hold or be actively working towards an approved qualification. There is an exemption in remote areas of Western Australia; however, this is being phased out in 2023. Services also require access to an early year's teacher every quarter for at least twenty per cent of the time that the service provides education and care. This is not a requirement for outside school hours care (children over preschool age).

- The specified educator-to-child ratios impact the centre's flexibility to cater to the age demographics within the community; for example, there is significant demand for care for children aged 0-2 (babies). To be counted within the ratios, the Educator must be directly involved in the education and care of children and time allowed for breaks for educators whilst maintaining ratios.

Age	Educator-to-child ratio
Birth to 24 months	1:4
Over 24 months and less than 36 months	1:5
36 months up to and including preschool age	1:10
Over preschool age	1:13 or 1:10 if kindergarten children are in attendance

- The National Quality Standard establishes seven quality areas that are important outcomes for children. Services are assessed and rated by their regulatory authority against the NQS and given a rating for each of the seven quality areas and an overall rating based on these results. The standards are:
 1. Educational Program and Practice
 2. Children's health and safety
 3. Physical environment
 4. Staffing arrangements
 5. Relationships with children
 6. Collaborative partnerships with families and communities
 7. Governance and leadership

Services achieve a rating for each of the seven quality areas and an overall rating based on these results.



NQS rating	Qualification
Excellent	<ul style="list-style-type: none"> • Service promotes exceptional education and care, demonstrates sector leadership, and is committed to continually improving. • Awarded by ACECQA. • Services rated Exceeding National Quality Standard in all quality areas may choose to apply for this rating
Exceeding National Quality Standard	<ul style="list-style-type: none"> • Service goes beyond the requirements of the National Quality Standard in at least four of the seven quality areas, with at least two of these being quality areas 1, 5, 6, or 7.
Meeting National Quality Standard	<ul style="list-style-type: none"> • Service meets the National Quality Standard. • Service provides quality education and care in all seven quality areas.
Working Towards National Quality Standard	<ul style="list-style-type: none"> • Services provide a safe education and care program. • There are one or more areas identified for improvement.
Significant Improvement required	<ul style="list-style-type: none"> • Service does not meet one of the seven quality areas or a section of the legislation, and there is a significant risk to children's safety, health, and wellbeing. • The regulatory authority will take immediate action.



PART III: FINDINGS

WHAT MAKES VIABLE ECEC SERVICES

STAFF ATTRACTION, RETENTION, AND CONDITIONS

The critical challenge facing the ECEC sector across Australia is the chronic shortage of skilled staff. It is a low-paid industry with high qualification requirements, and it takes a particular person interested in caring for other people's children to work in the sector. This is the number one challenge all centres mention regarding ongoing operations, sustainability, and expansion plans. The number of staff required is based on the number of licensed places, the age of the children (ratios), the operating hours of the centre and the need for break coverage and relief staff. If the centre provides meals, a food coordinator is also required.

All remote centres offer free or subsidised housing as an incentive to attract staff. Attracting and retaining staff in an incredibly competitive market can be particularly challenging. This is exacerbated in mining communities across the Goldfields-Esperance region, where competition for labour is tight, and there are multiple lower-qualified, higher-paying job opportunities.

OCCUPANCY

Matching care requirements with staffing requirements ensure a break-even/profit outcome. The educator ratio impacts how many employees are required. Smaller communities in the region struggle to match demand and ratios with staffing requirements. Wages would need to be paid, regardless of the number of children enrolled in the centre. This is why no current services exist in smaller communities such as Laverton and Norseman.

FUNDING

It is well recognised that ECEC services in regional and remote locations face additional challenges in maintaining viability. The Federal Government Community Child Care Fund helps services address barriers to childcare participation. They are mainly for disadvantaged, regional and remote communities and Indigenous communities. There are also exceptional circumstances grants, which help services stay open when something unexpected happens. Services can apply when a local emergency or

natural disaster threatens their ability to remain open. A new round of grant funding will open later in 2022 (round 4). Applications for round 3 closed on 1st March 2021.

Successful applications were announced on 16th July 2021. The only localities in the Goldfields-Esperance region eligible in round 3 were Kambalda - Coolgardie – Norseman and Leinster – Leonora.

Introduced in January 2022, the federal government allows services to offer discounts to employees in addition to the childcare subsidy. Further, very remote centre-based services are eligible for a reduction of HELP debt and waiver of HELP indexation for teachers. Eligibility criteria apply, and the only localities (centres) in the Goldfields-Esperance region eligible are Leinster, Leonora, Hopetoun, and Ravensthorpe.



The State Government recently announced successful applicants under the \$1 million Attraction and Retention Packages for Regional Child Care Workers Program. Aimed at retaining early childhood education and care workers in regional Western Australia through the establishment of a capped grant fund (\$250,000 per annum). Funding of up to \$25,000 is available for Local Government Authorities to deliver a range of activities, including:

- subsidised accommodation/housing
- intrastate travel relevant to the project
- initiatives for training and professional development
- support for educators to complete their practicums (including wages for relief staff)
- workshops, seminars and talks to recruit educators
- local training initiatives, relocation packages.

The City of Kalgoorlie-Boulder was awarded \$20,500 and the Shire of Ravensthorpe \$18,000 in the most recent funding round.

CHILD CARE SUBSIDIES

Federal government subsidies for childcare costs depend on the primary carers' income, which reduces as your income increases. Children need to be enrolled in an approved and accredited care centre to be eligible.

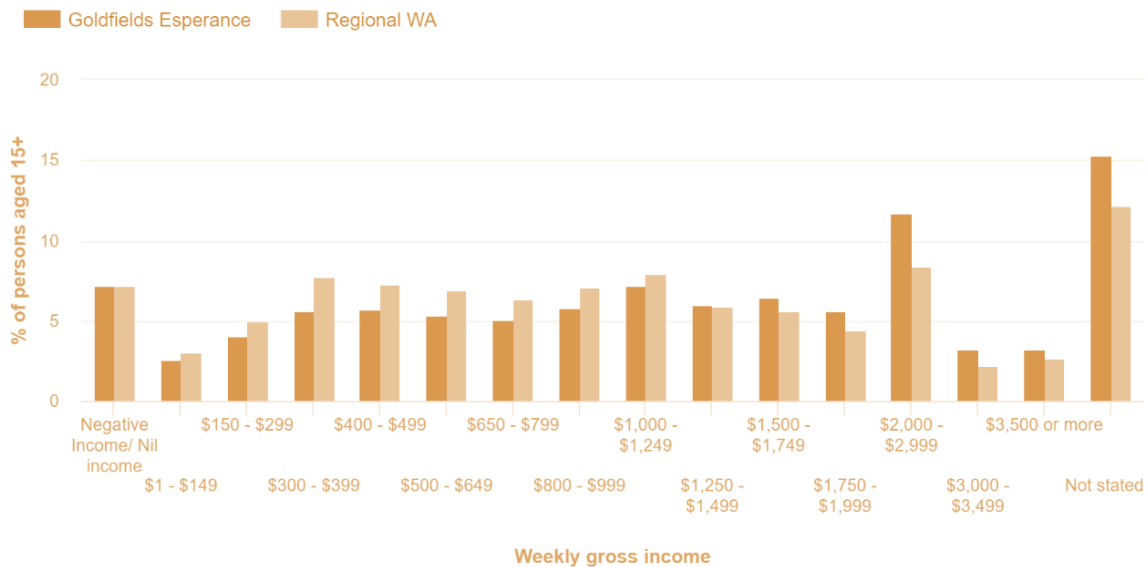
Your family income	Child Care Subsidy percentage
\$0 to \$70,015	85%
More than \$70,015 to below \$175,015	Between 85% and 50% The percentage goes down by 1% for every \$3,000 income your family earns.
\$175,015 to below \$254,305	50%
\$254,305 to below \$344,305	Between 50% and 20% The percentage goes down by 1% for every \$3,000 income your family earns.
\$344,305 to below \$354,305	20%
\$354,305 or more	0%

As identified in the 2017 carer survey, the significant current barrier in the region is the number of places, with cost being a secondary factor (those that can't afford it miss out). The subsidies and the costs become a factor when discussing the industry's low wages; regional providers are already paying above award wages, and any increased costs would likely be passed on to families.

The Goldfields-Esperance region has a higher weekly income than other areas of Regional WA, often offset by higher living costs. The subsidy can be the difference between whether families can afford the care, the level of care, or not. The newly elected Federal Government (2022) has recognised the cost of care is an issue and plans to deliver cheaper childcare by increasing the maximum subsidy rate to 90 per cent for families up to \$80,000, removing the annual subsidy cap, and smoothing the taper rate down more gradually from the new 90 per cent rate.

Weekly individual income, 2021

Total persons



Source: Australian Bureau of Statistics, Census of Population and Housing, 2021 (Usual residence data). Compiled and presented in profile.id by .id (informed decisions).



Proposals to address workforce shortages need to balance centre sustainability and reference the impact of changing subsidies on affordability and accessibility (revised government subsidies identified above are subject to implementation, which may take up to 12 months. Discussion regarding how the reforms could be fast-tracked are occurring). The proposed changes will make childcare more affordable and address the cost-of-living pressures; however, it will also drive-up demand in the Goldfields-Esperance region, with no plan in place to meet the current shortfall, let alone demand growth pressures.

INFRASTRUCTURE, REMOTENESS, AND FUNDING SUPPORT

Centres with established infrastructure and low overheads, such as long-term peppercorn leases or subsidised staff housing, operate at an advantage over those without those arrangements. In remote locations with lower population bases that don't underpin a consistent demand/occupancy for a centre and where there is no established infrastructure, it is often not a case of just refurbishing a current building as there are requirements under Quality Area 3 of the National Quality Framework. These include:

- "The service premises must have at least 3.25 square metres of unencumbered indoor space for each child being educated and cared for at the service.
- Areas such as passageways, bathrooms and nappy change areas, bottle preparation areas, space set aside for the use or storage of cots, staff or administrative rooms, storage areas and any area unsuitable for children are not counted as unencumbered play space.
- The kitchen area is not counted as unencumbered space unless children primarily use it as part of an educational program.
- The area of a veranda may be included in calculating the area of indoor space with the regulatory authority's written approval.
- A veranda that is included in calculating the area of outdoor space cannot be included in calculating the area of indoor space".³

"The service premises must have at least seven (7) square metres of unencumbered outdoor space for each child being educated and cared for at the service. Areas such as pathways, thoroughfares, car parks and storage sheds or any other space that is not suitable for children cannot be counted as outdoor space. The area of a veranda included in calculating the area of indoor space cannot be included in calculating the outdoor space".⁴

A before and after care facility would require additional infrastructure and costs, such as transportation (including enough and appropriate child seats) and the provision of breakfast and after-school snacks. Infrastructure funding for establishing new or existing facilities is highly competitive and not exclusively for the ECEC sector (such as the Building Better Regions Fund or Lotterywest).

THE GOLDFIELDS-ESPERANCE REGION

There are seventeen (17) centres in the Goldfields-Esperance region, three (3) outside school hours care and fourteen (14) long-day care centres, and one (1) occasional childcare centre offering a total number of 920 licensed places.

There are nineteen (19) family daycare educators in the Goldfields-Esperance region, with two (2) new services opening soon. Educators can only have a maximum of four children aged four or under in the care of an FDC educator, with an overall maximum of seven children. This ratio includes the Educator's children. If we med each Educator cares for the maximum number of children, seven (7) (which is unlikely due to other practical limitations such as the number of vehicle seats), there are 133 licensed places.

Service Name	Provider Management Type	Service Sub Type	Approval Date	Suburb/Town	SEIFA (deciles)	ARIA+	Maximum total places	Overall Rating
Elite Family Day Care	Private for-profit	FDC	15-10-12	ESPERANCE	1	Remote Australia	28	Meeting NQS
Cubbys Learnaversity	Private for-profit	LDC	03-11-09	ESPERANCE	3	Remote Australia	72	Working Towards NQS
Lingalonga Early Years Learning Centre Inc	Private, not-for-profit community managed	LDC	20-07-10	ESPERANCE	1	Remote Australia	67	Meeting NQS
Esperance Outside School Hours Care	Private, not-for-profit community managed	OSHC	22-06-10	ESPERANCE	1	Remote Australia	30	Working Towards NQS
Busy Bees at Kalgoorlie	Private for-profit	LDC	16-12-09	BOULDER	6	Outer Regional Australia	76	Meeting NQS
Nature Alliance Family Day Care Service	Private for-profit	FDC	30-01-13	KALGOORLIE	5	Outer Regional Australia	49	Exceeding NQS
Elite Family Day Care	Private for-profit	FDC	15-10-12	KALGOORLIE	5	Outer Regional Australia	21	Meeting NQS
Wanslea Regional Family Day Care	Private not for profit other organisations	FDC	28-02-13	KALGOORLIE	5	Outer Regional Australia	35	Working Towards NQS
Busy Bees on Hannan Street	Private for-profit	LDC	22-07-09	KALGOORLIE	4	Outer Regional Australia	67	Meeting NQS

Service Name	Provider Management Type	Service Sub Type	Approval Date	Suburb/Town	SEIFA (deciles)	ARIA+	Maximum total places	Overall Rating
Goldfields Child Care Centre - Kalgoorlie	Private, not-for-profit community managed	LDC	16-12-10	KALGOORLIE	6	Outer Regional Australia	58	Exceeding NQS
Goodstart Early Learning Somerville	Private not for profit other organisations	LDC	16-03-10	KALGOORLIE	10	Outer Regional Australia	94	Exceeding NQS
Kalgoorlie Occasional Child Care Centre	Private, not-for-profit community managed	LDC	19-08-09	KALGOORLIE	4	Outer Regional Australia	35	Exceeding NQS
Kids On Carrington Childcare	Private for-profit	LDC	10-08-10	KALGOORLIE	4	Outer Regional Australia	60	Exceeding NQS
YMCA Kalgoorlie Early Learning Centre	Private not for profit other organisations	LDC	06-12-21	KALGOORLIE	5	Outer Regional Australia	59	Not final
Goldfields Out of School Hours Care	Private, not-for-profit community managed	OSHC	12-04-19	KALGOORLIE	6	Outer Regional Australia	40	Meeting NQS
YMCA Kalgoorlie OSHC	Private not for profit other organisations	OSHC	31-08-10	KALGOORLIE	3	Outer Regional Australia	78	Meeting NQS
One Tree Kambalda Children's Service	Private not for profit other organisations	LDC	04-08-10	KAMBALDA	2	Outer Regional Australia	24	Meeting NQS
Leinster Community Day Care	Private, not-for-profit community managed	LDC	28-02-12	LEINSTER	5	Very Remote Australia	42	Meeting NQS
Leonora Early Learning Centre	State/Territory and Local Government managed	LDC	28-04-10	LEONORA	3	Very Remote Australia	19	Working Towards NQS
The Cub House	State/Territory and Local Government managed	LDC	05-04-11	RAVENSTHORPE	7	Very Remote Australia	19	Working Towards NQS
Little Barrens Early Learning Centre	State/Territory and Local Government managed	LDC	03-09-12	HOPETOUN	6	Very Remote Australia	80	Working Towards NQS

Accessibility/Remoteness Index of Australia (ARIA). Remoteness Areas divide Australia into five classes of remoteness based on a measure of relative access to services. Regional locations in the Goldfields-Esperance are classed as either very remote, remote, or outer regional Australia.

The Socioeconomic Indexes for Areas (SEIFA) is a product developed by the ABS that ranks areas in Australia according to relative socioeconomic advantages and disadvantages. The scores in the table above are the decile ranking; all areas are ordered from lowest to highest score, then the lowest 10% of areas are given a decile number of 1, the next lowest 10% of areas are given a decile number of 2 and so on, up to the highest 10% of areas which are given a decile number of 10. The SEIFA data is as recorded by ACECQA. They are suburb-level level data. For very remote, remote, or outer regional localities, this does not always produce an accurate report; for example, families from a lower-SES background living in another suburb of Kalgoorlie-Boulder could be enrolled in the higher SEIFA score suburb.

Several regional reports and processes document some of the challenges outlined in section five of this report (Viable ECEC services) and directly document the local experience. These are outlined below.

The **Regional Price Index (RPI)**⁵ is conducted every two years and measures the relative cost of goods and services in different regional localities around Western Australia. The 2021 RPI found that "In the Goldfields-Esperance region, health and personal care together with education and recreation were all significantly above Perth prices" and "Overall, prices were highest in the Pilbara region, followed by the Kimberley and Goldfields-Esperance regions". Between 2019 and 2021, the indices for the region increased from 102.7 to 103.7. "The 2021 RPI results reflect the increased prices of goods and services relative to Perth for regional locations and locations considerably distant from Perth."

In 2012, the Goldfields Esperance Early Childhood and Child Care Industry Roundtable were convened by the (then) Federal Government Department of Education, Employment and Workplace Relations, bringing together a broad cross-section of stakeholders from the Goldfields-Esperance childcare sector, education, training providers and other local stakeholders with interest in childcare. The challenges identified included:

- Attracting and retaining qualified early childhood education and care (ECEC) workers to the region.
- Low salaries in the ECEC sector. Workers are leaving the industry to work in jobs that attract higher wages and are less stressful.
- Prohibitive costs associated with living in the Goldfields Esperance region and the associated low wages in the ECEC sector make it difficult to attract workers.
- There is a lack of access to flexible training arrangements.
- There are limited career pathways for Indigenous people in the ECEC sector.

Suggested strategies included:

- Develop and grow the local early childhood and childcare workforce

- Access to and appropriate training and skills development for practitioners in the early childhood and childcare sector
- Recognition and promotion of the early childhood and childcare sector in Goldfields-Esperance
- Use of School-based Indigenous Traineeships
- Increased wages and incentives for practitioners in the early childhood and childcare sector
- Housing for practitioners in the early childhood and childcare sector.

In 2014, The Goldfields-Esperance Regional Children's Services Plan was developed. The report noted the challenges organisations face in providing education and care services for children in country areas, including the impact of distance, isolation, limited funding, and the reliance on community-based management committees to manage these services.

A Cost-Benefit Analysis of childcare in Kalgoorlie-Boulder conducted by Pracsys in 2017 found that the opportunity to work while children are young affects the long-term incomes of caregivers, as additional hours of work and employment continuity results in increased skills attainment, the yearly increase in earnings due to higher workforce participation is assumed to occur seven years after the facility is operational and equals \$55,000/year.

In late 2017, a community survey was undertaken regarding childcare demand in Kalgoorlie-Boulder. Almost three hundred families contributed. The report had the following findings.

The impact on Kalgoorlie-Boulder families of being unable to access childcare:

- 41% are unable to return to work
- 57% are unable to perform work activities or work reduced hours
- 48% of people stated the impact was stress and strain on the family
- Five hundred and thirty-seven (537) children were waiting for care (excluding school holiday care), and 70% were in the birth to 24-month age group.

The comments from the 2017 survey are compelling- over 500 of them.

- I put my daughter down at each centre when she was born. I knew I had 12 months off work. It took right up to a few weeks before I could go back to get a spot.
- Not for myself but as an HR professional at a mine site, we are finding when trying to get candidates on board the ability to get a position in care and the "inflexibility" of care an issue.
- Some of our employees have not been able to return to work or work part-time as it's just too complex (and costly).

Many of the comments from families also reflected on:

- Kalgoorlie's Isolation
- Lack of support structures
- Giving up work opportunities and placing your career on hold
- The lengths you must go to secure care for your children
- The feelings of being a burden
- Having to rely on informal care and favours from friends and family
- How hard it is to run a small business without childcare
- The impact on post-natal depression and mental health

In 2017, the Hannans Primary School Board surveyed their two hundred and sixty families (260). Seventy-five families (30%) responded to the survey indicating they needed before and after school care. Comments from parents included:

- My children attended an on-school care facility at their previous school, and it was fantastic! The peace of mind knowing they were safe and went being transported around was brilliant.
- I would definitely use this service if it was available at the school. I would use it flexibly to work around my husband's and my work rosters. What a fantastic idea.
- I think many working parents would welcome this initiative in the community.
- This would be a fantastic help for working parents. I would definitely use this service.
- I think that would be absolutely amazing and make it so much easier for working parents to juggle.
- This is an absolutely fantastic proactive idea! For a mum just going back to full-time work, this is a godsend! I would think there is extremely high demand.

In 2018, the City of Kalgoorlie-Boulder reviewed early education and childcare service delivery in the City. The report documented the number of licensed places, vacancies and waitlists, operating hours, fees, and centre sustainability.

In 2021, the Shire of Laverton commissioned a report examining establishing an ECEC service for their community. One of the key challenges identified in the report was the current critical shortage of ECEC workforce and the challenge of recruiting to a remote locality.

In April 2022, the National Skills Commission, Australian Labour Market Overview—April 2022 profiled the childcare workforce. It stated, "Employment growth projections produced by the National Skills Commission (NSC) indicate that the occupation group of Child Carers is expected to grow strongly in the five years to November 2026. The NSC's Skills Priority List (2021) report found the occupation of childcare worker to be in national shortage, and with strong future demand."

ECEC: A SECTOR IN CRISIS

Across the country, countless organisations outline the challenges facing the ECEC sector. Numerous articles about the "crisis" in the ECEC sector are regularly published. Statistics such as "more than one in ten centres needing a government waiver to legally operate because they do not have enough workers",⁶ and as of the 2021 June to September quarter, 9.8 per cent of childcare service providers in WA are relying on waivers to meet the needs for childcare services to WA communities.⁷

Recent years have seen the ECEC sector squeezed to breaking point as essential services during the covid-19 outbreaks. Some of the government responses to the pandemic also created several adverse outcomes, such as for Family day care when the government introduced a set-fee amount and subsidised 50per cent, with providers prohibited from charging families to top up to the actual cost. Some providers reported losing money during this period.⁸

In 2021, the state government hosted state-wide and regional skills summits. The Goldfields-Esperance Skills Summit, Regional Action Plan included the Early Childhood Education and Care Sector as one of five priority actions.

PRIORITY ACTION 5 – Optimise the availability of local childcare services to support greater workforce participation

Initiative:

Maximise the availability of local childcare services to increase workforce participation in the region

Implementation

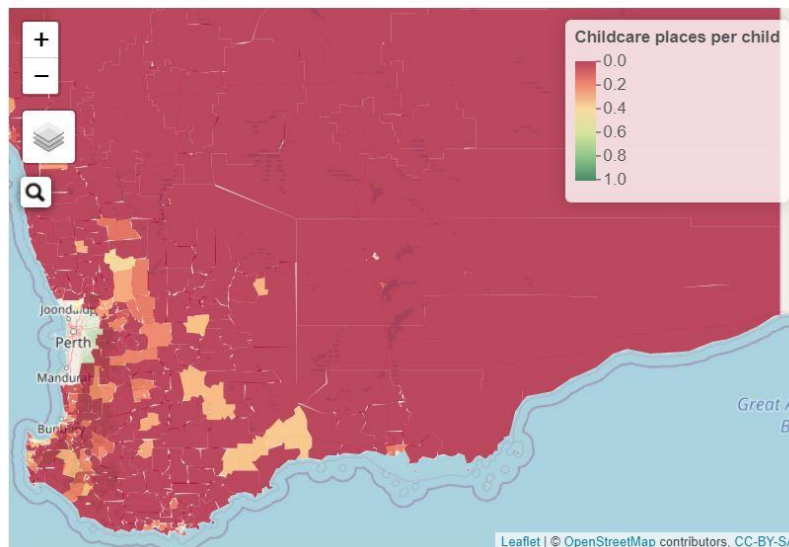
At the Kalgoorlie – Goldfields-Esperance Skills Summit, participants identified a critical shortage of early childhood education and care places in Kalgoorlie-Boulder. Participants also reported high demand for flexible childcare services (including outside school hours, extended care and vacation care) for those who work variable or non-standard hours. Whilst two new centres are scheduled to open in late 2021, and early 2022, participants reported a continued need to grow the number of early learning educators and teachers to meet the current and anticipated demand for services.

To grow the pipeline of workers for the sector, Central Regional TAFE, in collaboration with the Kalgoorlie Jobs and Skill Centre, the Commonwealth Department of Education, Skills and Employment, and local jobactive providers, to develop promotional collateral involving social media and targeted marketing to promote:

- The career pathways and opportunities in the local early learning education and care sector.
- The Lower fees, Local Skills training programs that relate to childcare services, including the associated qualifications and upskilling opportunities for existing workers to meet the sector's mandatory accreditation requirements; and
- The range of incentives available to businesses that employ apprentices, trainees or jobseekers, including the local childcare centres.

In March 2022, the Mitchell Institute/Victoria University published a report titled: Deserts and oases: How accessible is childcare in Australia. They defined a childcare desert: as "populated areas where there are less than 0.333 childcare places per child or more than one childcare place per three children" and "a childcare oasis is somewhere where there is a relatively high level of access to childcare (we use the definition of 0.6 childcare places per child)".

One of the report's findings is that "Western Australia has the lowest overall childcare accessibility". There are approximately 3.6 West Australian children for each childcare place compared to the national average of 2.6. In the Goldfields, there are an average number of 5.8 kids needing care per available place — and this figure is one of the lowest of the regions.



The situation in the Goldfields-Esperance region is direr than the findings from the study. This is due to the methodology used and the need to utilise standardised data sets Australia-wide. For example, the number of licensed places is as per those listed on the ACECQA website. Many regional centres

cannot operate at maximum capacity due to staff shortages. Some centres by as much as 30-50 per cent of below their number of licensed places. The data is examined at the neighbourhood level, which assumes people in regional WA only use childcare within the ABS-defined neighbourhood. For example, some areas of Kambalda have more places per child than other areas of Kambalda. This is not a criticism of the report of their findings; they do identify that most of the region is a childcare desert. The crucial point for policymakers is that the childcare shortages in the Goldfields-Esperance region can be defined as beyond the crisis point compared to West Australian and Australian childcare accessibility.

Analysis of Local Government level data for the region, also based on the ACECQA number of licensed places, illustrates 9,736 children in the zero to twelve age range, 3,731 in the zero to four age range and 6,005 in the five to twelve age range. The care places per population include no childcare for five of the ten local government areas, and only Kalgoorlie-Boulder and Esperance have care for five to twelve-year-olds outside of school hours care; however, this is as low as meeting the needs of 3 and 2 per cent of the population respectively.

Local Government	Care places ratio	
	0 to 4 age	5 to 12 age
Coolgardie	10%	nil
Dundas	nil	nil
Esperance	21%	2%
Kalgoorlie-Boulder	25%	3%
Laverton	nil	nil
Leonora	62%	nil
Menzies	nil	nil
Ngannytjarraku	nil	nil
Ravensthorpe	64%	nil
Wiluna	nil	nil

Based on the Deserts and Oases report, only the Shires of Leonora and Ravensthorpe can meet the childcare demands in their locality. The Shire of Leonora and the Shire of Ravensthorpe should be congratulated for their support in the early years of education and care for their communities. This has come at a considerable financial cost to the councils, which support housing and management positions within the organisation and centre coordination and care. Within the Shire of Leonora iaretare

thee-operated Leonora centre (19 places) and the community-managed Leinster centre (which also benefits from partnerships with BHP, 42 places). Within the Shire of Ravensthorpe is the Ravensthorpe centre with 19 places and the Hopetoun centre with 80 places. Hopetoun centre was licensed for twenty-one places, but when mining activity increased, the demand for childcare meant the need to increase the places, and the Shire responded accordingly. Despite being approved for 80, the centre services less than half of that, at 38 children on most days. The Shire of Coolgardie also subsidises a not-for-profit provider to operate their Kambalda centre and provides subsidised rent.

As the demand for childcare has increased Australia-wide and within the Goldfields-Esperance region, the last fifteen years have closed two Kalgoorlie-Boulder centres, representing approximately eighty licensed places. There has been only one centre expansion (OSHC) and one new centre (LDC) opening within the last decade. In addition, one of the centres was constructed as a ninety-two-place centre, is currently licensed for fifty-nine places, and at the opening was slowly growing the capacity, commencing with eighteen places available.

Service Name	Service Sub Type	Approval Date	Suburb/Town	Maximum total places
Elite Family Day Care	FDC	15-10-12	ESPERANCE	28
Cubbys Learnaversity	LDC	03-11-09	ESPERANCE	72
Lingalonga Early Years Learning Centre Inc	LDC	20-07-10	ESPERANCE	67
Esperance Outside School Hours Care	OSHC	22-06-10	ESPERANCE	30
Busy Bees at Kalgoorlie	LDC	16-12-09	BOULDER	76
Nature Alliance Family Day Care Service	FDC	30-01-13	KALGOORLIE	49
Elite Family Day Care	FDC	15-10-12	KALGOORLIE	21
Wanslea Regional Family Day Care	FDC	28-02-13	KALGOORLIE	35
Busy Bees on Hannan Street	LDC	22-07-09	KALGOORLIE	67
Goldfields Child Care Centre - Kalgoorlie	LDC	16-12-10	KALGOORLIE	58

Service Name	Service Sub Type	Approval Date	Suburb/Town	Maximum total places
Goodstart Early Learning Somerville	LDC	16-03-10	KALGOORLIE	94
Kalgoorlie Occasional Child Care Centre	LDC	19-08-09	KALGOORLIE	35
Kids On Carrington Childcare	LDC	10-08-10	KALGOORLIE	60
YMCA Kalgoorlie Early Learning Centre	LDC	06-12-21	KALGOORLIE	59
Goldfields Out of School Hours Care	OSHC	12-04-19	KALGOORLIE	40
YMCA Kalgoorlie OSHC	OSHC	31-08-10	KALGOORLIE	78
One Tree Kambalda Children's Service	LDC	04-08-10	KAMBALDA	24
Leinster Community Day Care	LDC	28-02-12	LEINSTER	42
Leonora Early Learning Centre	LDC	28-04-10	LEONORA	19
The Cub House	LDC	05-04-11	RAVENSTHORPE	19
Little Barrens Early Learning Centre	LDC	03-09-12	HOPETOUN	80

In 2020, the City of Kalgoorlie-Boulder announced plans for a 129-place ECEC centre. Unfortunately, the developer relinquished many projects within the City, including the ECEC centre. In early 2022, the City called for Expressions of Interest for the Development and Construction of the Centre, located next to their administration building in Somerville. No applications to tender were received.

The biggest challenge centres canvassed for this report in terms of keeping their doors open, meeting their ratios, and considering any expansion plans are workforce shortages. The State Government Department of Training and Workforce Development website for the State Priority Occupation List 2021 website⁹ for childcare workers states: "Child carers provide care and supervision for children in residential homes and non-residential childcare centres. Childcare workers, family daycare workers, nannies, and out-of-school care workers are included in this occupational classification. According to the Australian Bureau of Statistics (ABS), the indicative lead time in formal education and training to

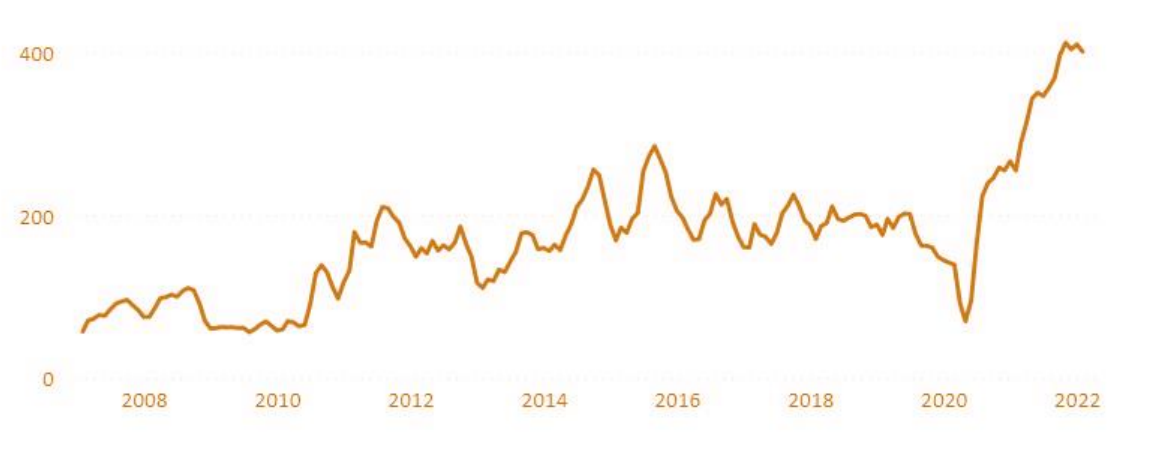
enter this occupation is three years. The nominal duration of persons undertaking employment-based training through the WA vocational education and training (VET) sector to enter this occupation is between one and two years on the job training."

"The industry has indicated a very high demand for Child Care and Family Day Care workers across Western Australia, particularly in the Pilbara and Goldfields regions. Industry advised that regional and metropolitan locations are struggling to find quality staff, and there is an urgent and critical need to attract, train and retain highly qualified competent people. Barriers exist for Family Day Carers, including the need to have their own home and comply with State requirements. The industry believes the demand is in response to a more casualised workforce, competition from other sectors and a lack of access to overseas workers due to COVID-19 travel restrictions. Recent government childcare subsidies and a focus on the participation of women in the workforce will see more childcare places required and increased demand. Industry forecasts that this strong demand for Child Carers will continue for at least the next six years".

"This occupation is of high priority, where action needs to be undertaken via formal education and training pathways to address current issues. This occupation remains vital to the State's labour market as a critical component of assisting parents back into the workforce. Quantitative based evidence suggests this occupation may be experiencing issues relating to structural factors such as training lead times, qualification levels or skills portability relative to other occupations".

The data from the website shows a sharp increase in job advertisements specific to childcare workers. From below on hundred at the end of 2020 to over four hundred by 2022, a four-fold increase.

Number of job advertisements in Western Australia



Data regarding the supply profile for childcare workers shows a dip and plateau since 2018, in an environment of increased demand for care, compared to Education Aids in schools. Goldfields-Esperance centres have reported a significant increase in Diploma and Teaching qualified childcare workers leaving for the school sector, with better pay and conditions. Bridging courses from Early Childhood Education to Education Support qualifications have further exacerbated the issue. Increases in Education Assistant positions in schools are positive, but that demand has seen poaching of those trained within the childcare sector.

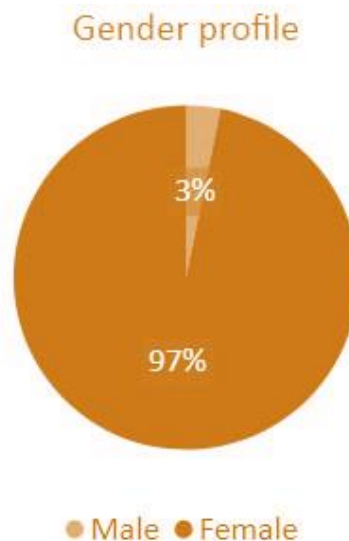


The sector is suffering from chronically low wages and stressful working conditions. The 2022 ECEC Workforce Survey of the Goldfields-Esperance workforce found that higher pay was the number one change that would best support them to remain employed in the sector.

The Federal Government¹⁰ reports that

- Median hourly earnings are \$28; this is lower than the all-jobs median (\$41 per hour).
- The median age of Child Carers is 33 years. This is younger than the all-jobs average of 40 years.
- Females make up 95% of the workforce. This is forty-seven percentage points above the all-jobs average of forty-eight per cent.

In Western Australia, the Gender profile is 97% female.



Comments from the 2022 ECEC Workforce Survey included:

- If educators don't leave to get higher paying jobs in the mines, they work in the schools as EA'S where they get school holidays, shorter hours and higher pay. They also have less paperwork and less responsibility. If those factors don't entice them to leave or they move into director/admin or ED Leader roles, they get burnt out with trying to keep up with the high standards and ridiculous hoops the government require providers to jump through to be compliant. Then every time there is a spotlight on the industry, and the government make promises about how it will help improve and support the industry, we either get more regulations introduced such as 50% diploma qualified, having to have a teacher or parents have their fees reduced. We need tax breaks and more incentives, or there will be no educators to support the mining workforce.
- I have worked in the ECEC sector for many years and have seen the changes from the 'cottage industry' attitude to a more professional attitude towards education and care. While I believe quality care is of the utmost importance, it is difficult to provide it when you cannot get qualified and knowledgeable educators. This has caused a downward spiral of high staff turnover because we have a team of staff who have no experience and don't understand what they are doing or how to make a change to improve their working conditions, so they leave. Better opportunities for qualified educators are a must in rural and remote areas

- Staff shortages cause immense pressure and stress and affect all educators and staff at the service. Need more people willing to enter the education and care sector; this will increase staffing numbers and offers employment and stable and rewarding career opportunities.
- The value of the sector is greatly underestimated. The sector seriously lacks services in the Goldfields region for the population numbers. Being on the other end of phone calls and explaining our massive waitlist and why I can't offer a family a spot is not fun. The pressure for paperwork and documentation in the sector is vast and, at times, overwhelming.

In March 2022, the Kalgoorlie-Boulder Chamber of Commerce and Industry conducted phone surveys with the ECEC sector; some of the comments included the topics:

- It doesn't matter if you love the job or love working with babies and kids; it is just not affordable. Even budgeting just doesn't stretch enough – Kalgoorlie rent is too high, and I don't earn enough to get a home loan or save for a deposit.
- People also leave because they are overworked as if they are operating with lower staff due to not being able to fit vacancies; they then get overworked and burnt out.
- Workers depart for schools because the pay and conditions are much better.
- In schools, they have the same children, get to have holidays, and work better daily hours. Unless you are a teacher, you don't have to do as much reporting in schools. In childcare, they get different children each day; day don't get holidays, work long days and have to do a lot of observing and reporting with lower pay compared to being in the school system
- The government pays more for the early childhood services at schools. The industry/union tried to get a 30% pay rise a couple of years ago, but this was knocked back.
- Everyone is looking for workers – hospitality (which doesn't need qualifications) will pay more, for example, so it is easy to go and get a job in that industry.
- Most people don't come to Kalgoorlie to get paid low wages, so even if they are qualified, they go to other industries first.
- Competing with mining wages and getting paid much less.
- It's not a matter of increasing the award wage because the childcare centre is already under pressure as food prices increase, cleaning products, which means fees will also have to rise.
- Workers are always encouraged to upskill from each certificate to the Diploma in the hope that it will offer increased wages, but it doesn't.
- There are 28 units to complete a Diploma which is about two and a half years to complete, and then the wage is not even enough to cover the cost of living (fuel and food prices have gone up, but wages haven't).
- COVID hasn't helped; so much cleaning and extra work to keep the kids clean.

- Public perception and feeling undervalued – being a teacher or childcare worker within the school system is perceived as being better (it is a stigma to be known as just working as a childcare worker in childcare).
- When you work in childcare, you observe children and must do a lot of reporting. A big part of the day is taken up. They must create programs, record observations – of a child's individual needs and then incident reports. Lots of paperwork. It is because now there is a huge push to not just look after the children/babies while parents are at work; they are expected to be taught skills.
- You must have correct ratios even to operate a childcare centre, it is excellent to upskill workers, but at the end of the day, it still doesn't pay much more, even with more qualifications. You constantly must keep learning, but that doesn't mean more money - food safety accreditation, health and safety, fire, and ongoing professional development.
- Childcare centres have overheads, costs such as rent, mortgage, educational resources, power, phone insurance, costs much money to run, and parents don't want to pay more.
- Childcare is a predominantly female-run industry, so it doesn't get paid as much. It is also deemed as "women's work", and people who work in the industry love children, so they should work for the love of it. It is very physical, and very hands-on.



WHY IS ECEC VITAL?

There is no other sector that has such a direct impact on the availability of a skilled workforce across a broad range of different sectors and industries. The best way to explain the ECEC workforce is "they keep the town running."

- *If you need to recruit a doctor to your town; they may want to know about childcare availability before relocating.*
- *A skilled engineer wants to return to the workforce; they need to guarantee specific availability to their employer.*
- *Working in the local not-for-profit organisation delivering critical social programs to your community; only if you can get suitable care for your children.*
- *A single-parent nurse is expected to work nightshifts; they must know there is enough family day care.*

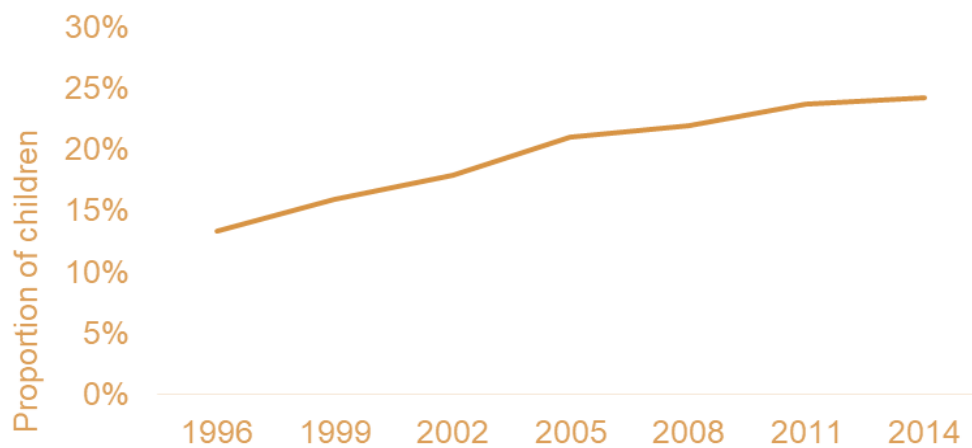
Due to historical attitudes towards the ECEC sector (the stigma of it being childminding), being a female-dominated industry and a society where women overwhelmingly undertake primary carer roles, it is often bundled into other care-related workforces such as aged-care and disability services sectors. Like those workforces, they do not feel valued, and wages are lower than in many other sectors. In an unprecedented workforce and skills shortage in the region, knowing that for every dollar invested into early childhood education programs, two dollars are returned (The Front Project, 2019)¹¹, and considering the most critical issue impacting childcare accessibility is workforce shortages; there is a clear case to put a specific and sustained investment into the ECEC sector in the region.

More broadly, the benefits of the ECEC sector include:

- Enabling more caregivers to return to the workforce results in increased economic prosperity for the community.
- Facilitating support for families seeking to balance work and home demands.
- By age 5, 90% of a child's brain is fully developed, so the early years of a child's life are richly formative: access to early learning is vital.
- Addressing a primary concern for those families looking to move to the region and the region's liveability.
- Assisting to retain families within the region, as people know they can access reliable, high-quality care when needed.

Childcare is a sector that plays a critical role in underpinning economic output and prosperity. Affordable, quality care allows people to freely work their chosen hours whilst knowing their children are well cared for in a supportive learning environment.

Over a 20year period, the demand for childcare across Australia increased by 77%¹²



The scarcity of childcare places significantly negatively impacts local labour market participation, especially for women. It is acknowledged that caring for children remained the most common perceived barrier to labour market participation for women. A recent Australia Bureau of Statistics report found; Access to childcare was cited as very important to 87% of people (males and females) regarding incentives to increase participation in the labour force. "Caring for children remained the most common perceived barrier to participation in the labour market for women in 2016-17, despite increasing female participation in the labour force, according to new data from the Australian Bureau of Statistics (ABS)".¹³

The 2015 Productivity Commission Inquiry into Childcare and Early Childhood Learning¹⁴ stated: "Early childhood education and care (ECEC) plays a vital role in the development of Australian children, their preparation for school and in enabling parents to participate in the workforce. Such outcomes are contingent on quality ECEC services being accessible and affordable for Australian families and their provision being flexible to match the variety of parents' work arrangements". The report also found that "Increased workforce participation can result in benefits to the wider community through for example: reduced social and economic disadvantage; increased economic output and productivity; and improvements in the Government's fiscal position".

The 2014 Price Waterhouse Coopers report, *Putting a value on early childhood education and care in Australia*¹⁵, found that the economic benefits of greater access to childcare included the financial benefits for Australia of:

- \$ 6 billion benefits to GDP of increased female workforce participation
- \$10.3billion benefits to GDP for children receiving a quality education and care program
- \$13.3billion benefits to GDP of increased participation of vulnerable children.

The Goldfields-Esperance region can, at times, be an isolating place to live due to a combination of the geographic location, high cost of travel; lack of family support; and the transient nature of the population. The ability to return to the workforce and work required hours helps address social inclusion and a sense of community connectedness, which directly affect mental and physical health. Liveability is a critical factor in the decision to relocate or remain in town.

As stated in The Parenthood report, making Australia the best place in the world to be a Parent¹⁶: "Quality early learning delivers significant benefits to children, parents and the community. With ECEC costs consuming a high proportion of family income, it has become prohibitively expensive for many families. The economic benefit of ECEC is often conceptualised as only the support it provides for workforce participation. Reimagining a future for parents and children requires a shift in mindset that emphasises the value of ECEC and educators for early child development, as well as the long-term productivity benefits, with a focus on its critical role in the education of Australia's youngest citizens. Quality and consistency of ECEC are crucial in terms of both parents' confidence and child development outcomes. Access is essential not only in early childhood but during the transition to the early years of school, including through before and after school care. There is a need for accessibility to culturally appropriate early learning environments for families from culturally and linguistically diverse (CALD) and Indigenous backgrounds".

The availability of care also has a significant impact on caregivers continuing or returning to work. The Goldfields-Esperance Regional Blueprint¹⁷ states, "Female workforce participation is an important consideration in the region. The male and female participation rate is more than 20% in some local government authority areas. The availability of childcare is a serious constraint in many communities, not simply in terms of attraction and retention, but also in preventing individuals from taking up work, thereby reducing the potential availability of labour."

The accessibility of childcare enables caregivers to re-join or continue in the workforce, resulting in mental health and wellness benefits. According to a medical journal, job quality is closely correlated to mental health. Job satisfaction is impacted by factors such as benefits, stability, pay and feelings of control, resulting in positive mental health and decreased mental health problems, like depression and anxiety.

PART IV: RECOMMENDATIONS

Before recommending additional programs and activities seeking to address the critical challenge for the Goldfields-Esperance region, it is essential to reflect on what programs already exist and their impact.

In such a complex policy environment, addressing long-term structural deficiencies across the sector may require multiple policy reforms. The sector overlaps all-three levels of government, consists of the private and not-for-profit sectors, and is critical for Early Years development in children. Many of the responses to date appear to be locality or regional-based (rather than state-wide or national) and focus primarily on the high turnover in the industry, such as training programs and migration responses. Retention of the Early Learning and Care sector workforce has been less focused and remains the major challenge facing the Goldfields-Esperance region.

In 2021, the Federal Government released a ten-year workforce strategy (2022-2031) to help ensure a sustainable, high-quality children's education and care workforce, titled *Shaping our Future*¹⁸. The report includes thirteen short-term actions to be progressed within three years, seven medium-term measures to be advanced within six years, and one long-term effort to be progressed within ten years. It will take time for the longer-term structural reforms outlined within the strategy to be implemented and outcomes to be evident.

The State Government introduced the Lower Fees, Local Skills initiative and, jointly with the Federal Government, the JobTrainer programme, both of which aimed to boost the Early Learning and Care workforce. Between 2019 and 2021, sixty-one students enrolled locally in the Cert III Early Childhood Education, and nine passed. Seventeen students were enrolled in the Diploma of Early Childhood Education, and four passed. Some local centres use private Registered Training Organisations, finding them responsive and best able to meet their needs.

For the past number of years, there have been between two to three high school students studying VET options in childcare through Eastern Goldfields College. This number fluctuates due to the cohort each year. Typically, a VET study option relies on ten to twelve students to be enrolled, but through a partnership with the local Tafe, the school continue to offer this as an option for students.

The current State Government, under their Educare policy, which included the commitment that new schools will be constructed with Early Learning facilities on-site and where relevant/retrofitted, current schools could provide the buildings on an outsourced/rental arrangement with a care provider.

Unfortunately, housing development in the region is also stifled, and the most recent school constructed in the region was almost 30 years ago.

Many centres are operating with waivers regarding ratio requirements and staffing requirements, notably the need for teaching hours or a second teacher. In this situation, many centres rely on migrations programs. In 2019, The City of Kalgoorlie-Boulder and the Australian Government agreed on the Goldfields Designated Area Migration Agreement (DAMA). The Goldfields-Esperance region could bring in overseas workers to fill skills gaps. To date, 37 requests for endorsement for childcare workers have been made. Up to 30per cent of an ECEC centre's workforce could come from migrants. Unfortunately, the covid-19 pandemic created a significant barrier. Any changes to the State migration program would impact the region's competitive advantage in attracting and retaining overseas workers. In addition, following the Goldfields lead, there are now DAMA's in place in both the Pilbara and South West regions, losing our competitive advantage in migrant recruitment.

Without the DAMA, and given the uptake in this sector, many services would have struggled to remain open. This indicates that migration has been beneficial in addressing the critical staff shortages; however, there are also limitations to this approach, including the restrictions on the proportion of staff, the variable training standards- with Australia having stringent NQF requirements, and English as a second language barrier. Some centres report they do not take new migrants but rather poach from other locations or limit positions to only Diploma qualified and above.

A program in the Pilbara, Thriving Futures (<https://thrivingfutures.org.au/>) funded by BHP and delivered by Child Australia, operates an Academy model. The Accredited Academy offers five free learning units and works placement in a Pilbara-based centre to upskill Perth-based students and attract them to the region. Similar programs are being discussed to be rolled out in the metro, Kimberley, Peel and Southwest (Bunbury). The Goldfields-Esperance region risks being less competitive if free training opportunities are only provided in other regions such as the Pilbara, Kimberley, Pell and Southwest regions and metropolitan Perth. Nevertheless, training options have never been more affordable, and academy models only attract, not retain, Educators. Barriers such as low wages, relocation costs and lack of affordable housing are more significant factors influencing the supply of Early Learning and Care Educators. Positively, in September 2022, it was announced that BHP would expand their partnership into the Goldfields region with Child Australian on the Thriving Futures project.

Regional development is most effective when it focusses on important opportunities and barriers to development both at a regional and at a state-wide level. Accordingly, there are several findings from this report that may be best progressed at the broader regional and state level. As this report is developed as a regional action plan, the recommendations for the State and Federal governments are worded as advocacy roles for local organisations supportive of change.

LOCAL LED SOLUTIONS

As identified, ECEC is a complex policy sphere that involves all levels of government, the private and not-for-profit sectors. It also has significant engagement from the user group (carers of children). It is a unique sector, and there are many stakeholders. Within this context, having a platform for the local sector to coordinate the effort, share information, and advocate for their needs would make a valuable contribution to local reforms. The region, led by the GEDC as the (initial) lead agency, working with relevant groups such as the Regional Coordinating Committee and the Goldfields Voluntary Organisation of Councils (GVROC) will ensure some stand-alone initiatives can be immediately progressed.

Building a resilient and responsive local ECEC sector through improved collaboration and coordination.

1. *Establish a Goldfields-Esperance region Education and Care Coordinator position. As a result of the expertise developed by Local Governments in the ECEC sector, it is relevant that the GVROC be offered the opportunity to manage this project.*
2. *Establish a Regional Roundtable for representatives of all ECEC centres to attend, enhancing collaboration and offering direct input into any proposed recommendations/outcomes.*
3. *Establish a database of all Early Childhood Educators in the region to track the effectiveness of initiatives.*

One of the challenges for the Early Childhood Sector is the loss of the local workforce to the State Education system, studying bridging courses to transition to Education Assistants or Teaching roles. Being employed by the State Government has several wage and condition bonuses, for example, long-service leave, opportunities for advancement, and portability of the role. If Early Childhood Centres are working together on a range of initiatives, they could also look at how effective sharing the workforce may be; but there need to be forums to have these conversations.

The Goldfields-Esperance skills summit Regional Action Plan included the Early Childhood Education and Care Sector as one of the five priority actions. The attendees at the summit were from across all Industries. Direct feedback from the sector would be vital to further develop and refine the Action Plan implementation.

Centre Directors consulted indicated that due to staff shortages, they are often fulfilling educator or food coordinator roles. This places even greater pressure on their centre, as there are significant regulatory and compliance roles they also need to fulfil. A regional engagement program needs to recognise that voluntary participation can be enhanced if there are incentives or support to ensure their valuable time is acknowledged. For example, with centres stretching from Leinster to Hopetoun, perhaps offering free Professional Development in addition to the ECEC roundtable meeting would be valued.



Based on the 2022 ECEC Workforce Survey findings, two critical factors in deciding whether to remain in the sector are excessive workload impacting Educator's ability to provide quality education and care and understaffing. As identified, many regional centres are already operating with waivers related to their ability to recruit suitable educators.

In a review of the assessment and ratings by ACECQA for Goldfields-Esperance centres, where they have been subject to two evaluations, only two centres improved on one quality standard each, all other centres rated poorer in the most recent assessments. This leads to the question; if the NQF has seen compliance regress, is it performing effectively and efficiently for our region? Feedback on the NQF could be too extensive to detail in this report; however, best summarised by the comment: has the compliance pendulum swung too far? Due to the centres being stretched for human resources, additional coordinated support for the audit processes would be welcomed and may assist in improving the NQS ratings.

The region once had a Children's Services Officer position. Establishing a project and employing an Education and Care Coordinator position could support the work identified in improving centre ratings, promotion programs, employment platforms, and sector recognition initiatives. Further, the NQF is due for review in 2024. A coordinated regional submission documenting the shared experiences with the NQF specific to the region would save individual centres from submitting (if they have time).

Financial incentives including scholarships and allowances

4. *Work with industry partners to establish an ECEC workforce attraction and retention fund which may include:*
 - *Relocation packages to study and work supplements, with contractual bonuses for securing and remaining in employment within the region for the ECEC sector.*
 - *Retention bonus structure based on current years of service and an additional bonus to commit to the employer for a further period of service. This is effectively a 'top-up' wage to maintain competitiveness with other regions and industry sectors.*

There are several scholarship programs offered in WA and inter-state. Through the South Regional Tafe, the Federal government-funded program provides new students in the Diploma of Early Childhood Education and Care funding of \$7,500 per semester (\$15,000 a year) to relocate to Bunbury. Funded through the Destination Australia Scholarship, typically reserved for International students, due to covid, domestic students became eligible. The same program offers scholarships in Albany for the Certificate IV and Diploma of Massage Therapy and Certificate IV in Youth Work in Bunbury. In semester 2, 2021, similar scholarships for the Certificate IV in Mental Health were offered at the Kalgoorlie campus of Central Regional TAFE.

The Destination Australia Scholarship criteria limit applications to full-time courses only, and Early Childhood Education is not offered in Kalgoorlie on this basis. As identified by the Victorian University Mitchell Institute Study, Childcare Deserts and Oases¹⁹ Bunbury and surrounding population centres of Busselton have childcare accessibility above the national average. Bunbury is two hours from Perth and has the amenities of a major city.

The Victoria State Government was already offering a package of study and mentoring support that included:

- Scholarships to the value of \$25,000 to study to become an early childhood teacher
- Scholarships to the value of \$18,000 for post-graduate qualifications
- Free Certificate and Diploma courses in early childhood education

In 2022, the Victoria Government made a landmark announcement regarding their State's Early Years' Policy (along with NSW, discussed further in this report). As a result of introducing three-year-old kinder into the State education system, they also introduced a range of scholarship and subsidy packages, including:

- Location incentives of \$9,000 or \$21,000 or \$50,000 for qualified Early Childhood Teachers who take up positions at selected high-priority services across metropolitan Melbourne and regional and rural Victoria.
- Individual incentives of \$9,000 for qualified Early Childhood Teachers who join or re-join the sector from another area of work, interstate, or New Zealand.
- Coaching support programs.
- Relocation Supplements of up to \$6,000 depending on how far recipients relocate.



The Federal Government provide Relocation Assistance to Take Up a Job (RATTUAJ) for long-term unemployed job seekers and other designated Participants to relocate to take up ongoing, full-time work, and can help employers attract staff outside their local area. RATTUAJ can provide up to \$9,000 to assist with moving. However, specific criteria apply to this program, and it meets the expenses incurred rather than a bonus payment for relocation.

A pilot program delivered through the Thriving Futures initiative; the Pilbara Educator Recognition Program provides wage supplements (tied to the individual participant's level of formal education) are awarded every quarter.

Attracting already qualified Early Learning and Care specialists from Perth and other regions would offer the Goldfields-Esperance region an advantage. However, retaining them within the region would also be critical to ensure a longer-term outcome. Further, only providing incentives to new ECEC sector workers and not immediately acknowledging long-serving ECEC sector workers would have a detrimental impact on morale. A bonus for current workers, based on longevity of service would provide an additional incentive and assist in retaining them in their current roles, reducing the high turnover.

Professional recognition

5. *Implement a local promotion and recognition campaign utilising traditional and social media to build greater awareness of the critical role of Educators and Early Childhood services.*
6. *Establish or promote engagement with already established awards programs. Give direct support and encouragement for local centres to apply, not increasing the workload burden but ensuring that our region is promoting their sector.*
7. *An organisation external to the ECEC sector to manage the community activities in celebration of Early Childhood Educator Day across the region.*

Using outdated terms such as childcare and childminding or day care reinforce stereotypes that diminish the overall value of the critical role of the ECEC sector workforce. The Federal Government Workforce Strategy includes the medium-term recommendation of "Agree and consistently use contemporary terminology to describe the children's education and care sector, and its workforce". Improving broader community understanding and placing a higher value on children's education and care will impact the professional identity of the workforce. In the local workforce survey, more respect from the government, employers, and community was rated as high a priority as increased wages. Shifting terminology locally, such as children instead of kids, Educator or Early Childhood Teacher instead of childcare worker, early childhood service instead of day care, and sector or profession rather than industry. As we change the language, community perceptions change.

The local workforce has a general sense of fatigue, feeling overworked and undervalued. Individual centres often celebrate early Childhood Educator Day. The HESTA National Early Childhood Education and Care awards have had one winner from WA in their decade-long history. The Excellence in Family Day Care Awards in 2022 did have some local finalists.

There are Prime Minister's Awards for Excellence in Early Childhood Education in Canada. Over 300 educators have been recognised in the past 20 years. "Recipients are celebrated for their leadership, exemplary early childhood education practices, and their commitment to helping build the foundation children need to make the best possible start in life".²⁰

At a regional level, work with the Chambers of Commerce and Industry, funding a sector award specifically for the Early Childhood sector to elevate the importance of this profession locally. Ideally, increased applications (and support for those applications and funding assistance to travel to associated galas) from our region to National award programs would also further highlight and

recognise the workforce. The Federal and State Governments could also consider establishing a Prime Minister or Premier award to recognise this vital sector.

In previous years, the region had a Children's Services Coordinator position, working with the local centres on various initiatives. One included an annual event held at the Hannans Club to recognise and thank the Early Childhood Educators in the region. The delivery of a community-led celebration of Early Childhood Educator Day, rather than individual centres where Directors (Educators themselves) may coordinate an activity. Every other industry sector broadly benefits from Early Childhood Educators, and therefore it is appropriate that another organisation lead the external recognition of this vital sector through an event.

Training and professional development, career progression

8. *Identify and promote early education professional pathways commencing in high school and demonstrating a pathway into higher education.*
9. *Ensuring training is included on the agenda of the regional roundtable and local training solutions are responsive to needs of the sector.*

Utilising the newly established Regional Roundtable consultation process, feedback on State Government training programs provided through the local Tafe should be sought. This could include feedback on training delivery options (full-time, external) and responsiveness to the sector's needs. This could also have input on the cost of training and the effectiveness of the lower fees, local skills initiatives and scholarship programs as outlined in this report.

Supportive recruitment and engagement practices

10. *Establish a local ECEC sector jobs board for the Goldfields-Esperance region and contract a recruitment agency to promote all regional roles/attract applicants.*

Undertaking research for this report, centres provided real-time data on staff vacancies and waitlists for care. Because this information can change daily/weekly/monthly, evaluating the impact of initiatives is difficult unless the data is measured over a period of time.

Many centres use online advertising platforms such as seek, with some centres investing in expensive recruitment agencies for roles such as Early Childhood Teacher. In the Pilbara, the Thriving Futures website (<https://thrivingfutures.org.au/employment/>) provides links to current availabilities in the region. With the introduction of three-year-old Kinder in Victoria, the state government introduced a new Early Childhood Jobs board²¹, "designed to be a "one-stop shop" to connect Victorian early childhood education employers with job seekers looking to identify career opportunities and the incentives available for each role and has proven popular with candidates in recent weeks."

Investing in coordinated recruitment activities and providing a one-stop shop for Goldfields-Esperance regional Early Childhood jobs will provide several benefits; it will coordinate efforts across multiple centres rather than duplicating recruitment activities, and it will enable a regional 'snapshot' of workforce shortfall data to be tracked and addressed in real-time, the sector can take more advantage of regional recruitment and information tools, such as the content on the <https://movetokal.com.au/> website being promoted to interested applicants.

One of the recommendations in the federal government's ten-year workforce strategy is registration processes for all Early Childhood Educators and not just Teachers. This is a medium-term recommendation. In the interim, a local database of the total workforce would complement the data set of vacancies.

Infrastructure funding

11. *Consultation occurs (via the Regional Roundtable) regarding an infrastructure package/potential projects that may create additional licensed places through infrastructure augmentation and/or enhancements that strengthen centres' ability to improve their National Quality Standards Rating without the need for increasing number of educators (workforce).*
12. *A specific regional infrastructure fund with low co-contribution requirements could address this gap. Enabling centres to improve the environment to better match the National Quality Standards and infrastructure would allow for additional licensed places without any requirement to increase the total number of Educators, or only a minor increase of one would aid childcare accessibility.*
13. *The State Government Attraction and Retention Packages for Regional Childcare Workers program applications are capped at \$25,000. As the program has only recently announced recipients for the first round, reviewing the effectiveness of the projects delivered and the impact of capped funding could assist in guiding future applications from Goldfields-Esperance Local Governments.*

Many of the centres constructed in the region are decades old. Many were built before the introduction of the National Quality Framework. As a result, centres either score poorly in those components of the National Quality Standards, or they struggle to match the Educator ratios to maximise the number of children as outlined in Quality Area 3 of the National Quality Framework



SUPPORT FOR ALL REGIONAL COMMUNITIES

Several smaller population centres in the region are devoid of Early Learning and Care options, such as Laverton and Norseman. This has both economic and social impacts on families in these locations.

The Wheatbelt region in WA has led initiatives to deliver early childhood education and care services in small communities. Through the Wheatbelt Early Childhood Education and Care (ECEC) Sustainability Project, they found a way to ensure that ECEC services:

- Continue to be provided across the Wheatbelt Region for the benefit of children and their families, communities, and the economy,
- Are sustainable and deliver high-quality programs which contribute to children's development in their critical early years.

This project led to the establishment of Regional Early Education and Development Inc. (<https://reedwa.org.au/>), which provides a range of early learning and care across multiple Wheatbelt sites. In 2022, it expanded into the Mid-West region.

The GEDC, in collaboration with the broader Regional Development Portfolio can identify opportunities to support Local Governments and ECEC businesses, and the ECEC sector workforce.

The role of Local Governments as ECEC service enablers and providers

14. *Development of new, or expansion of scope of existing State Government grant programs (such as Attraction and Retention Packages for Regional Childcare Workers Program) to support Local Governments, without current care providers, to establish either in-venue family day care (upgrading existing community facilities) or construct new Family Day Care specific housing and attract operators through the provision of incentives.*

Local Governments in the Goldfields-Esperance region without current care providers should be supported to establish either in-venue family day care (upgrading existing community facilities) or construct new Family Day Care specific housing and attract someone to operate their own small business in the community through the provision of incentive programs (supported through the state and federal governments). This model includes:

- Childcare subsidies are available.
- Cost savings can be achieved through the renovation of existing properties.
- Compliance with safety requirements could be less costly in a home environment with fewer children.
- Family Day Carers run their own business from home. They will need to be registered with a service provider who ensures compliance with requirements (and provides other support) and be responsible for Insurance, programs, and facilities.
- If nobody within the current local community were willing to operate a family day care, then the Shire would need to advertise to attract a carer/ family.
- Family Day Care is much more flexible than any centre-based care, as they can make their hours and even cater for shift workers/overnights/weekends where required.

This model would:

- Significantly address the demand without the associated workforce challenges.
- Be established within a shorter time, perhaps less than six months.
- The local governments could work with an established Family Day Care Service, such as REED, without becoming experts in the legislative and regulatory Framework.
- Remote locations can seek an exemption from the maximum number of children, which means additional demand in the future could be catered to.
- Childcare subsidies would be available for families.

Regional incentives for employers and employees

The GEDC, in conjunction with other RDCs to work with:

15. *Jobs & Skills Centres to ensure targeted and timely promotion of existing employer incentives such as the Jobs & Skills WA Employer Incentive which provides financial assistance to WA Business who employ new entrant trainees (with additional loadings for regional trainees and ECEC workers as they are listed in the Priority One group on the State Priority Occupation List).*
16. *Department of Treasury to understand the impact of Payroll Tax changes and model the value of an exemption for trainees employed in ECEC centres in regional and remote WA.*
17. *Relevant State and Federal agencies to investigate the impact of altering the criteria of the Federal Government Community Child Care Fund incentive programs, the employee discount program, and the HELP debt reductions and waiver to Indexation for Goldfields-Esperance (and other regional) locations.*

In 2019, payroll tax exemptions for trainee wages were removed. The State Government could consider offering payroll tax exemptions for trainees in regional Early Learning and Care Centres because it is a current barrier for regional centres to employ more trainees, impacting new entries into the sector. The Federal Government could immediately alter the criteria of its Community Child Care Fund incentive programs, the employee discount program, and the HELP debt reductions and waiver to Indexation for all Goldfields-Esperance locations.

Housing availability and affordability

18. *Continued advocacy to State agencies and industry, towards investment, partnerships, and housing solutions, to improve housing availability and affordability in the regions.*

Affordable and accessible housing is one of the significant barriers to the recruitment of Educators. One Esperance centre reported that three separate employees aimed to relocate from Perth, but all could not remain in Esperance due to an inability to secure ongoing accommodation. Whilst this is not unique to this sector, every additional Educator ensures other sectors can fill their vacancies. The ECEC sector is essential to every other sector/industry in the region. One additional educator could result in up to 13 additional workers per day in other sectors/industries (see page 10 of this report regarding ratios).

In 2020, the City of Kalgoorlie-Boulder announced plans for a 129-place ECEC centre. Unfortunately, the developer relinquished many projects within the City, including the ECEC centre. In early 2022, the City called for Expressions of Interest for the Development and Construction of the Centre, located next to their administration building in Sommerville. No applications to tender were received.

The land on which the centre was proposed to be constructed is zoned Public Purpose. One possible solution would be to build service worker accommodation on the site, specifically focusing on low-paid industries and subsidised housing. Each local government could also consider how to specifically address childcare housing needs in their locality. For example, the Shires of Leonora and Ravensthorpe provide some Shire housing.

Another option to increase care places through an alternative model for the City of Kalgoorlie-Boulder would be to construct Family Day Care housing and attract and recruit Family Day Care providers to the City. One of the barriers to increasing Family Day Care is the high proportion of property renters and the rigorous building safety requirements to be met to establish a service.

The additional challenge is the low wages in the industry, making it difficult to compete with other tenants with high rental costs in the region. This is another reason why financial incentives should be considered, as they effectively 'top up' low wages and enable the ECEC workforce to secure housing. Like a GROH housing model, there is no resistance to regional officer housing for positions such as teachers, nurses, and police.

Another initiative would be affordable-housing villages, similarly to the state government funding ageing in place housing initiatives, creating retirement villages in regional WA. Currently being advanced in NSW²², the concept is to develop a pool of housing that is only available to specific buyers or renters.

In South Australia, the State government introduced a requirement in new housing developments that 15per cent must meet the need for affordable housing. In the decade since its introduction, now 17 per cent of the total housing stock in South Australia are deemed "affordable homes".

STRENGTHENING THE SYSTEM

In 2021, the Federal Government released a ten-year workforce strategy (2022-2031) to help ensure a sustainable, high-quality children's education and care workforce, titled *Shaping our Future*²³. Since this time, there has been a Federal election, with a new government formed. Early years strategies and ECEC sector reform have been identified by the new government as policy areas likely for reform. This presents an opportunity for the region to benefit from nation-wide reforms. Similarly, the Victorian and NSW Governments are embarking on long-term reforms, impacting the ECEC sector.

Wages Reform

As articulated by the United Workers Union in their 2021 report; *Exhausted, undervalued and Leaving; The crisis in Early Education.*, "The message from the survey and early educators across the country is clear: they are at breaking point. There is no early childhood sector without early educators, and they simply can't afford to stay and hold it together anymore. Educators don't need more bureaucracy or a communications campaign. They need the Federal Government to finally address the issue at the heart of this crisis: low pay".²⁴

It low-paid industry with high qualification requirements. As outlined in this report, median hourly earnings in the sector are \$28; this is lower than the all-jobs median (\$41 per hour). Pay levels are further exacerbated in localities with commodities-based industries such as mining and agriculture (Goldfields-Esperance region) as there are many other work opportunities with better pay and conditions. The Early Learning and Care Sector are competing in an environment of low unemployment and high demand for skilled employees. Without wages reform driven by the Federal Government, the historical de-valuing of care-based professions will continually present ingrained challenges in attracting and retaining a qualified workforce.

Other forms of wages reform, such as offering tax breaks or incentives for regional educators, such as an increase in the tax-free threshold, will effectively increase wages and reduce the barrier to securing housing by increasing disposable income. Invariably, the argument against these policy levers is:

1. *If it is done for one sector, it must be done for others.*

Based on independent research, this sector is in crisis. This is also the only sector where growth in the workforce and facilities will directly impact other sectors of the economy. One new Educator could create up to ten additional licensed places, enabling multiple caregivers to return to work.

2. *If it is done for one region, it must be done for all in Australia*

For example, the definition of regional by the Federal Government means a town in NSW located one hour outside our National Capital has the same classification as Kalgoorlie. The unique challenges facing regions such as the Kimberly, Pilbara and Goldfields-Esperance regions are often overlooked, and 'regional' is continually redefined; for example, the Building Better Regions Fund criteria were altered to add eligible project locations from outer metropolitan areas or the Department of Home Affairs defining Perth as regional for skilled migration incentive programs.

Similarly, the introduction of a DAMA for the Southwest of WA, in addition to the Federal Training Scholarships for Bunbury, results in our region both losing a competitive advantage from our DAMA, as well as being a less attractive option for training relocation when you can secure \$15,000 of federal funding to move two-hours from Perth.

School expansions

The State governments of NSW and Victoria have plans to introduce a new free year of preschool within the next decade. Spending \$5.8 and \$ 9 billion will shift the burden from ECEC to a full year of play-based learning before their first year of school, five days a week and free of charge. It will benefit hundreds of thousands of working families, and consultation regarding the implementation has commenced.

NSW has also commenced a trial of extended school hours. Nine schools will participate in the pilot program to take place in terms 3 and 4 in 2022. The initiative is backed by local and international research that indicates access to high-quality programs and learning opportunities delivered in schools outside standard hours can have a range of benefits in terms of students' learning and wellbeing. From cooking to coding, music to martial arts and soccer to storytelling, students at the schools will have access to a range of exciting activities. The program is aimed to both better support students and makes it easier for working parents to manage their commitments.

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²⁴ <https://bigsteps.org.au/>

MARKYT 

**Community
Scorecard**

2023

Prepared for



Prepared by



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Strategic overview

MARKYT Strategic Overview

Vision



14

% agree

14% points below the Industry Average and down 13% points from 2018

Liveability

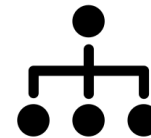


57

Performance Index Score

19 Index points below the Industry Average and down 4 points from 2018

Governance



43

Performance Index Score

10 Index points below the Industry Average and down 8 points from 2018

Rates Value



34

Performance Index Score

9 Index points below the Industry Average and down 6 points from 2018

Strengths

Top 3 performing services

- Goldfields Arts Centre
- Library services
- Goldfields Oasis Recreation and Aquatic Centre

Most improved

- Economic development and job creation

Priorities



Community safety and crime prevention



Local roads



Housing



Family and children services and facilities



Health and community services



Lighting of streets and public places

Approach

Purpose



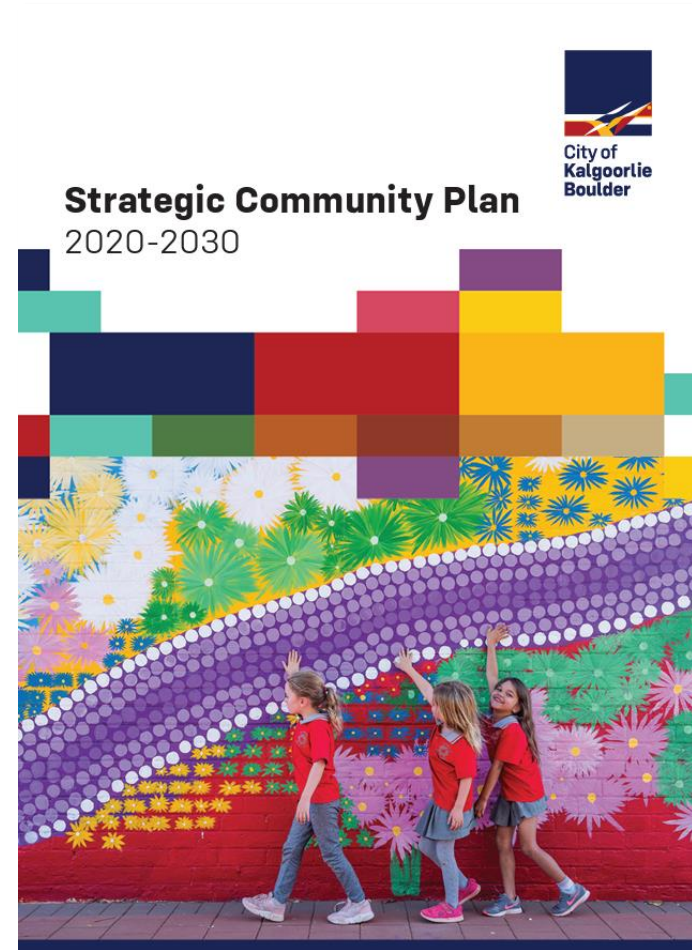
Department of
**Local Government, Sport
and Cultural Industries**

DLGSC's Integrated Planning and Reporting Framework requires local councils to review the **Strategic Community Plan** at least once every two years.

MARKYT Community Scorecard

The City of Kalgoorlie-Boulder commissioned a MARKYT® Community Scorecard to:

- Support a review of the Strategic Community Plan (SCP)
- Assess performance against objectives and key performance indicators (KPIs) in the SCP
- Determine community priorities
- Benchmark performance



The Study

The City of Kalgoorlie-Boulder commissioned CATALYSE® to conduct an independent MARKYT® Community Scorecard.

All community members were invited to take part. Scorecard invitations were sent to all households and residential PO Boxes in the City of Kalgoorlie-Boulder using Australia Post’s unaddressed mail services. Respondents could complete the scorecard in hard copy or online.

CATALYSE® hosted an online scorecard and the City of Kalgoorlie-Boulder provided supporting promotions through various communication channels. The scorecard was open from 1 to 19 May 2023.



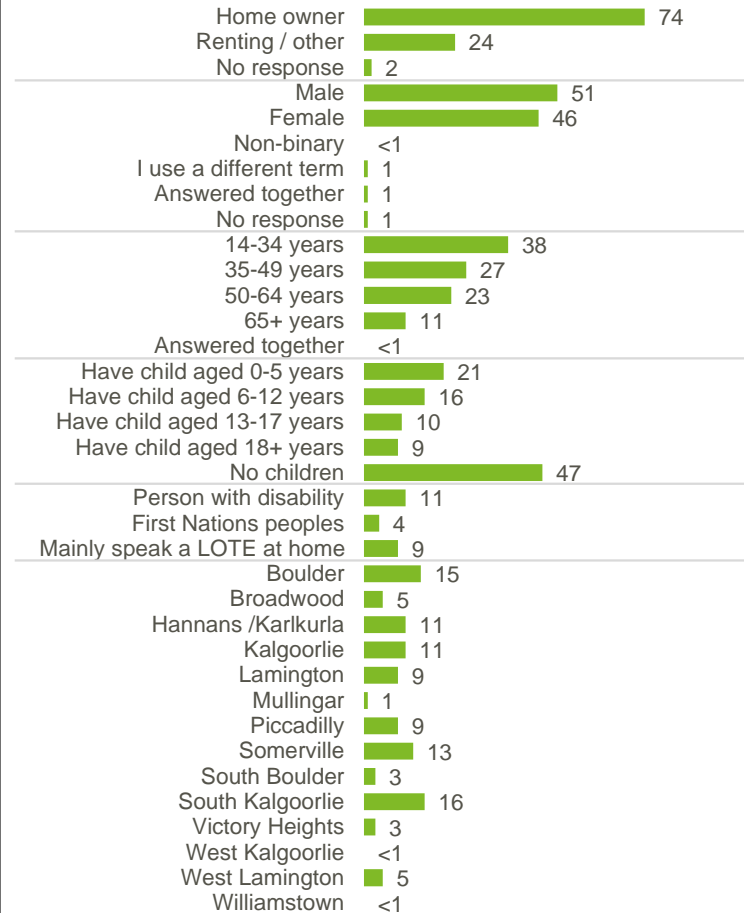
The scorecard was completed by **1,300 community members** with various connections to the City:

Local resident	Out of area ratepayer / Visitor	Elected Member / Employee
1,214	12	74

The main body of this report shows responses from local residents. Responses were weighted by age and gender to match the ABS Census population profile.

Where sub-totals add to ±1% of the parts, this is due to rounding errors to zero decimal places.

% of resident respondents (weighted)



LOTE: Language other than English
 * Includes a small number of 14-17 year olds

MARKYT Benchmarks | participating councils

CATALYSE® has conducted studies for close to 70 councils. When councils ask comparable questions, we publish the high and average scores to enable participating councils to recognise and learn from the industry leaders. In this report, the average and high scores are calculated from councils that have completed a MARKYT® accredited study within the past three years.



How to read MARKYT® performance dashboards

Performance Ratings

The chart shows community perceptions of performance on a five point scale from excellent to terrible.

Positive rating

Is the percentage of respondents who provided a rating of okay, good or excellent.

The **Performance Index Score** is a weighted score out of 100.

Score	Average Rating
100	Excellent
75	Good
50	Okay
25	Poor
0	Terrible

Trend analysis shows how performance varies over time.

Geographical variances

Maps variances across the region by location.

Community variances

Shows how performance ratings vary across the community by key demographics.

MARKYT® Industry Standards show Council performance compared to other councils.

Council Score is the Council's performance index score.
Industry High is the highest score achieved by participating councils.
Industry Average is the average score among participating.

Performance ratings
% of respondents

82% Positive rating*
57 Performance Index Score (out of 100)

Trend Analysis
Performance Index Score

Year	Score
2014	63
2015	65
2018	61
2023	57

MARKYT® Industry Standards
Performance Index Score

City of Kalgoorlie-Boulder	57
Industry High	91
Industry Average	76

Geographical variances
Performance Index Score

Location	Score
1. Boulder	57
2. Broadwood	64
3. Hannans/Karkurla	58
4. Kalgoorlie	56
5. Lamington	58
6. Mullingar*	64
7. Piccadilly	63
8. Somerville	59
9. South Boulder	55
10. South Kalgoorlie	53
11. Victory Heights	48
12. West Lamington	52

Community variances
Performance Index Score

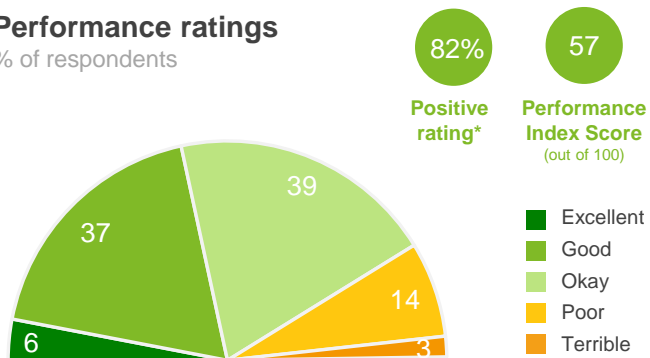
Category	Score
Gender - Male	57
Gender - Female	58
Age - 14-34 years	54
Age - 35-49 years	56
Age - 50-64 years	61
Age - 65+ years	64
Age of children - 0-5 years	53
Age of children - 6-12 years	54
Age of children - 13-17 years	59
Age of children - 18+ years	60
Age of children - No children	57
Disability & culture - Disability	55
Disability & culture - First Nations person	52
Disability & culture - Mainly speak LOTE	52
Home ownership - Home owner	58
Home ownership - Renting / other	56

Overall Performance

Place to live

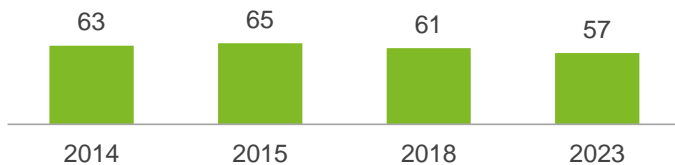
Performance ratings

% of respondents



Trend Analysis

Performance Index Score



MARKYT Industry Standards

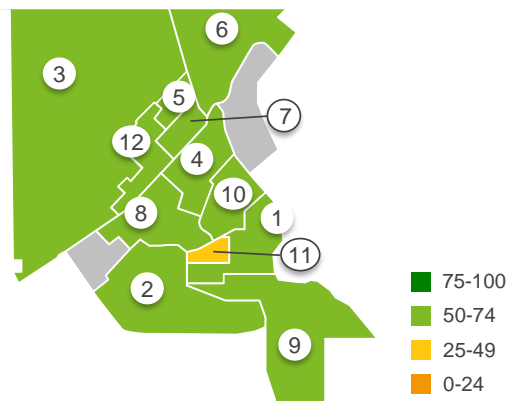
Performance Index Score



City of Kalgoorlie-Boulder	57
Industry High	91
Industry Average	76

Geographical variances

Performance Index Score



Location

1. Boulder	57
2. Broadwood	64
3. Hannans/Karkurla	58
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6. Mullingar#	64
7. Piccadilly	63
8. Somerville	59
9. South Boulder	55
10. South Kalgoorlie	53
11. Victory Heights	48
12. West Lamington	52

Community variances

Performance Index Score

Gender	Age of children	Disability & culture
Male	0-5 years	Disability
Female	6-12 years	First Nations person
	13-17 years	Mainly speak LOTE
	18+ years	Home ownership
	No children	Home owner
		Renting / other

Q. How would you rate performance in the following areas?

Base: All respondents, excludes 'unsure' and 'no response' (n = 1203).

* Positive Rating = excellent, good + okay # Small sample size (<20 respondents)

Attachment 15.3.2.1 22-064 - MARKYT Community Scorecard - Report_2023

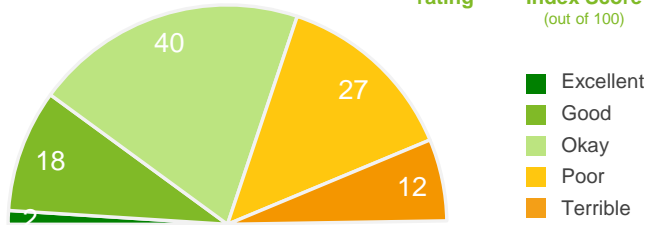
Governing organisation

Performance ratings

% of respondents

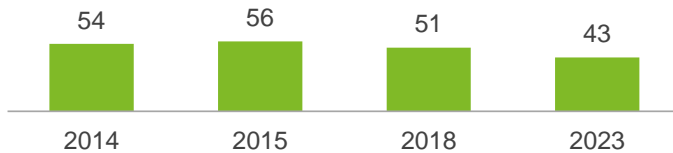
60%
Positive rating*

43
Performance Index Score
(out of 100)



Trend Analysis

Performance Index Score



MARKYT Industry Standards

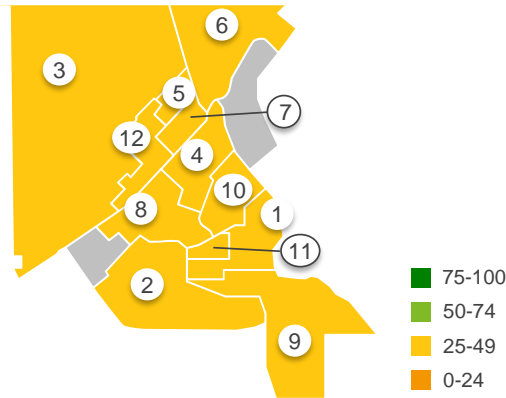
Performance Index Score



City of Kalgoorlie-Boulder	43
Industry High	69
Industry Average	53

Geographical variances

Performance Index Score



Location

1. Boulder	41
2. Broadwood	49
3. Hannans/Karkurla	43
4. Kalgoorlie	45
5. Lamington	43
6. Mullingar#	45
7. Piccadilly	42
8. Somerville	43
9. South Boulder	35
10. South Kalgoorlie	44
11. Victory Heights	31
12. West Lamington	38

Community variances

Performance Index Score

Category	Value
Gender	
Male	43
Female	43
Age	
14-34 years	45
35-49 years	39
50-64 years	41
65+ years	48
Age of children	
0-5 years	42
6-12 years	38
13-17 years	42
18+ years	38
No children	42
Disability & culture	
Disability	40
First Nations person	35
Mainly speak LOTE	47
Home ownership	
Home owner	41
Renting / other	50

Q. How would you rate performance in the following areas?

Base: All respondents, excludes 'unsure' and 'no response' (n = 1164).

* Positive Rating = excellent, good + okay # Small sample size (<20 respondents)

Attachment 15.3.2.1 22-064 - MARKYT Community Scorecard - Report_2023

MARKYT  industry comparisons

Overall Performance | industry comparisons

The 'Overall Performance Index Score' is a combined measure of the City of Kalgoorlie-Boulder as a 'place to live' and as a 'governing organisation'. The City of Kalgoorlie-Boulder's overall performance index score is 50 out of 100, 15 index points below the industry average.

Overall Performance Index Score

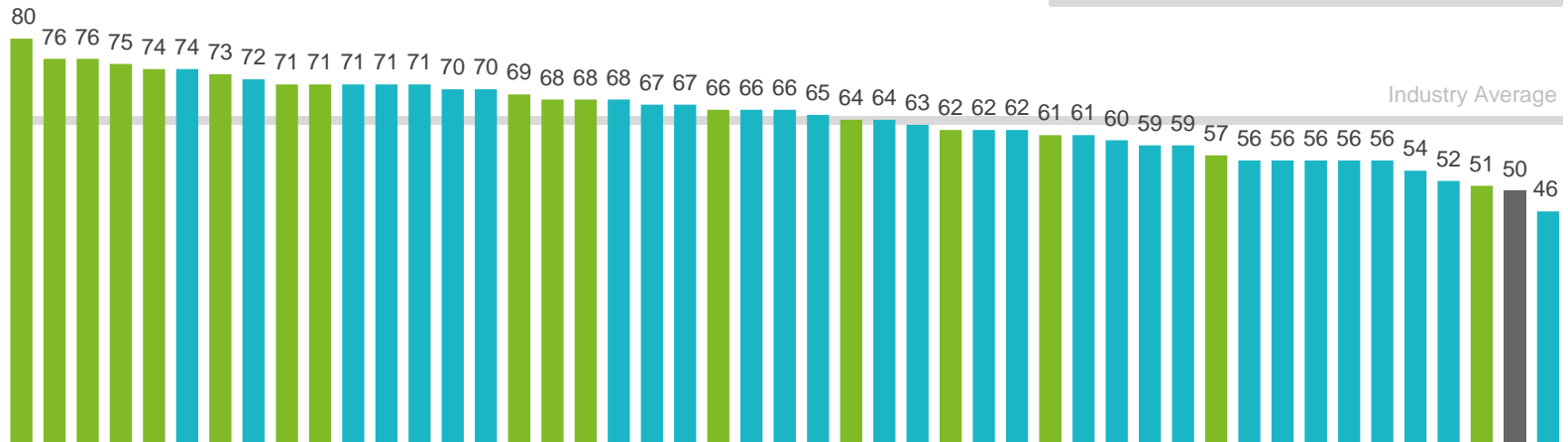
average of 'place to live' and 'governing organisation'

- City of Kalgoorlie-Boulder
- Metropolitan Councils
- Regional Councils

MARKYT  **Industry Standards**
Performance Index Score



City of Kalgoorlie-Boulder	50
Industry High	80
Industry Average	65



How to read the MARKYT Benchmark Matrix

The MARKYT® Benchmark Matrix (shown in detail overleaf) illustrates how the community rates performance on individual measures, compared to how other councils are being rated by their communities.

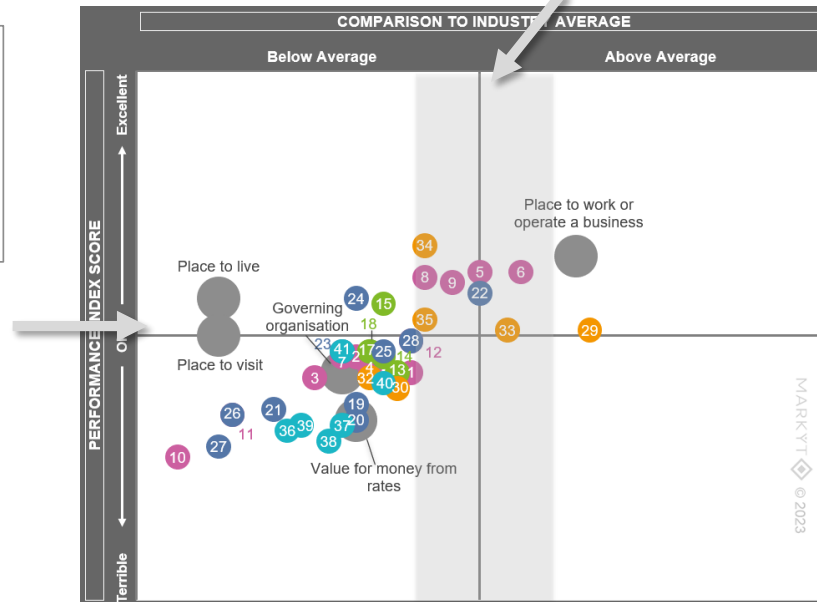
There are two dimensions. The vertical axis maps community perceptions of performance for individual measures. The horizontal axis maps performance relative to the MARKYT® Industry Standards.

Councils aim to be on the right side of this line, with performance ABOVE the MARKYT® Industry Average.

Services are grouped in five areas:

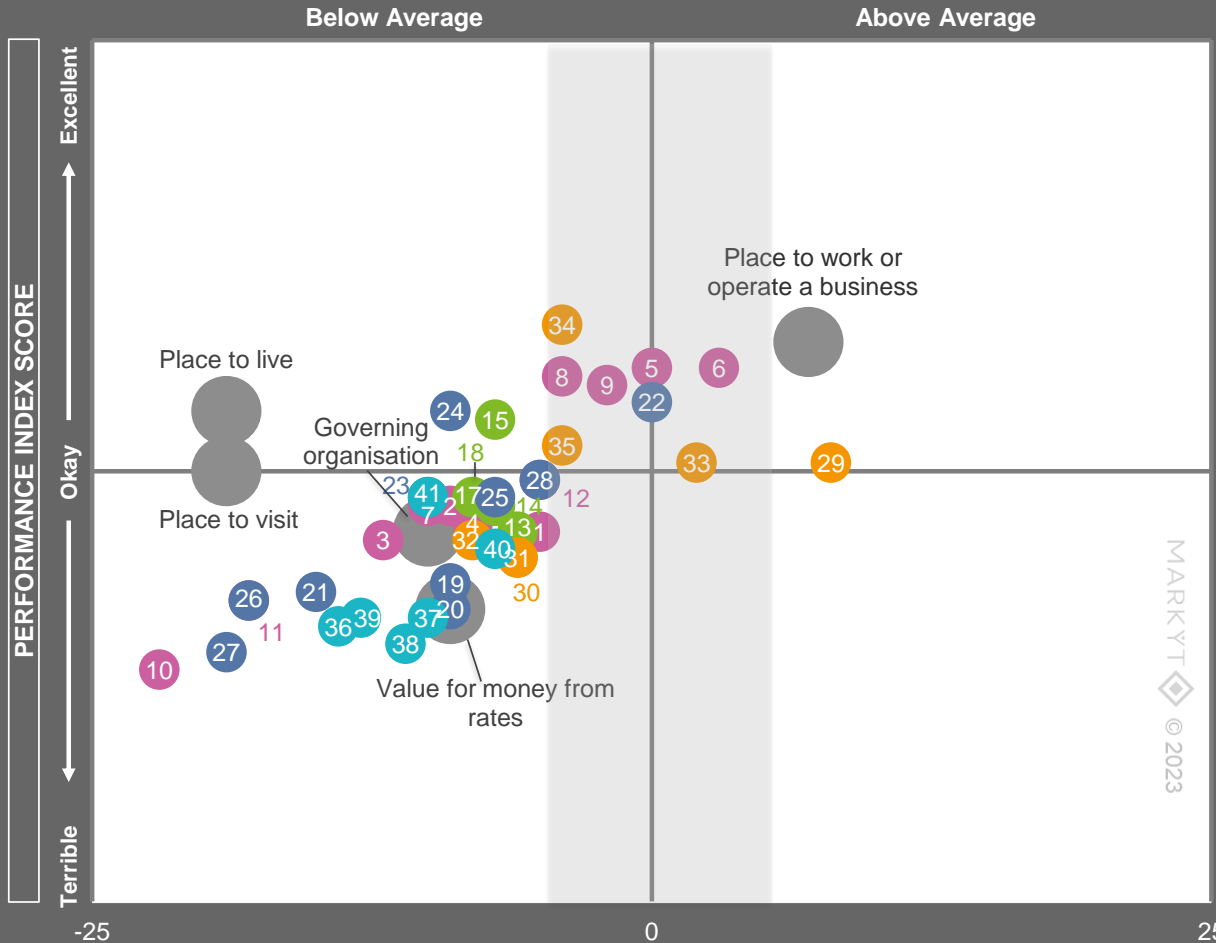
- People
- Planet
- Place
- Prosperity
- Performance

This line represents okay performance based on the MARKYT Performance Index Score. Higher performing service areas are placed above this line while lower performing areas are below it.



MARKYT Benchmark Matrix

COMPARISON TO INDUSTRY AVERAGE



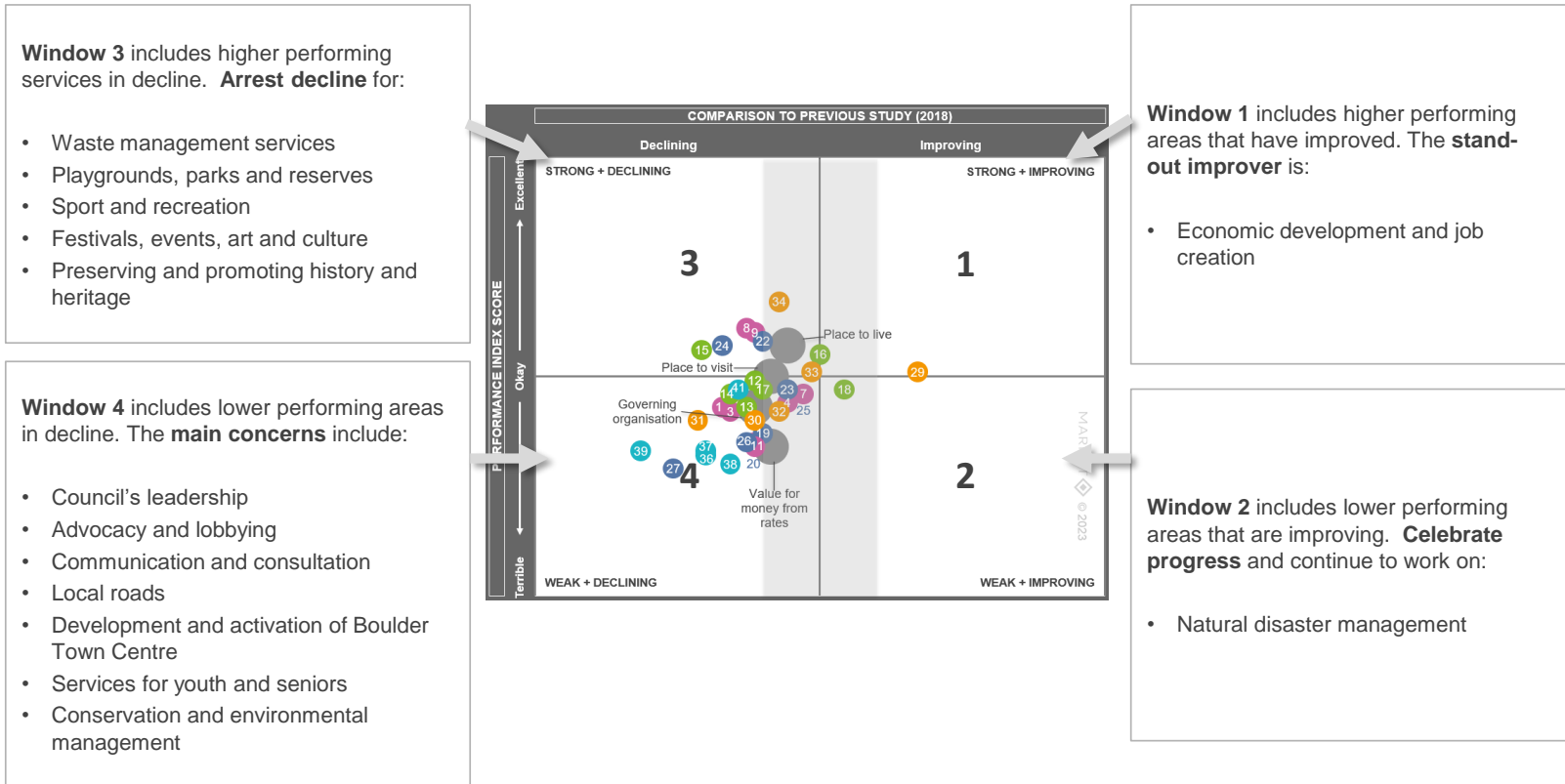
- 1 Services for youth
- 2 Services for families & children
- 3 Services for seniors
- 4 Disability access & inclusion
- 5 Recognition of First Nations peoples
- 6 Multiculturalism
- 7 Health & community services
- 8 Sport & recreation facilities
- 9 Festivals, events, art & culture
- 10 Community safety
- 11 Lighting of streets & public places
- 12 Animal management (dog and cats)
- 13 Sustainable practices
- 14 Conservation/environmental mgt
- 15 Waste management services
- 16 City sewerage and wastewater
- 17 Environmental health management
- 18 Natural disaster management
- 19 Responsible growth & development
- 20 Planning & building approvals
- 21 Housing
- 22 Local history & heritage
- 23 Community buildings, halls, toilets
- 24 Playgrounds, parks and reserves
- 25 Streetscapes, trees & verges
- 26 Footpaths and cycleways
- 27 Local roads
- 28 Public transport
- 29 Economic development
- 30 Kalgoorlie City Centre
- 31 Boulder Town Centre
- 32 Access to goods and services
- 33 Education and training
- 34 Library services
- 35 Airport facilities & services
- 36 Council's leadership
- 37 Advocacy and lobbying
- 38 Consultation
- 39 Communication
- 40 Change, innovation & technology
- 41 Customer service

Q. How would you rate performance in the following areas? Base: All respondents, excludes unsure and no response.

MARKYT  community trends

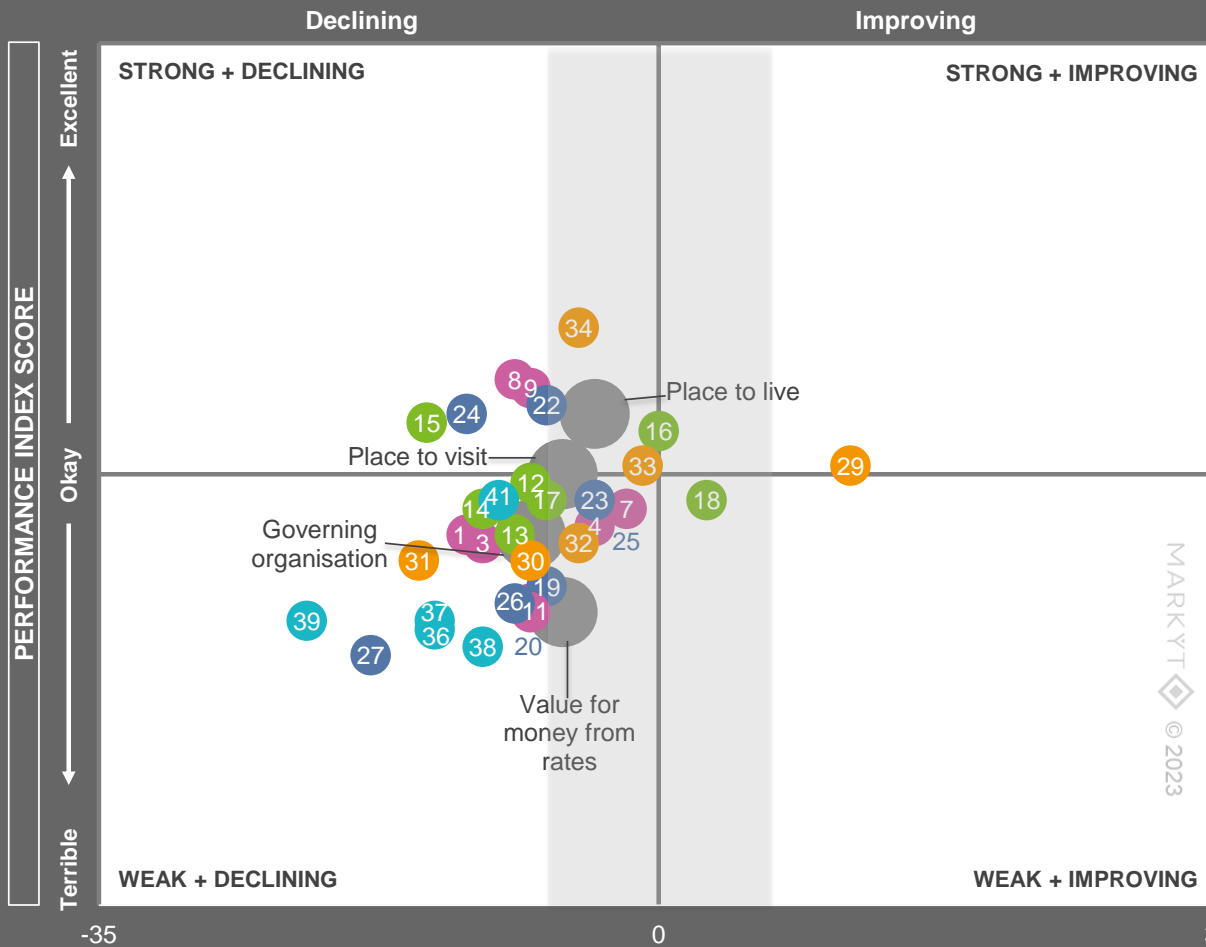
MARKYT Community Trends Window

The MARKYT® Community Trends Window shows trends in performance over the past 5 years.



MARKYT Community Trends Window

COMPARISON TO PREVIOUS STUDY (2018)



- 1 Services for youth
- 2 Services for families & children
- 3 Services for seniors
- 4 Disability access & inclusion
- 5 Recognition of First Nations peoples
- 6 Multiculturalism
- 7 Health & community services
- 8 Sport & recreation facilities
- 9 Festivals, events, art & culture
- 10 Community safety
- 11 Lighting of streets & public places
- 12 Animal management (dog and cats)
- 13 Sustainable practices
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- 33 Education and training
- 34 Library services
- 35 Airport facilities & services
- 36 Council's leadership
- 37 Advocacy and lobbying
- 38 Consultation
- 39 Communication
- 40 Change, innovation & technology
- 41 Customer service

Q. How would you rate performance in the following areas? Base: All respondents, excludes unsure and no response. Strike through indicates no historical data

MARKYT  community priorities

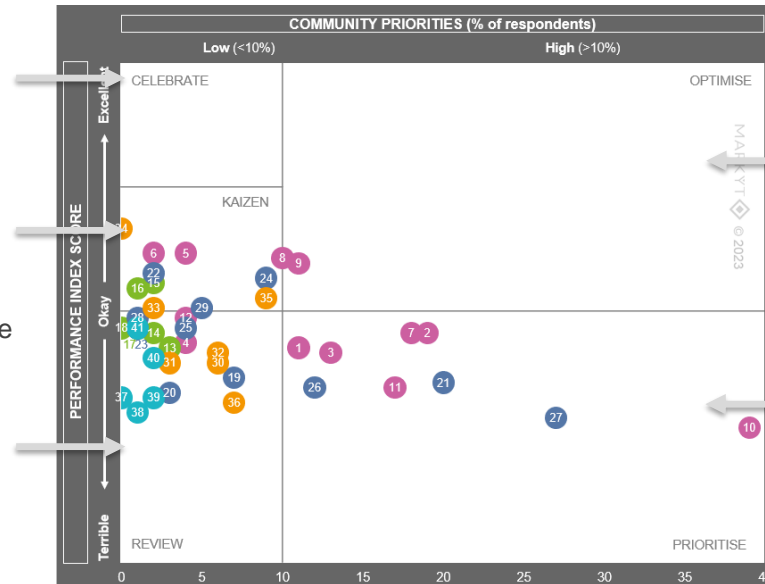
How to read the MARKYT Community Priorities

The MARKYT® Community Priorities chart maps priorities against performance in all service areas.

CELEBRATE the City's highest performing areas.

KAIZEN: consider ways to continuously improve services with average ratings between okay and good to strive for service excellence

REVIEW lower performing areas.



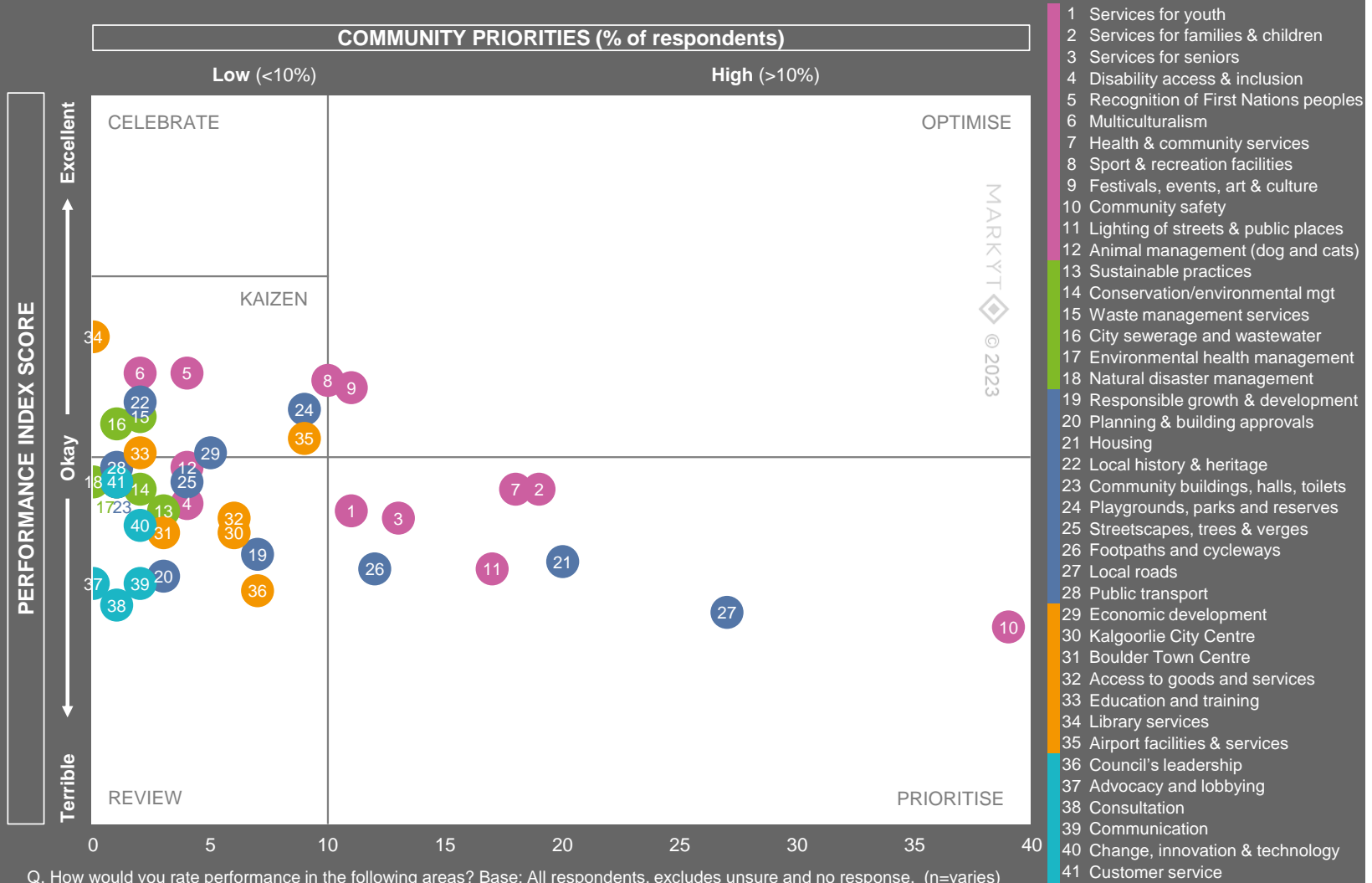
OPTIMISE higher performing services where the community would like enhancements to better meet their needs.

PRIORITISE lower performing services where the community would like the City to focus its attention.

Services are grouped in five areas:

- People
- Planet
- Place
- Prosperity
- Performance

MARKYT Community Priorities



Q. How would you rate performance in the following areas? Base: All respondents, excludes unsure and no response. (n=varies)
 Q. Which areas would you most like the Council to focus on improving? Base: All respondents, excludes no response (n = 1080)

Community action plans for top six priorities

Community driven actions

- Lobby the state government to take a stronger stance on law enforcement and punishment.
- Advocate for greater police presence with more patrols and faster response times to address crime.
- Provide more street patrols by security officers and Aboriginal wardens to address anti-social behaviour, loitering, begging, street drinking and drug usage.
- Provide improved lighting and CCTV cameras in streets, parks and known hotspots.
- Improve the management of transient people.
- Provide improved health and wellbeing support for those at-risk, including social housing, education and rehabilitation services.
- Engage with at-risk youth by providing activities, counselling, training programs and safe spaces to gather.
- Consider introducing curfews for children.
- Support programs like Neighbourhood Watch and parenting programs.
- Clean up rubbish on the streets to improve the overall image of the area.

Community Voices

"If you don't address the increasing crime in the town the rest of it is irrelevant."

"Greater police presence in problem areas and much harsher penalties for repeat offenders."

"The safety and security in KBC is terrible. As a young female I don't feel safe, ever. I believe we should have community safety officers separate to WAPOL."

"I would suggest more security and cameras at skate park and parks."

"Install CCTV cameras around more trouble spots and street lights."

"Lobby the governments (local/federal) to give more power to the courts and police to actually punish offenders."

"This is a serious problem. Police do their job satisfactorily - the magistrates and / or judges fail, with light sentencing."

"Less racist profiling and more positive action and inclusivity. Areas for mob to hang out and be left in peace and not harassed. Work with KBCC on youth engagement, move away from crime. Better drug rehabilitation supports. More mental health supports."

"Programs to educate families. Programs to get some of our youth back on country to learn who they are, where they come from and different ways to deal with their trauma (educate rather than punish... the current way of doing things isn't working). Look at what other countries are doing."

"Have programs to give youth better skills to deal with growing up poor, and breaking the cycle."

"Somewhere for our youth to spend their time and for them to sleep at night instead of wandering the street. If they are engaged in something that interests them it will keep them from looking for 'something to do.'"

Community driven actions

- Prioritise local government spending to fix roads and improve road safety.
- Improve the speed and quality of maintenance and repairs.
- Deliver more permanent, longer-lasting solutions for fixing potholes.
- Prioritise roadworks in order of need.

Community Voices

"The roads are a disgrace and need to be maintained, not left to go bad before patch maintenance occurs."

"Please we need quick repairs. So hire more crew members please."

"Fix local roads so they are not rivers and dams when it rains."

"Proper sealing of roads instead of bitumen and blue metal in potholes, which comes straight out."

"Just had my street resealed. They didn't even repair the potholes prior to starting, hence potholes are back. Waste of money."

"Stop with the cheap and nasty "road repairs" and do it properly. So many roads have been half done where they put bitumen down and sprinkle road base on top. This is terrible...Make the road noisy to drive on, the aggregate piles up everywhere on the road and in the drains. JUST STOP. Bitumen needs to be put on top to seal the road base."

"The amount of potholes is ridiculous. The damage happening to vehicles because of these potholes. They don't just need a temporary solution- as these don't last long. Actually identify the roads effected and take the time to resurface them properly."

"I don't know who plans your road repairs but they need to actually look at them before scheduling works/resurfacing. Too many roads that do not really need work are being resurfaced, whilst others that are absolutely riddled with potholes & are main routes are being ignored. No point sticking to a 'schedule' of repairs when those earmarked are not a priority when compared to others."

"More funding to seal existing roads"

"Roads are in a very poor state. Money is spent on the golf course and other [name removed] pet projects rather than the roads. A small number of residents use the golf course but everybody uses the roads."

Community driven actions

- Increase housing supply with consideration for the following approaches:
 - Release more land
 - Provide more housing approvals
 - Reduce processing times
 - Provide incentives to build

- Improve housing diversity with more housing for single parents, seniors, low income earners, etc
- Work with developers and mining companies to identify opportunities to increase housing and accommodation options, and reduce FIFO roles.
- Advocate for owners of vacant houses and buildings to make them available for tenants.
- Advocate for more social housing solutions for vulnerable people, including seniors, young people and people who are homeless.
- Advocate for Homeswest to repair vacant housing to increase local housing stock.

Community Voices

- "Release more land for development"*
- "Build serviced apartments for FIFO workers so companies aren't competing with residents for property."*
- "Release more land for new builds."*
- "Offer grants to renovate existing dilapidated properties."*
- "Making land available and affordable. Making building or renovating easier to do. Dealing with the council when it comes to this is a nightmare"*
- "Housing needs to be affordable for specialists visiting the area. Building teams, specialist medical teams, visiting artists, artist in residence, local first nations facilitators people all need places to stay that are affordable and safe."*
- "With land at a premium look to develop and subdivide additional land directed towards housing for new builds and encourage more people to move to the area rather than relying on the FIFO contingent to fill the gaps with their money benefitting areas other than Kalgoorlie."*
- "Consult to open land for new housing and not delay and retard growth. More housing will encourage population growth, reduce vacancies and increase \$ spent in CKB."*
- "There's a lot of empty houses in CKB. I walk past about 5 on a short two-block walk in Lamington. Identify these houses and introduce means to have these occupied long term. Increase rates/penalize owners who are leaving these houses empty; Council could invest in council housing and build new estates with proper planning"*
- "Rental prices need to be monitored and regulated so as not to take advantage of possible renters, especially in this cost of living crisis."*
- "More public housing for the vulnerable"*
- "Youth housing development to assist young people (with children) and without access long term. Supported housing to increase positive outcomes."*
- "Not enough Homeswest housing. Plenty of empty houses not getting repaired, causing homelessness."*

Community Action Plan

Family and children services and facilities

Community driven actions

- Facilitate access to more childcare and after-school care spaces.
- Provide more diverse, safe and interesting playgrounds, such as water play, nature play, and sensory play.
- Facilitate provision of more activities for families, such as an outdoor pool with diving boards, water sports activities, indoor play centres, indoor volleyball, a trampoline centre, iPlay, Time Zone, Lazer Tag, ice-skating, ten-pin bowling, go-karting, paintball, pump track, etc.
- Attract more family friendly festivals, musical events, touring artists, and pop-up events.
- Provide more clean and welcoming family toilets and change rooms.
- Advocate for more health services for families, such as mental health services, walk-in child health nurse, and occupational therapy.
- Provide improved access to housing and accommodation for families at risk.
- Attract better shops to meet family needs, such as Priceline, Big W, Farmer Jacks, a bigger Kmart, and children's clothing stores.

Community Voices

- "Daycare and after school care to support families who need to return to work"*
- "For family and children. Bring back families to this town, have fun activities that involve families, eg. Once a month - family picnic in Hammond Park. This gets new and old families involved by mingling and creating new friends and relationships, etc."*
- "Get more here for families to do on the weekends. Better play equipment in the parks and more businesses to support family time. (Mini golf, ten pin those type of things)"*
- "More activity areas, maybe a free water park at Centennial or Hammond park similar to the one on Geraldton foreshore."*
- "Better playgrounds for families. Look at Kulin, Kellerberrin for inspiration."*
- "It's ridiculous that given our climate we have no brilliant indoor playground for our kids."*
- "More children focused events. We want an adventure playground."*
- "More activities for families - bowling alley, ice skating arena."*
- "An outdoor swimming pool with diving boards. Something for kids, etc., to enjoy."*
- "Mental health services +++ . Decrease the wait list and the need to travel to Perth to get seen sooner."*
- "Walk-in, walk-out service with a child health care nurse for families with babies / toddlers. Parents, especially new mums, are seeking re-assurance without having to consult an already booked out doctor's surgery."*
- "More 'parent rooms' available for parents with children - that are clean and welcoming, throughout the town."*
- "More kids activities would be good and also the advertising is really lacking."*

Community driven actions

- Advocate the State Government to upgrade the hospital with improved facilities. Suggestions include a bigger operating theatre, better maternity ward with water birth facilities, and easier parking.
- Advocate for specialist mental health facilities.
- Advocate for better access to health services to reduce wait times and the need to travel to Perth. Attract more permanent and visiting GPs, specialists and allied health services:
 - Specialists – suggestions include emergency services, cardiologists, haematologists, ENT, gynaecologist, urologist, anaesthetists, paediatrics, neurologists, and psychiatrists.
 - Allied health services – suggestions include speech pathologists, OT, women's health physio, qualified lactation consultants for post-natal care, counselling, psychology, a skin clinic, radiation therapy services, and Red Cross blood bank.
 - Diagnostic equipment – ultrasounds and MRI
- Advocate for improved access to bulk-billed services.
- Advocate for more affordable housing for medical health workers.
- Advocate for access to affordable accommodation in Perth when visiting for medical reasons.

Community Voices

"Health and community services. Why is CKB the poor cousin for standard of health services in our city when CKB area generates so much wealth for the state. Lobby for more."

"Incentives to bring trained medical people to Kalgoorlie Boulder instead of people having to travel to Perth"

"Kalgoorlie hospital needs beds, doctors and staff increases. Specialist offices with visiting specialists on a regular basis."

"The hospital is too small with very few facilities, given the area may have serious injuries and would not be able to cope with this."

"More mental health facilities with properly trained staff, as well as a clinic with a psychologist, psychiatrist, occupational therapist and relevant role-players where people can be admitted to for longer periods of time."

"Why is there not a centralised place where information about visiting buses like the skin cancer, breast cancer screening, osteoporosis screening are coming and how you can get an appointment? "

"More health services, like!!! My sons been on a waiting list for a year and a half!"

"Access to more women's health providers, specifically women's health physio and qualified lactation consultants for post natal care"

"We need speech pathologists, better access to children's health, ENT, Paed's etc. I'm always travelling out of town for appointments."

"More doctors, bulk billing, more specialists and improve funding provided by PATS scheme"

"The lack of bulk billing practices and appointment availability increases pressure on the hospital. Increased pressure equals increased wait times, equals decreased health outcome and decreased community satisfaction."

Community driven actions

- Provide better and brighter lighting along roads, paths and in public places to improve the sense of safety and quality of life.
 - Respondents are concerned about trip hazards and fear criminals may be hiding in the dark.
 - Some residents are using head torches when walking or exercising in the morning and evening to compensate for poor street lighting.
- Convert to LED lighting, solar powered lighting or other modern lighting systems to increase brightness and sustainability.
- Advocate for broken lights to be repaired or replaced in a timely way.
- Regularly trim trees to allow lights to shine through.

Community Voices

- "Improve lighting in residential areas to improve quality of life and perceived safety."*
- "Increased lighting promotes safety/awareness of surrounds and hopefully reduction of crime."*
- "Better street lights. Way too dark driving at night."*
- "Some streets are very dark and make people vulnerable."*
- "Lighting of local roads. It is too dark and dangerous to be walking on the footpath / verge at night, trip hazards as well."*
- "Street lighting needs improvement. A lot of lights don't work or are very dim, resulting in darker, gloomy streets at night"*
- "Add more lights in streets. Cut down, or trim, trees over lights. Inspect streets around school areas, to be lit up more."*
- "Upgrade existing lighting to LED. Streets that have no lighting need lighting added. Glow in the dark line marking"*
- "The street lighting needs major improvement. That would reduce the crime rate at night. As a woman I am scared to be out at night by myself because of the poor / non existent street lighting."*
- "There no lighting at parks were people go for exercise early in the morning. People have to use headlamps."*
- "More street lighting. Streets are very dark and scary."*
- "I believe that a good start would be to cut back all the trees shadowing the street lights which will allow the street lights to shine through a lot better."*
- "Fix the blown street lights promptly, not 3 months later. Bad look for tourists."*
- "Lighting - Leads to more people accessing footpaths, cycleways - Leads to less damage, break-ins, etc."*

Performance

Council's leadership

Performance ratings

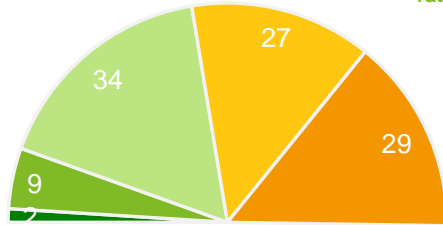
% of respondents

45%

32

Positive rating*

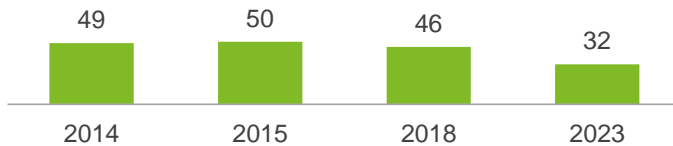
Performance Index Score (out of 100)



- Excellent
- Good
- Okay
- Poor
- Terrible

Trend Analysis

Performance Index Score



MARKYT Industry Standards

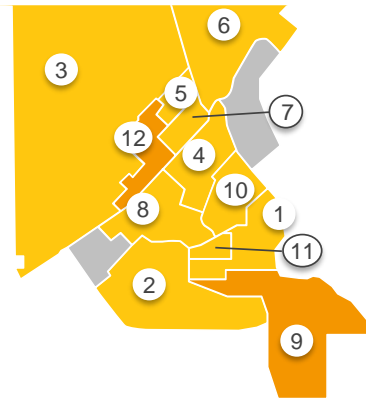
Performance Index Score



City of Kalgoorlie-Boulder	32
Industry High	61
Industry Average	46

Geographical variances

Performance Index Score



- 75-100
- 50-74
- 25-49
- 0-24

Location

1. Boulder	29
2. Broadwood	42
3. Hannans/Karkurla	35
4. Kalgoorlie	32
5. Lamington	32
6. Mullingar#	30
7. Piccadilly	31
8. Somerville	35
9. South Boulder	24
10. South Kalgoorlie	33
11. Victory Heights	32
12. West Lamington	22

Community variances

Performance Index Score

Gender

Male	32
Female	33

Age of children

0-5 years	31
6-12 years	27
13-17 years	30
18+ years	31
No children	33

Disability & culture

Disability	24
First Nations person	32
Mainly speak LOTE	38

Age

14-34 years	31
35-49 years	30
50-64 years	32
65+ years	39

Home ownership

Home owner	31
Renting / other	35

Q. How would you rate performance in the following areas?

Base: All respondents, excludes 'unsure' and 'no response' (n = 922).

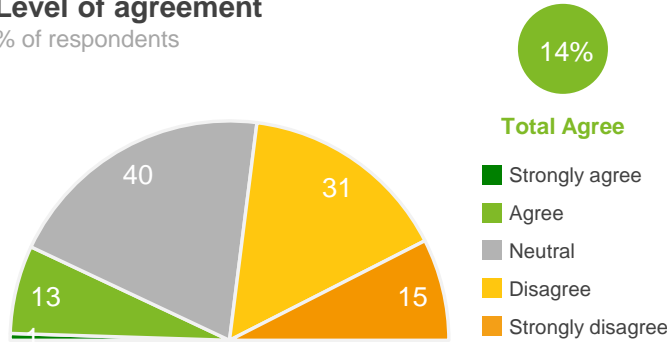
* Positive Rating = excellent, good + okay # Small sample size (<20 respondents)

Attachment 15.3.2.1 22-064 - MARKYT Community Scorecard - Report_2023

The City has developed and communicated a clear vision for the area

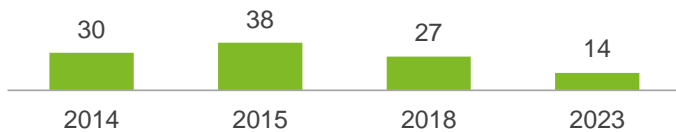
Level of agreement

% of respondents



Trend Analysis

% agree



MARKYT Industry Standards

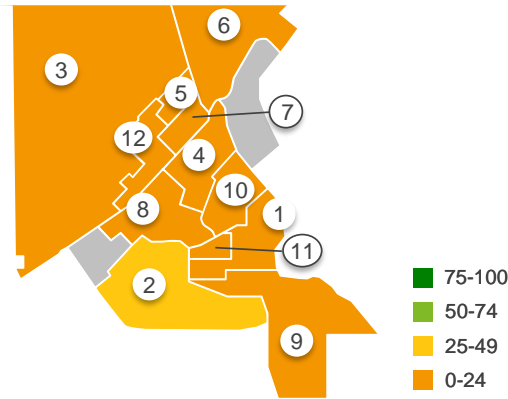
% agree



City of Kalgoorlie-Boulder	14
Industry High	50
Industry Average	28

Geographical variances

% agree



Location

1. Boulder	17
2. Broadwood	26
3. Hannans/Karkurla	11
4. Kalgoorlie	15
5. Lamington	16
6. Mullingar [#]	21
7. Piccadilly	11
8. Somerville	13
9. South Boulder	5
10. South Kalgoorlie	16
11. Victory Heights	12
12. West Lamington	8

Community variances

% agree

Category	Sub-category	% agree
Gender	Male	15
	Female	14
Age	14-34 years	13
	35-49 years	12
	50-64 years	14
	65+ years	24
Age of children	0-5 years	12
	6-12 years	12
	13-17 years	10
	18+ years	11
Disability & culture	No children	16
	Disability	9
Home ownership	First Nations person	13
	Mainly speak LOTE	14
	Home owner	14
	Renting / other	17

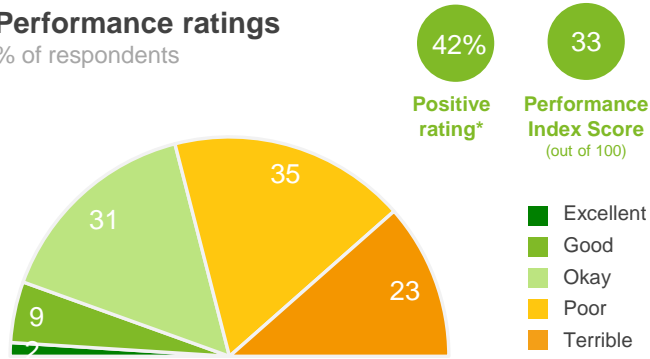
Q. How strongly do you agree or disagree with the following statements?

Base: All respondents, excludes 'no response' (n = 1180). [#] Small sample size (<20 respondents)

Advocacy and lobbying on the community's behalf to influence decisions and support local causes

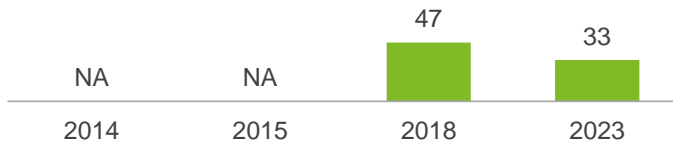
Performance ratings

% of respondents



Trend Analysis

Performance Index Score



MARKYT Industry Standards

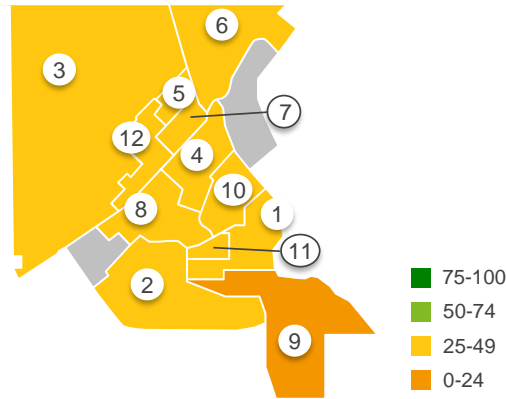
Performance Index Score



City of Kalgoorlie-Boulder	33
Industry High	56
Industry Average	43

Geographical variances

Performance Index Score



Location

1. Boulder	31
2. Broadwood	43
3. Hannans/Karkurla	33
4. Kalgoorlie	32
5. Lamington	36
6. Mullingar#	27
7. Piccadilly	34
8. Somerville	35
9. South Boulder	24
10. South Kalgoorlie	33
11. Victory Heights	29
12. West Lamington	26

Community variances

Performance Index Score

Gender	Age of children	Disability & culture
Male	0-5 years	Disability
Female	6-12 years	First Nations person
Age	13-17 years	Mainly speak LOTE
14-34 years	18+ years	Home ownership
35-49 years	No children	Home owner
50-64 years		Renting / other
65+ years		

Q. How would you rate performance in the following areas?

Base: All respondents, excludes 'unsure' and 'no response' (n = 858).

* Positive Rating = excellent, good + okay # Small sample size (<20 respondents)

How the community is consulted on local issues

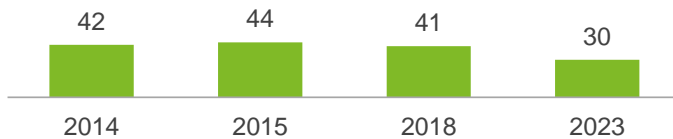
Performance ratings

% of respondents



Trend Analysis

Performance Index Score



MARKYT Industry Standards

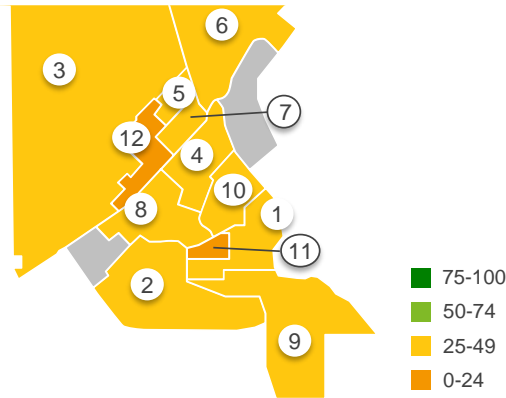
Performance Index Score



City of Kalgoorlie-Boulder	30
Industry High	55
Industry Average	41

Geographical variances

Performance Index Score



Location

1. Boulder	28
2. Broadwood	35
3. Hannans/Karkurla	30
4. Kalgoorlie	32
5. Lamington	32
6. Mullingar#	28
7. Piccadilly	32
8. Somerville	31
9. South Boulder	26
10. South Kalgoorlie	29
11. Victory Heights	24
12. West Lamington	21

Community variances

Performance Index Score

Gender	Age of children	Disability & culture
Male 30	0-5 years 27	Disability 25
Female 30	6-12 years 27	First Nations person 26
Age	13-17 years 28	Mainly speak LOTE 37
14-34 years 30	18+ years 29	Home ownership
35-49 years 28	No children 31	Home owner 29
50-64 years 29		Renting / other 35
65+ years 35		

Q. How would you rate performance in the following areas?

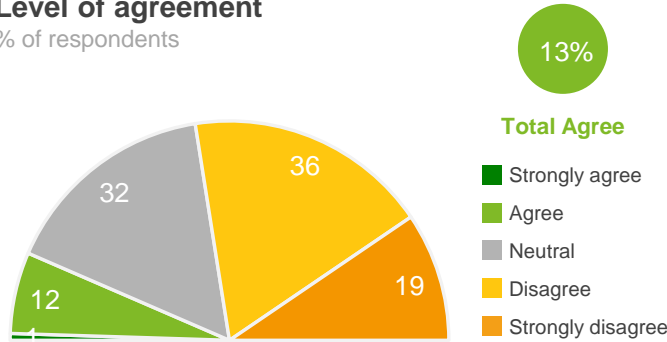
Base: All respondents, excludes 'unsure' and 'no response' (n = 956).

* Positive Rating = excellent, good + okay # Small sample size (<20 respondents)

The City has a good understanding of community needs

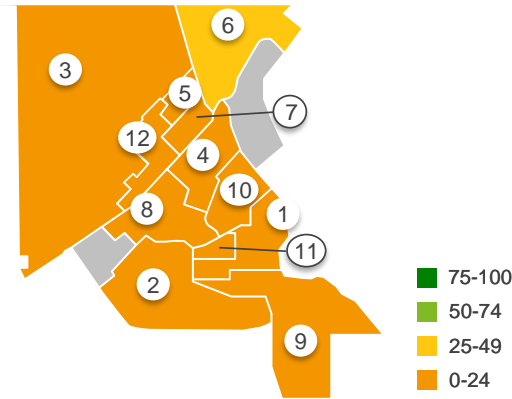
Level of agreement

% of respondents



Geographical variances

% agree



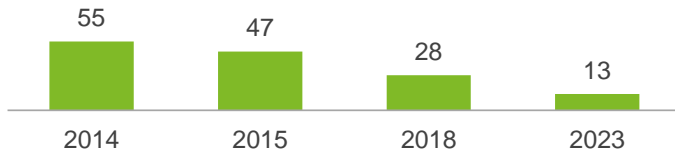
Location

1. Boulder	10
2. Broadwood	21
3. Hannans/Karkurla	16
4. Kalgoorlie	13
5. Lamington	12
6. Mullingar#	33
7. Piccadilly	9
8. Somerville	12
9. South Boulder	6
10. South Kalgoorlie	18
11. Victory Heights	11
12. West Lamington	8

Trend Analysis

% agree

2014 - 2018: Average of Elected Members & Staff understanding



Community variances

% agree

Gender	Age of children	Disability & culture
Male	0-5 years	Disability
Female	6-12 years	First Nations person
	13-17 years	Mainly speak LOTE
	18+ years	
	No children	

Age	Home ownership
14-34 years	Home owner
35-49 years	Renting / other
50-64 years	
65+ years	

MARKYT Industry Standards

% agree



City of Kalgoorlie-Boulder	13
Industry High	58
Industry Average	29

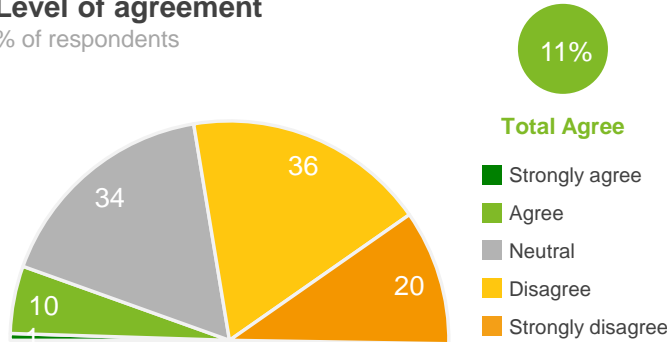
Q. How strongly do you agree or disagree with the following statements?

Base: All respondents, excludes 'no response' (n = 1183). # Small sample size (<20 respondents)

The City clearly explains reasons for decisions and how residents' views are taken into account

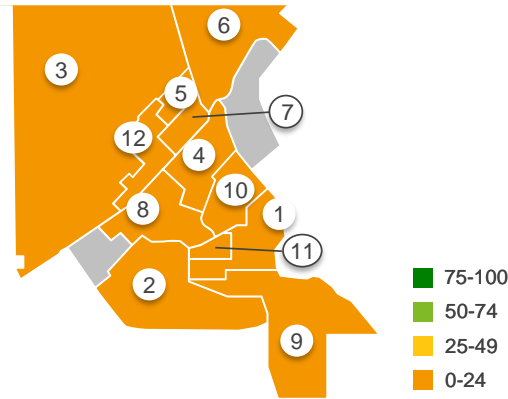
Level of agreement

% of respondents



Geographical variances

% agree



Location

1. Boulder	11
2. Broadwood	16
3. Hannans/Karkurla	11
4. Kalgoorlie	9
5. Lamington	7
6. Mullingar#	16
7. Piccadilly	5
8. Somerville	8
9. South Boulder	2
10. South Kalgoorlie	16
11. Victory Heights	6
12. West Lamington	9

Trend Analysis

% agree



Community variances

% agree

Gender	Age of children	Disability & culture
Male	0-5 years	Disability
Female	6-12 years	First Nations person
	13-17 years	Mainly speak LOTE
	18+ years	Home ownership
	No children	Home owner
		Renting / other

MARKYT Industry Standards

% agree



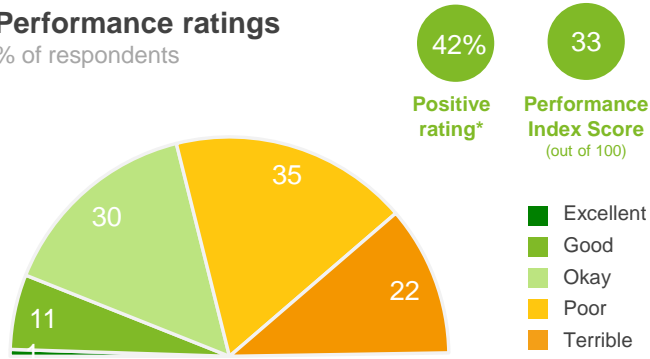
Q. How strongly do you agree or disagree with the following statements?

Base: All respondents, excludes 'no response' (n = 1185). # Small sample size (<20 respondents)

How the community is informed about what's happening in the local area

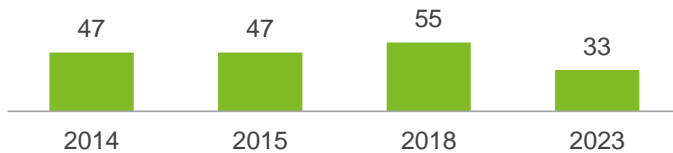
Performance ratings

% of respondents



Trend Analysis

Performance Index Score



MARKYT Industry Standards

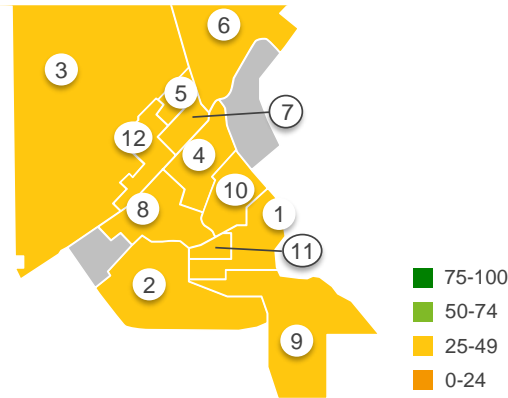
Performance Index Score



City of Kalgoorlie-Boulder	33
Industry High	62
Industry Average	46

Geographical variances

Performance Index Score



Location

1. Boulder	31
2. Broadwood	29
3. Hannans/Karkurla	34
4. Kalgoorlie	36
5. Lamington	35
6. Mullingar#	33
7. Piccadilly	35
8. Somerville	35
9. South Boulder	28
10. South Kalgoorlie	34
11. Victory Heights	28
12. West Lamington	26

Community variances

Performance Index Score

Gender	Age of children	Disability & culture
Male	0-5 years	Disability
Female	6-12 years	First Nations person
	13-17 years	Mainly speak LOTE
	18+ years	Home ownership
	No children	Home owner
		Renting / other

32	33	28
34	30	28
31	32	39
33	32	
34	33	
39		

Q. How would you rate performance in the following areas?

Base: All respondents, excludes 'unsure' and 'no response' (n = 1022).

* Positive Rating = excellent, good + okay # Small sample size (<20 respondents)

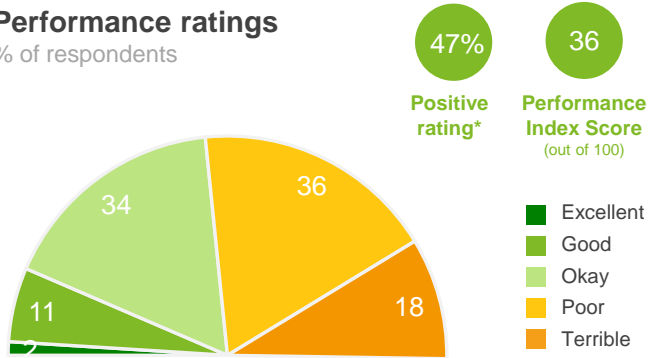
Attachment 15.3.2.1 22-064 - MARKYT Community Scorecard - Report_2023

City's Strategic Community Plan

(with the vision, objectives and priority projects)

Performance ratings

% of respondents



Trend Analysis

Performance Index Score



MARKYT Industry Standards

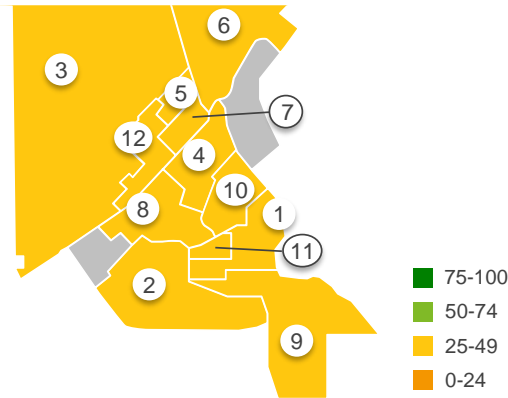
Performance Index Score



City of Kalgoorlie-Boulder	36
Industry High	58
Industry Average	45

Geographical variances

Performance Index Score



Location

1. Boulder	34
2. Broadwood	44
3. Hannans/Karkurla	37
4. Kalgoorlie	39
5. Lamington	34
6. Mullingar#	34
7. Piccadilly	32
8. Somerville	39
9. South Boulder	35
10. South Kalgoorlie	36
11. Victory Heights	41
12. West Lamington	25

Community variances

Performance Index Score

Gender	Age of children	Disability & culture
Male 33	0-5 years 34	Disability 33
Female 39	6-12 years 34	First Nations person 29
Age	13-17 years 35	Mainly speak LOTE 43
14-34 years 37	18+ years 32	Home ownership
35-49 years 34	No children 37	Home owner 35
50-64 years 35		Renting / other 42
65+ years 40		

Q. How would you rate performance in the following areas?

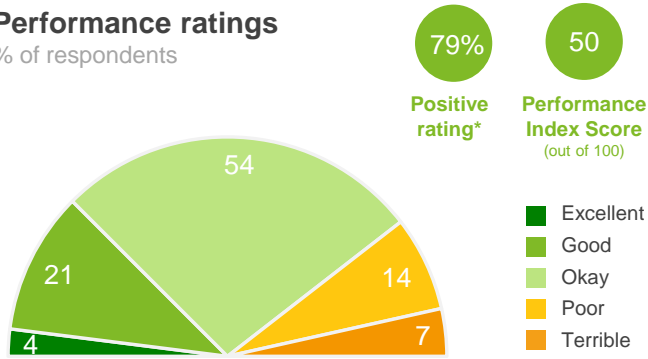
Base: All respondents, excludes 'unsure' and 'no response' (n = 578).

* Positive Rating = excellent, good + okay # Small sample size (<20 respondents)

City's website

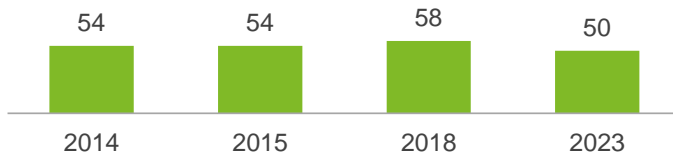
Performance ratings

% of respondents



Trend Analysis

Performance Index Score



MARKYT Industry Standards

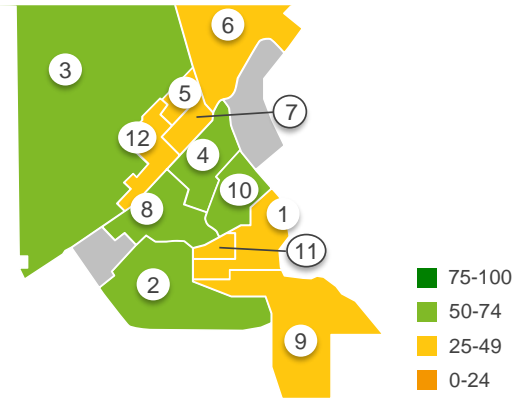
Performance Index Score



City of Kalgoorlie-Boulder	50
Industry High	65
Industry Average	55

Geographical variances

Performance Index Score



Location

1. Boulder	49
2. Broadwood	56
3. Hannans/Karkurla	50
4. Kalgoorlie	56
5. Lamington	48
6. Mullingar#	42
7. Piccadilly	49
8. Somerville	54
9. South Boulder	41
10. South Kalgoorlie	51
11. Victory Heights	40
12. West Lamington	44

Community variances

Performance Index Score

Gender	Age of children	Disability & culture
Male	0-5 years	Disability
Female	6-12 years	First Nations person
	13-17 years	Mainly speak LOTE
	18+ years	Home ownership
	No children	Home owner
		Renting / other

Q. How would you rate performance in the following areas?

Base: All respondents, excludes 'unsure' and 'no response' (n = 804).

* Positive Rating = excellent, good + okay # Small sample size (<20 respondents)

Attachment 15.3.2.1 22-064 - MARKYT Community Scorecard - Report_2023

Social media presence

Performance ratings

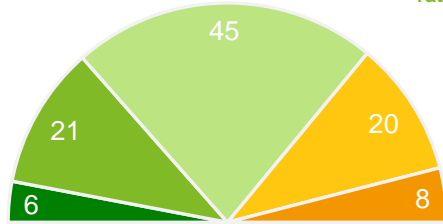
% of respondents

72%

49

Positive rating*

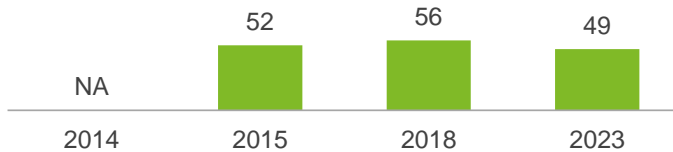
Performance Index Score (out of 100)



- Excellent
- Good
- Okay
- Poor
- Terrible

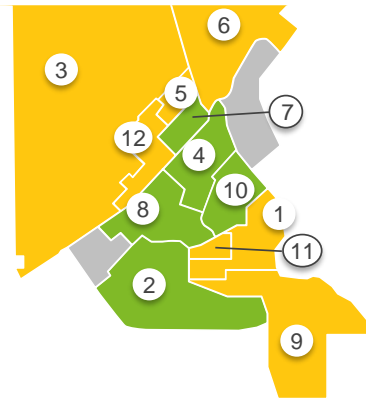
Trend Analysis

Performance Index Score



Geographical variances

Performance Index Score



- 75-100
- 50-74
- 25-49
- 0-24

Location

1. Boulder	48
2. Broadwood	57
3. Hannans/Karkurla	48
4. Kalgoorlie	55
5. Lamington	45
6. Mullingar#	43
7. Piccadilly	51
8. Somerville	52
9. South Boulder	41
10. South Kalgoorlie	51
11. Victory Heights	43
12. West Lamington	41

MARKYT Industry Standards

Performance Index Score



City of Kalgoorlie-Boulder	49
Industry High	64
Industry Average	53

Community variances

Performance Index Score

Gender	Age of children	Disability & culture
Male 47	0-5 years 54	Disability 47
Female 51	6-12 years 50	First Nations person 45
Age	13-17 years 47	Mainly speak LOTE 58
14-34 years 53	18+ years 46	Home ownership
35-49 years 50	No children 48	Home owner 49
50-64 years 45		Renting / other 51
65+ years 44		

Q. How would you rate performance in the following areas?

Base: All respondents, excludes 'unsure' and 'no response' (n = 804).

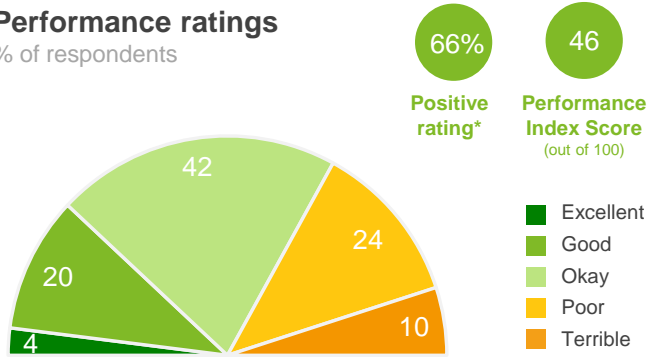
* Positive Rating = excellent, good + okay # Small sample size (<20 respondents)

Attachment 15.3.2.1 22-064 - MARKYT Community Scorecard - Report_2023

Coverage of City projects, news and events on radio and in the local newspaper

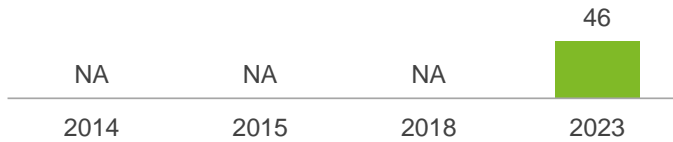
Performance ratings

% of respondents



Trend Analysis

Performance Index Score



MARKYT Industry Standards

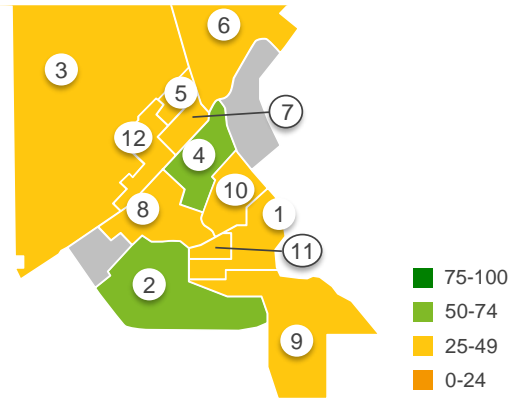
Performance Index Score



City of Kalgoorlie-Boulder	46
Industry High	NA
Industry Average	NA

Geographical variances

Performance Index Score



Location

1. Boulder	46
2. Broadwood	52
3. Hannans/Karkurla	48
4. Kalgoorlie	50
5. Lamington	40
6. Mullingar#	43
7. Piccadilly	43
8. Somerville	49
9. South Boulder	38
10. South Kalgoorlie	49
11. Victory Heights	39
12. West Lamington	44

Community variances

Performance Index Score

Gender	Age of children	Disability & culture
Male	0-5 years	Disability
Female	6-12 years	First Nations person
Age	13-17 years	Mainly speak LOTE
14-34 years	18+ years	Home ownership
35-49 years	No children	Home owner
50-64 years		Renting / other
65+ years		

Q. How would you rate performance in the following areas?

Base: All respondents, excludes 'unsure' and 'no response' (n = 849).

* Positive Rating = excellent, good + okay # Small sample size (<20 respondents)

Attachment 15.3.2.1 22-064 - MARKYT Community Scorecard - Report_2023

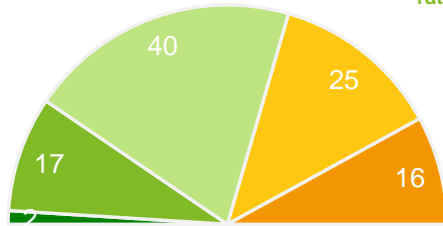
Embracing change, innovation and technology

Performance ratings

% of respondents

59%
Positive rating*

41
Performance Index Score
(out of 100)



Excellent
Good
Okay
Poor
Terrible

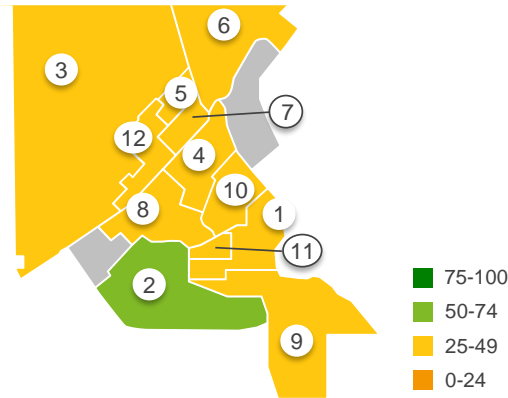
Trend Analysis

Performance Index Score



Geographical variances

Performance Index Score



Location

1. Boulder	38
2. Broadwood	51
3. Hannans/Karkurla	39
4. Kalgoorlie	47
5. Lamington	41
6. Mullingar#	32
7. Piccadilly	41
8. Somerville	45
9. South Boulder	37
10. South Kalgoorlie	41
11. Victory Heights	32
12. West Lamington	28

MARKYT Industry Standards

Performance Index Score



City of Kalgoorlie-Boulder	41
Industry High	60
Industry Average	48

Community variances

Performance Index Score

Gender	Age of children	Disability & culture
Male 40	0-5 years 43	Disability 34
Female 41	6-12 years 36	First Nations person 44
Age	13-17 years 41	Mainly speak LOTE 47
14-34 years 43	18+ years 41	Home ownership
35-49 years 39	No children 40	Home owner 41
50-64 years 39		Renting / other 41
65+ years 42		

Q. How would you rate performance in the following areas?

Base: All respondents, excludes 'unsure' and 'no response' (n = 890).

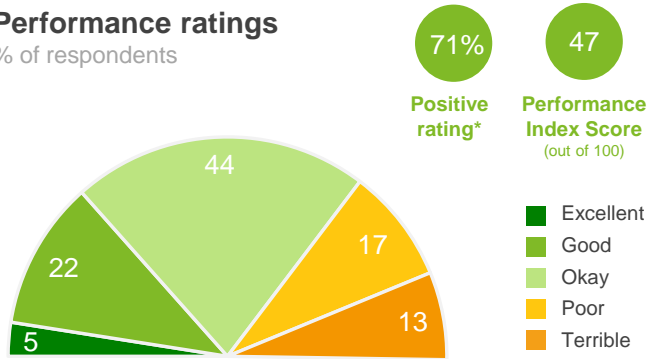
* Positive Rating = excellent, good + okay # Small sample size (<20 respondents)

Attachment 15.3.2.1 22-064 - MARKYT Community Scorecard - Report_2023

Customer service

Performance ratings

% of respondents

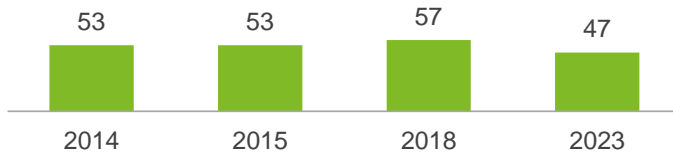


71% Positive rating*
47 Performance Index Score (out of 100)

- Excellent
- Good
- Okay
- Poor
- Terrible

Trend Analysis

Performance Index Score



MARKYT Industry Standards

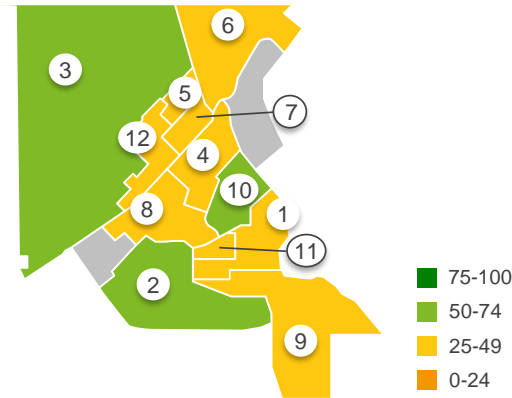
Performance Index Score



City of Kalgoorlie-Boulder	47
Industry High	68
Industry Average	57

Geographical variances

Performance Index Score



Location

1. Boulder	43
2. Broadwood	54
3. Hannans/Karkurla	50
4. Kalgoorlie	46
5. Lamington	46
6. Mullingar#	39
7. Piccadilly	43
8. Somerville	48
9. South Boulder	46
10. South Kalgoorlie	54
11. Victory Heights	40
12. West Lamington	37

Community variances

Performance Index Score

Gender	Age of children	Disability & culture
Male	0-5 years	Disability 42
Female	6-12 years	First Nations person
	13-17 years	Mainly speak LOTE 59
	18+ years	Home ownership
	No children	Home owner
		Renting / other

Q. How would you rate performance in the following areas?

Base: All respondents, excludes 'unsure' and 'no response' (n = 976).

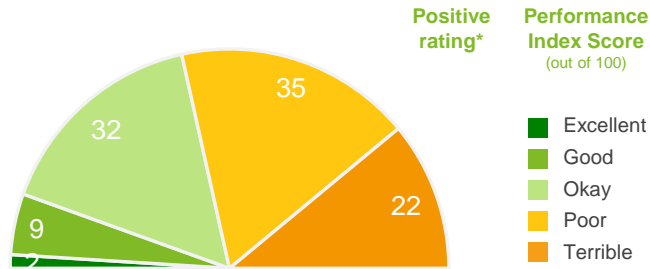
* Positive Rating = excellent, good + okay # Small sample size (<20 respondents)

Value for money from Council rates

Performance ratings

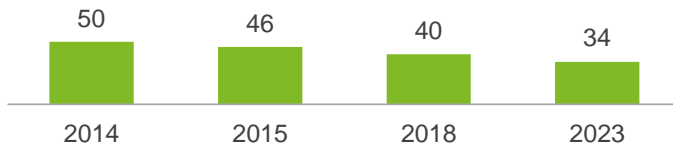
% of respondents

43% Positive rating*
34 Performance Index Score (out of 100)



Trend Analysis

Performance Index Score



MARKYT Industry Standards

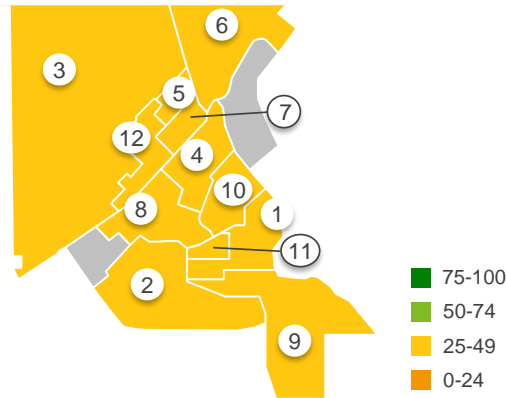
Performance Index Score



City of Kalgoorlie-Boulder	34
Industry High	62
Industry Average	43

Geographical variances

Performance Index Score



Location

1. Boulder	32
2. Broadwood	34
3. Hannans/Karkurla	31
4. Kalgoorlie	35
5. Lamington	37
6. Mullingar#	41
7. Piccadilly	37
8. Somerville	35
9. South Boulder	26
10. South Kalgoorlie	35
11. Victory Heights	28
12. West Lamington	26

Community variances

Performance Index Score

Gender	Age of children	Disability & culture
Male 34	0-5 years 27	Disability 31
Female 33	6-12 years 30	First Nations person 25
Age	13-17 years 34	Mainly speak LOTE 35
14-34 years 31	18+ years 33	Home ownership
35-49 years 31	No children 35	Home owner 32
50-64 years 35		Renting / other 43
65+ years 43		

Q. How would you rate performance in the following areas?

Base: All respondents, excludes 'unsure' and 'no response' (n = 1082).

* Positive Rating = excellent, good + okay # Small sample size (<20 respondents)

Attachment 15.3.2.1 22-064 - MARKYT Community Scorecard - Report_2023

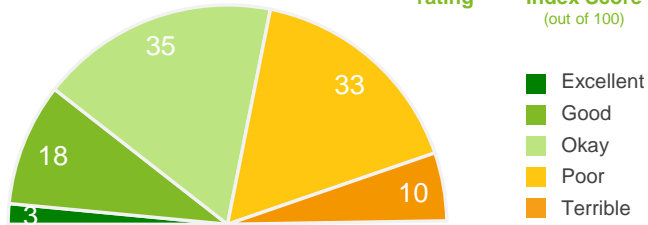
People

Youth services and facilities

Performance ratings

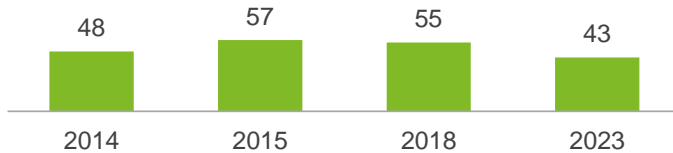
% of respondents

56% Positive rating*
43 Performance Index Score (out of 100)



Trend Analysis

Performance Index Score



MARKYT Industry Standards

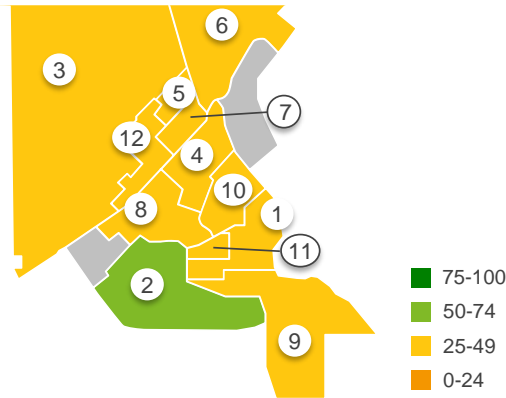
Performance Index Score



City of Kalgoorlie-Boulder	43
Industry High	65
Industry Average	48

Geographical variances

Performance Index Score



Location

1. Boulder	37
2. Broadwood	52
3. Hannans/Karkurla	42
4. Kalgoorlie	44
5. Lamington	47
6. Mullingar#	49
7. Piccadilly	44
8. Somerville	44
9. South Boulder	40
10. South Kalgoorlie	45
11. Victory Heights	42
12. West Lamington	38

Community variances

Performance Index Score

Gender	Age of children	Disability & culture
Male	0-5 years	Disability
Female	6-12 years	First Nations person
	13-17 years	Mainly speak LOTE
	18+ years	Home ownership
	No children	Home owner
		Renting / other

Q. How would you rate performance in the following areas?

Base: All respondents, excludes 'unsure' and 'no response' (n = 867).

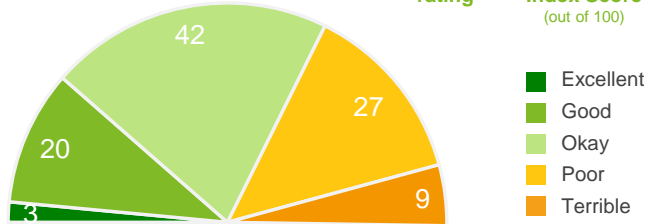
* Positive Rating = excellent, good + okay # Small sample size (<20 respondents)

Services and facilities for families and children

Performance ratings

% of respondents

65% Positive rating*
46 Performance Index Score (out of 100)



Trend Analysis

Performance Index Score



MARKYT Industry Standards

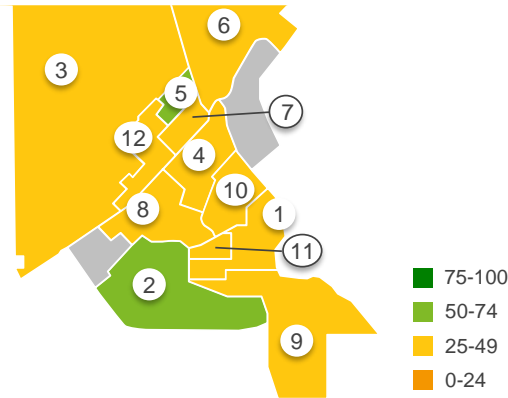
Performance Index Score



City of Kalgoorlie-Boulder	46
Industry High	68
Industry Average	55

Geographical variances

Performance Index Score



Location

1. Boulder	39
2. Broadwood	51
3. Hannans/Karkurla	45
4. Kalgoorlie	49
5. Lamington	50
6. Mullingar#	45
7. Piccadilly	45
8. Somerville	46
9. South Boulder	38
10. South Kalgoorlie	49
11. Victory Heights	41
12. West Lamington	41

Community variances

Performance Index Score

Gender	Age of children	Disability & culture
Male	0-5 years	Disability
Female	6-12 years	40
Age	13-17 years	First Nations person
	18+ years	42
	No children	Mainly speak LOTE
		48
		Home ownership
		Home owner
		46
		Renting / other
		45

Q. How would you rate performance in the following areas?

Base: All respondents, excludes 'unsure' and 'no response' (n = 1009).

* Positive Rating = excellent, good + okay # Small sample size (<20 respondents)

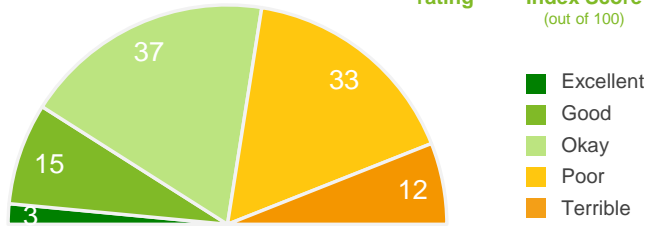
Attachment 15.3.2.1 22-064 - MARKYT Community Scorecard - Report_2023

Services, facilities and care available for seniors

Performance ratings

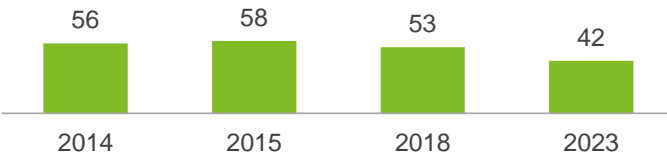
% of respondents

55% Positive rating*
42 Performance Index Score (out of 100)



Trend Analysis

Performance Index Score



MARKYT Industry Standards

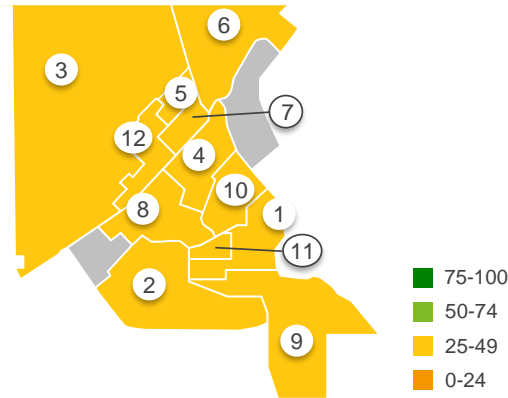
Performance Index Score



City of Kalgoorlie-Boulder	42
Industry High	68
Industry Average	54

Geographical variances

Performance Index Score



Location

1. Boulder	42
2. Broadwood	40
3. Hannans/Karkurla	42
4. Kalgoorlie	46
5. Lamington	43
6. Mullingar#	44
7. Piccadilly	38
8. Somerville	39
9. South Boulder	41
10. South Kalgoorlie	44
11. Victory Heights	43
12. West Lamington	30

Community variances

Performance Index Score

Gender	Age of children	Disability & culture
Male	0-5 years	Disability 36
Female	6-12 years	First Nations person 40
Age	13-17 years	Mainly speak LOTE 47
14-34 years	18+ years	Home ownership
35-49 years	No children	Home owner 40
50-64 years		Renting / other 48
65+ years		

Q. How would you rate performance in the following areas?

Base: All respondents, excludes 'unsure' and 'no response' (n = 799).

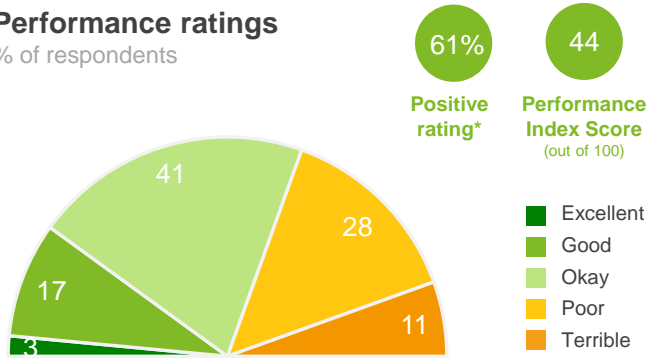
* Positive Rating = excellent, good + okay # Small sample size (<20 respondents)

Attachment 15.3.2.1 22-064 - MARKYT Community Scorecard - Report_2023

Disability access and inclusion

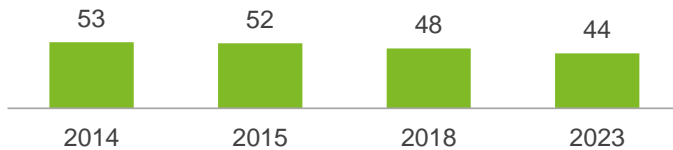
Performance ratings

% of respondents



Trend Analysis

Performance Index Score



MARKYT Industry Standards

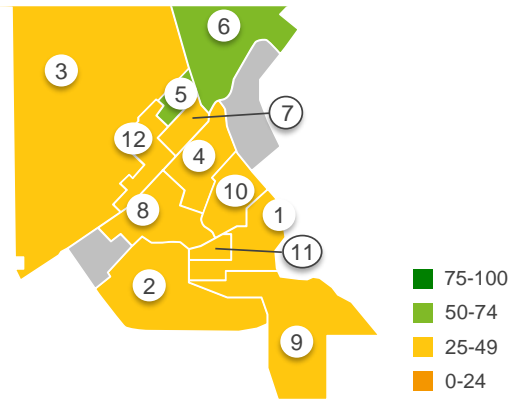
Performance Index Score



City of Kalgoorlie-Boulder	44
Industry High	64
Industry Average	52

Geographical variances

Performance Index Score



Location

1. Boulder	43
2. Broadwood	44
3. Hannans/Karkurla	41
4. Kalgoorlie	46
5. Lamington	52
6. Mullingar#	50
7. Piccadilly	41
8. Somerville	42
9. South Boulder	44
10. South Kalgoorlie	44
11. Victory Heights	37
12. West Lamington	38

Community variances

Performance Index Score

Category	Value
Gender	
Male	47
Female	41
Age	
0-4 years	46
5-12 years	43
13-17 years	45
18+ years	41
14-34 years	47
35-49 years	41
50-64 years	43
65+ years	43
No children	42
Disability & culture	
Disability	35
First Nations person	50
Mainly speak LOTE	46
Home ownership	
Home owner	44
Renting / other	45

Q. How would you rate performance in the following areas?

Base: All respondents, excludes 'unsure' and 'no response' (n = 791).

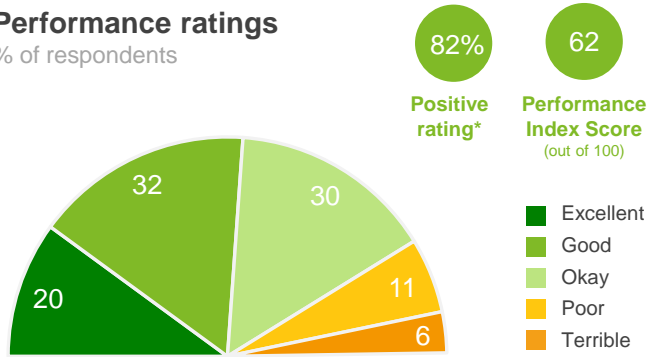
* Positive Rating = excellent, good + okay # Small sample size (<20 respondents)

Attachment 15.3.2.1 22-064 - MARKYT Community Scorecard - Report_2023

Recognition and respect for First Nations peoples, cultures and heritage

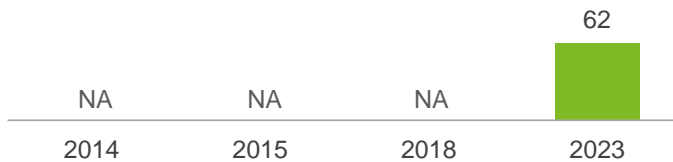
Performance ratings

% of respondents



Trend Analysis

Performance Index Score



MARKYT Industry Standards

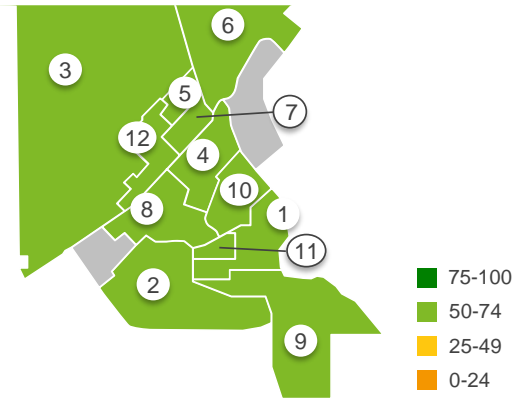
Performance Index Score



City of Kalgoorlie-Boulder	62
Industry High	72
Industry Average	62

Geographical variances

Performance Index Score



Location

1. Boulder	55
2. Broadwood	68
3. Hannans/Karkurla	64
4. Kalgoorlie	61
5. Lamington	67
6. Mullingar#	63
7. Piccadilly	66
8. Somerville	63
9. South Boulder	66
10. South Kalgoorlie	63
11. Victory Heights	62
12. West Lamington	53

Community variances

Performance Index Score

Gender	Age of children	Disability & culture
Male	0-5 years	Disability
Female	6-12 years	First Nations person
	13-17 years	Mainly speak LOTE
	18+ years	Home ownership
	No children	Home owner
		Renting / other

Q. How would you rate performance in the following areas?

Base: All respondents, excludes 'unsure' and 'no response' (n = 926).

* Positive Rating = excellent, good + okay # Small sample size (<20 respondents)

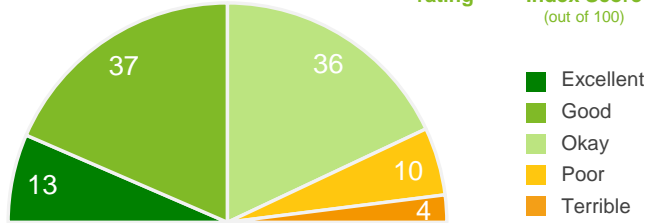
Attachment 15.3.2.1 22-064 - MARKYT Community Scorecard - Report_2023

Multiculturalism / recognition of cultural diversity

Performance ratings

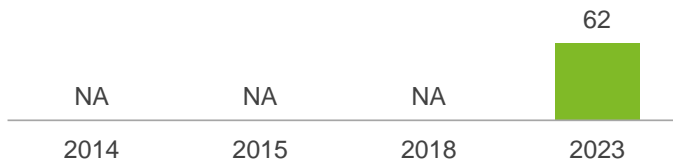
% of respondents

86% Positive rating*
62 Performance Index Score (out of 100)



Trend Analysis

Performance Index Score



MARKYT Industry Standards

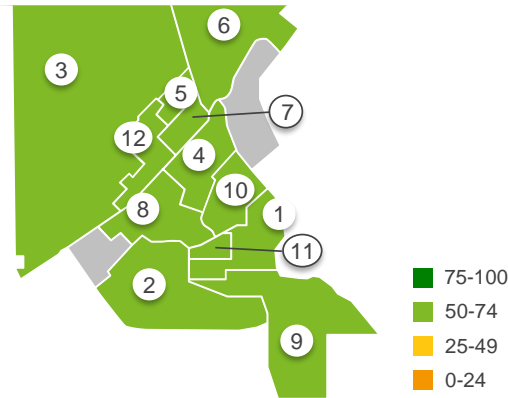
Performance Index Score



City of Kalgoorlie-Boulder	62
Industry High	64
Industry Average	59

Geographical variances

Performance Index Score



Location

1. Boulder	56
2. Broadwood	71
3. Hannans/Karkurla	61
4. Kalgoorlie	65
5. Lamington	64
6. Mullingar#	68
7. Piccadilly	64
8. Somerville	62
9. South Boulder	67
10. South Kalgoorlie	60
11. Victory Heights	66
12. West Lamington	55

Community variances

Performance Index Score

Gender	Age of children	Disability & culture
Male	0-5 years	Disability
Female	6-12 years	First Nations person
	13-17 years	Mainly speak LOTE
	18+ years	Home ownership
	No children	Home owner
		Renting / other

Q. How would you rate performance in the following areas?

Base: All respondents, excludes 'unsure' and 'no response' (n = 992).

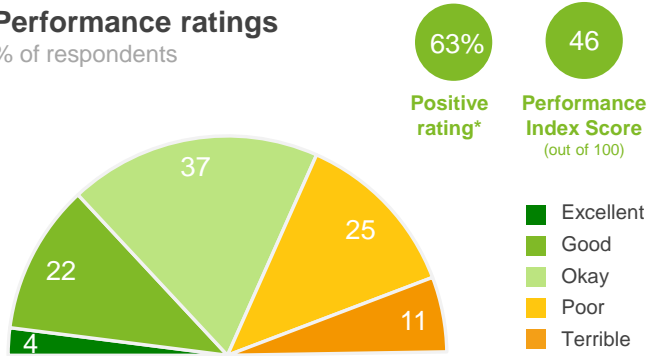
* Positive Rating = excellent, good + okay # Small sample size (<20 respondents)

Attachment 15.3.2.1 22-064 - MARKYT Community Scorecard - Report_2023

Access to health and community services

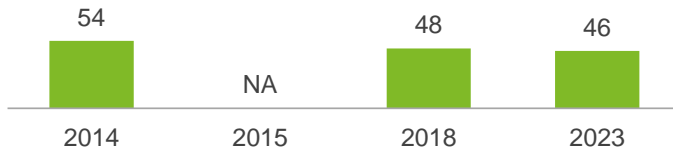
Performance ratings

% of respondents



Trend Analysis

Performance Index Score



MARKYT Industry Standards

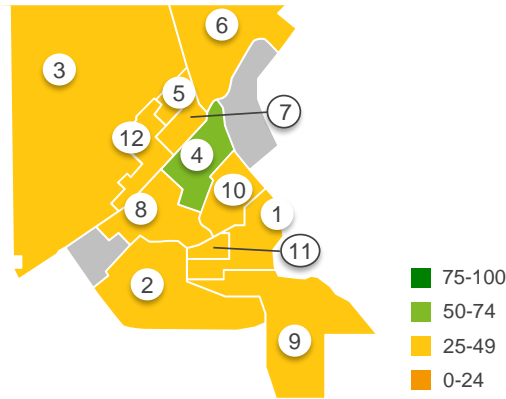
Performance Index Score



City of Kalgoorlie-Boulder	46
Industry High	69
Industry Average	56

Geographical variances

Performance Index Score



Location

1. Boulder	44
2. Broadwood	46
3. Hannans/Karkurla	41
4. Kalgoorlie	52
5. Lamington	46
6. Mullingar [#]	48
7. Piccadilly	42
8. Somerville	45
9. South Boulder	46
10. South Kalgoorlie	49
11. Victory Heights	49
12. West Lamington	40

Community variances

Performance Index Score

Gender	Age of children	Disability & culture
Male	0-5 years	Disability
Female	6-12 years	First Nations person
	13-17 years	Mainly speak LOTE
	18+ years	Home ownership
	No children	Home owner
		Renting / other

Q. How would you rate performance in the following areas?

Base: All respondents, excludes 'unsure' and 'no response' (n = 1124).

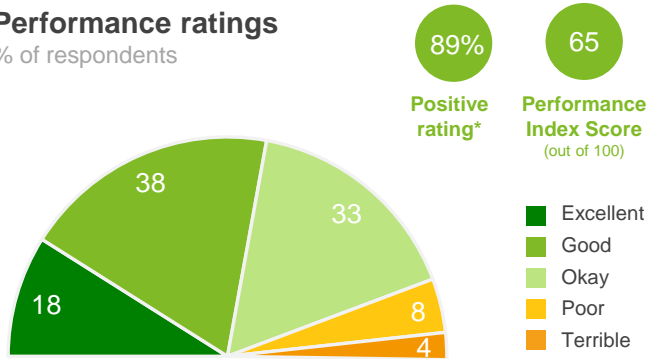
* Positive Rating = excellent, good + okay # Small sample size (<20 respondents)

Attachment 15.3.2.1 22-064 - MARKYT Community Scorecard - Report_2023

The Men's Shed

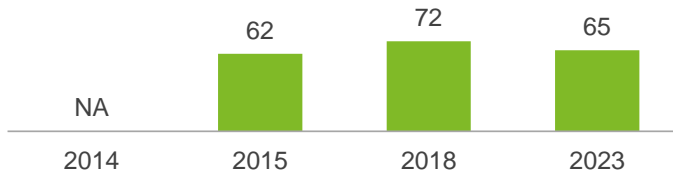
Performance ratings

% of respondents



Trend Analysis

Performance Index Score



MARKYT Industry Standards

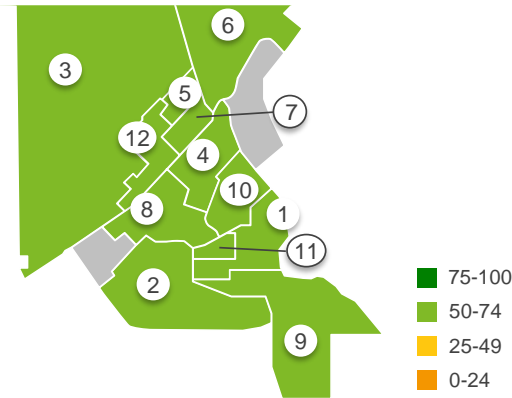
Performance Index Score



City of Kalgoorlie-Boulder	65
Industry High	NA
Industry Average	NA

Geographical variances

Performance Index Score



Location

1. Boulder	56
2. Broadwood	73
3. Hannans/Karkurla	65
4. Kalgoorlie	72
5. Lamington	69
6. Mullingar#	70
7. Piccadilly	70
8. Somerville	66
9. South Boulder	68
10. South Kalgoorlie	58
11. Victory Heights	74
12. West Lamington	64

Community variances

Performance Index Score

Category	Value
Gender	
Male	63
Female	67
Age	
14-34 years	60
35-49 years	64
50-64 years	66
65+ years	71
Age of children	
0-5 years	63
6-12 years	60
13-17 years	58
18+ years	61
No children	66
Disability & culture	
Disability	60
First Nations person	66
Mainly speak LOTE	58
Home ownership	
Home owner	66
Renting / other	60

Q. How would you rate performance in the following areas?

Base: All respondents, excludes 'unsure' and 'no response' (n = 430).

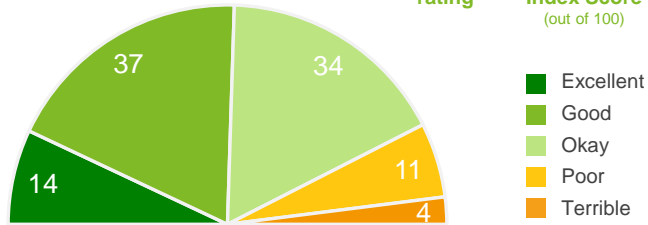
* Positive Rating = excellent, good + okay # Small sample size (<20 respondents)

Sport and recreation facilities and services

Performance ratings

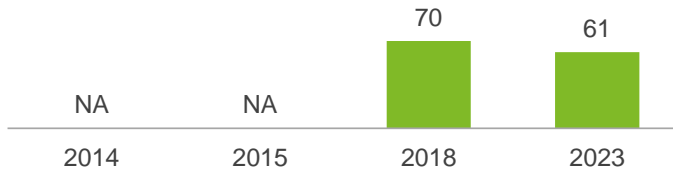
% of respondents

85% Positive rating*
61 Performance Index Score (out of 100)



Trend Analysis

Performance Index Score



MARKYT Industry Standards

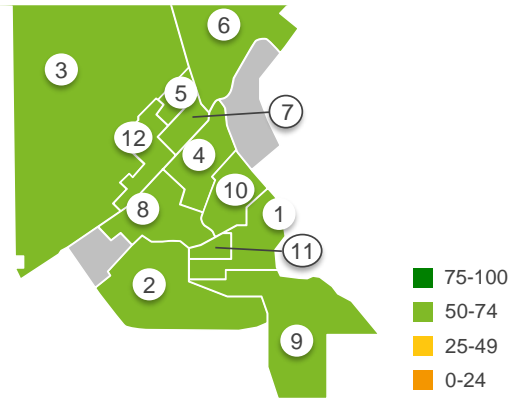
Performance Index Score



City of Kalgoorlie-Boulder	61
Industry High	81
Industry Average	65

Geographical variances

Performance Index Score



Location

1. Boulder	58
2. Broadwood	68
3. Hannans/Karkurla	59
4. Kalgoorlie	67
5. Lamington	62
6. Mullingar#	70
7. Piccadilly	64
8. Somerville	62
9. South Boulder	57
10. South Kalgoorlie	59
11. Victory Heights	59
12. West Lamington	62

Community variances

Performance Index Score

Gender	Age of children	Disability & culture
Male	0-5 years	Disability
Female	6-12 years	First Nations person
	13-17 years	Mainly speak LOTE
	18+ years	Home ownership
	No children	Home owner
		Renting / other

Q. How would you rate performance in the following areas?

Base: All respondents, excludes 'unsure' and 'no response' (n = 1133).

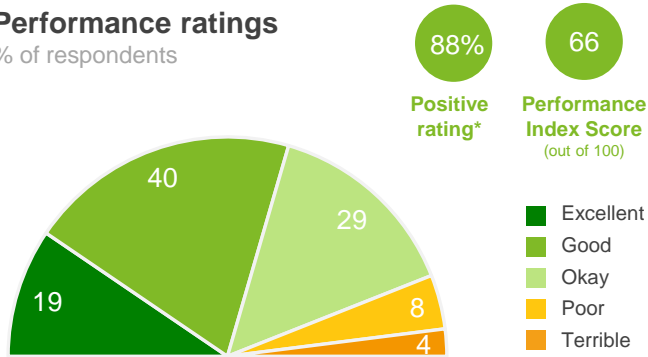
* Positive Rating = excellent, good + okay # Small sample size (<20 respondents)

Attachment 15.3.2.1 22-064 - MARKYT Community Scorecard - Report_2023

Goldfields Oasis Recreation and Aquatic Centre

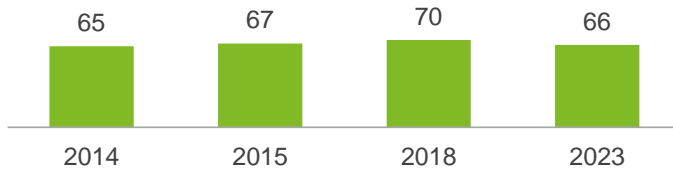
Performance ratings

% of respondents



Trend Analysis

Performance Index Score



MARKYT Industry Standards

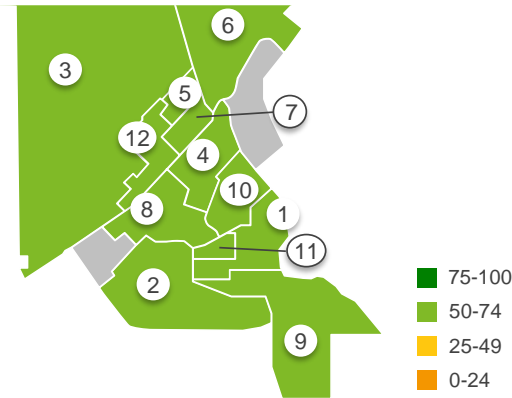
Performance Index Score



City of Kalgoorlie-Boulder	66
Industry High	83
Industry Average	68

Geographical variances

Performance Index Score



Location

1. Boulder	66
2. Broadwood	68
3. Hannans/Karkurla	69
4. Kalgoorlie	66
5. Lamington	69
6. Mullingar#	59
7. Piccadilly	61
8. Somerville	66
9. South Boulder	59
10. South Kalgoorlie	66
11. Victory Heights	64
12. West Lamington	64

Community variances

Performance Index Score

Gender	Age of children	Disability & culture
Male	0-5 years	Disability
Female	6-12 years	First Nations person
	13-17 years	Mainly speak LOTE
	18+ years	Home ownership
	No children	Home owner
		Renting / other

Q. How would you rate performance in the following areas?

Base: All respondents, excludes 'unsure' and 'no response' (n = 997).

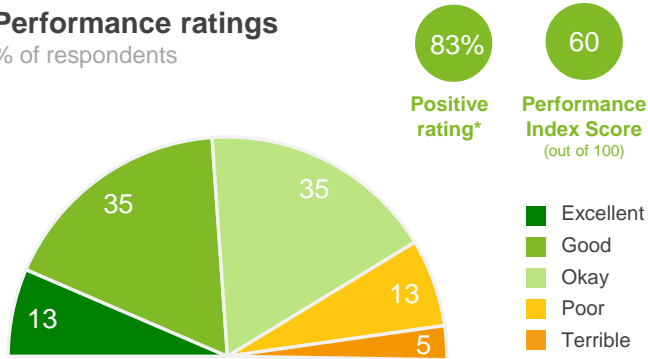
* Positive Rating = excellent, good + okay # Small sample size (<20 respondents)

Attachment 15.3.2.1 22-064 - MARKYT Community Scorecard - Report_2023

Festivals, events, art and cultural activities

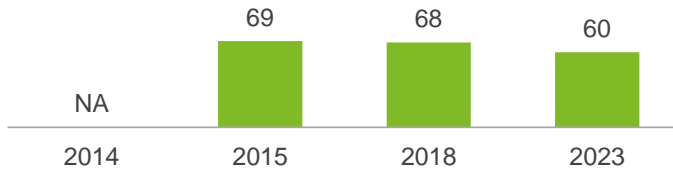
Performance ratings

% of respondents



Trend Analysis

Performance Index Score



MARKYT Industry Standards

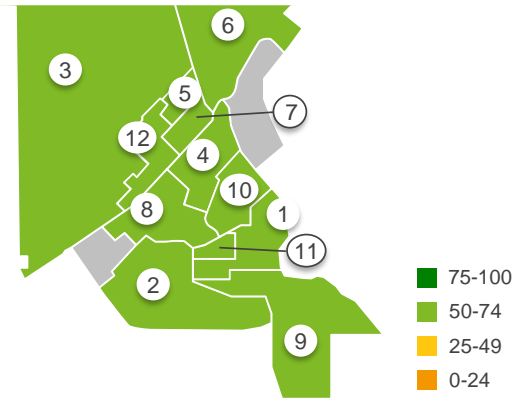
Performance Index Score



City of Kalgoorlie-Boulder	60
Industry High	75
Industry Average	62

Geographical variances

Performance Index Score



Location

1. Boulder	53
2. Broadwood	72
3. Hannans/Karkurla	59
4. Kalgoorlie	62
5. Lamington	65
6. Mullingar#	64
7. Piccadilly	62
8. Somerville	61
9. South Boulder	54
10. South Kalgoorlie	57
11. Victory Heights	60
12. West Lamington	54

Community variances

Performance Index Score

Gender	Age of children	Disability & culture
Male	0-5 years	Disability
Female	6-12 years	First Nations person
Age	13-17 years	Mainly speak LOTE
14-34 years	18+ years	Home ownership
35-49 years	No children	Home owner
50-64 years		Renting / other
65+ years		

Q. How would you rate performance in the following areas?

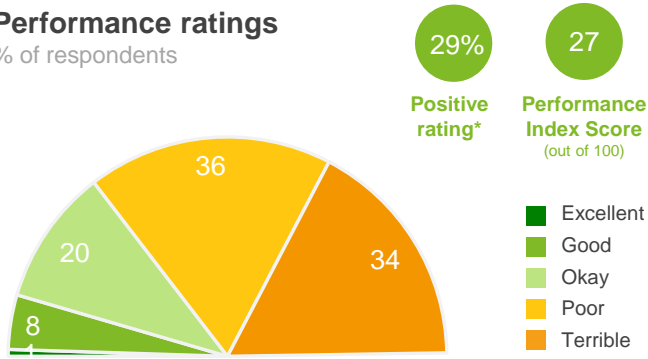
Base: All respondents, excludes 'unsure' and 'no response' (n = 1138).

* Positive Rating = excellent, good + okay # Small sample size (<20 respondents)

Community safety and crime prevention

Performance ratings

% of respondents



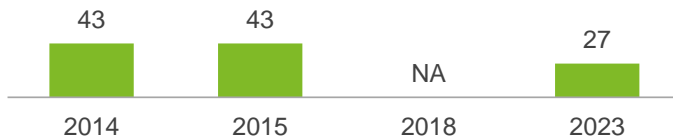
29% Positive rating*

27 Performance Index Score (out of 100)

- Excellent
- Good
- Okay
- Poor
- Terrible

Trend Analysis

Performance Index Score



MARKYT Industry Standards

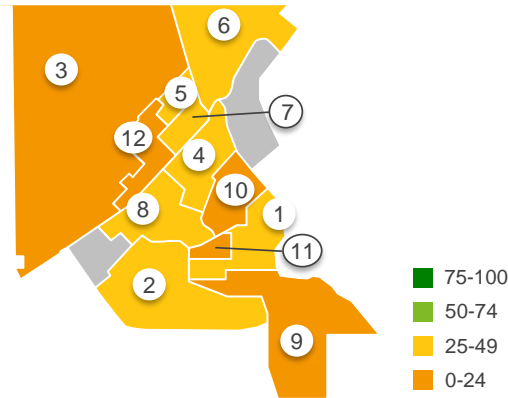
Performance Index Score



City of Kalgoorlie-Boulder	27
Industry High	66
Industry Average	49

Geographical variances

Performance Index Score



- 75-100
- 50-74
- 25-49
- 0-24

Location

1. Boulder	28
2. Broadwood	35
3. Hannans/Karkurla	23
4. Kalgoorlie	31
5. Lamington	29
6. Mullingar#	30
7. Piccadilly	26
8. Somerville	27
9. South Boulder	20
10. South Kalgoorlie	24
11. Victory Heights	22
12. West Lamington	21

Community variances

Performance Index Score

Gender	Age of children	Disability & culture
Male	0-5 years	Disability
Female	6-12 years	First Nations person
	13-17 years	Mainly speak LOTE
	18+ years	Home ownership
	No children	Home owner
		Renting / other

Q. How would you rate performance in the following areas?

Base: All respondents, excludes 'unsure' and 'no response' (n = 1133).

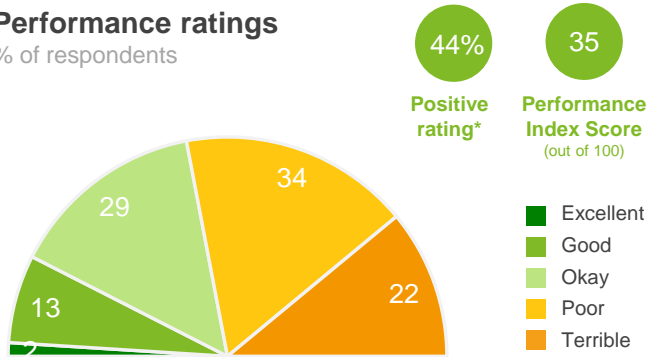
* Positive Rating = excellent, good + okay # Small sample size (<20 respondents)

Attachment 15.3.2.1 22-064 - MARKYT Community Scorecard - Report_2023

Lighting of streets and public places

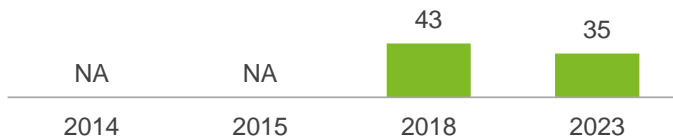
Performance ratings

% of respondents



Trend Analysis

Performance Index Score



MARKYT Industry Standards

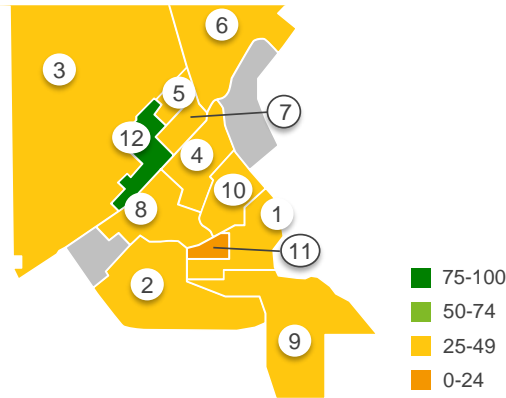
Performance Index Score



City of Kalgoorlie-Boulder	35
Industry High	66
Industry Average	53

Geographical variances

Performance Index Score



Location

1. Boulder	33
2. Broadwood	28
3. Hannans/Karkurla	35
4. Kalgoorlie	38
5. Lamington	36
6. Mullingar#	40
7. Piccadilly	32
8. Somerville	39
9. South Boulder	30
10. South Kalgoorlie	36
11. Victory Heights	24
12. West Lamington	75

Community variances

Performance Index Score

Gender	Age of children	Disability & culture
Male 37	0-5 years 28	Disability 30
Female 32	6-12 years 32	First Nations person 27
Age	13-17 years 33	Mainly speak LOTE 38
14-34 years 32	18+ years 37	Home ownership
35-49 years 32	No children 37	Home owner 34
50-64 years 37		Renting / other 38
65+ years 42		

Q. How would you rate performance in the following areas?

Base: All respondents, excludes 'unsure' and 'no response' (n = 1166).

* Positive Rating = excellent, good + okay # Small sample size (<20 respondents)

Animal management (dog and cats)

Performance ratings

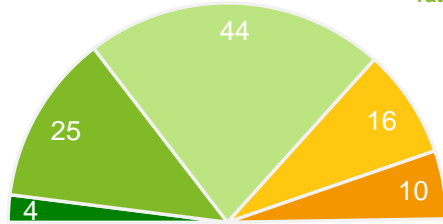
% of respondents

73%

49

Positive rating*

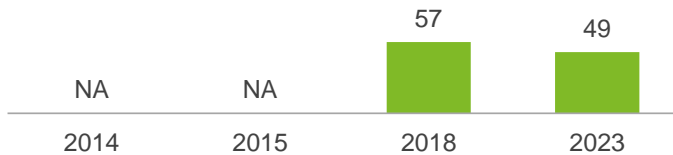
Performance Index Score (out of 100)



- Excellent
- Good
- Okay
- Poor
- Terrible

Trend Analysis

Performance Index Score



MARKYT Industry Standards

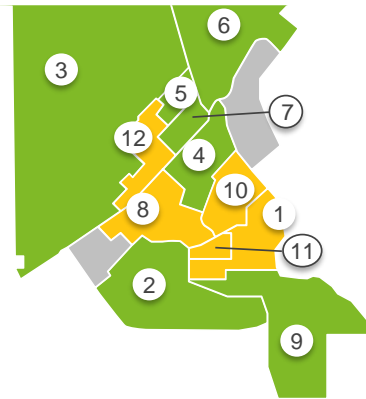
Performance Index Score



City of Kalgoorlie-Boulder	49
Industry High	67
Industry Average	54

Geographical variances

Performance Index Score



- 75-100
- 50-74
- 25-49
- 0-24

Location

1. Boulder	45
2. Broadwood	55
3. Hannans/Karkurla	51
4. Kalgoorlie	50
5. Lamington	56
6. Mullingar [#]	51
7. Piccadilly	54
8. Somerville	49
9. South Boulder	50
10. South Kalgoorlie	47
11. Victory Heights	43
12. West Lamington	40

Community variances

Performance Index Score

Gender	Age of children	Disability & culture
Male	0-5 years	Disability
Female	6-12 years	First Nations person
	13-17 years	Mainly speak LOTE
	18+ years	Home ownership
	No children	Home owner
		Renting / other

Q. How would you rate performance in the following areas?

Base: All respondents, excludes 'unsure' and 'no response' (n = 1056).

* Positive Rating = excellent, good + okay # Small sample size (<20 respondents)

Attachment 15.3.2.1 22-064 - MARKYT Community Scorecard - Report_2023

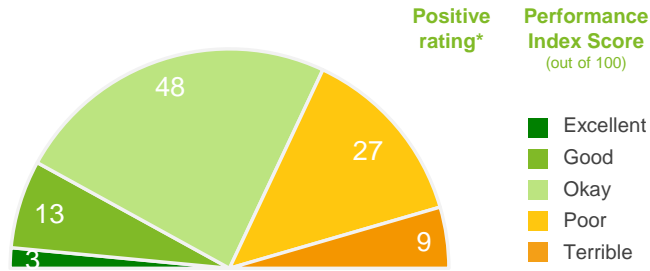
Planet

Efforts to promote and adopt sustainable practices to manage climate change

Performance ratings

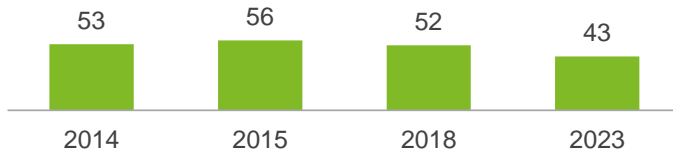
% of respondents

64% Positive rating*
43 Performance Index Score (out of 100)



Trend Analysis

Performance Index Score



MARKYT Industry Standards

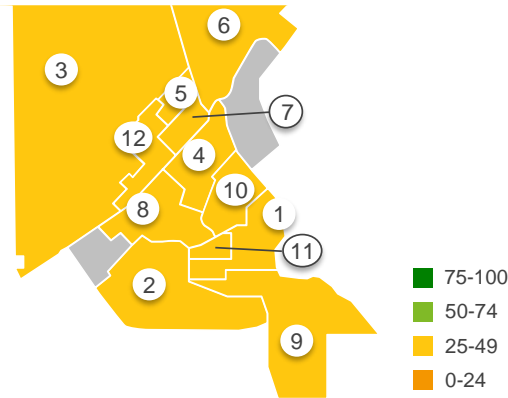
Performance Index Score



City of Kalgoorlie-Boulder	43
Industry High	68
Industry Average	49

Geographical variances

Performance Index Score



Location

1. Boulder	42
2. Broadwood	44
3. Hannans/Karkurla	43
4. Kalgoorlie	44
5. Lamington	44
6. Mullingar#	45
7. Piccadilly	49
8. Somerville	44
9. South Boulder	42
10. South Kalgoorlie	42
11. Victory Heights	39
12. West Lamington	40

Community variances

Performance Index Score

Gender	Age of children	Disability & culture
Male	0-5 years	Disability
Female	6-12 years	First Nations person
	13-17 years	Mainly speak LOTE
	18+ years	Home ownership
	No children	Home owner
		Renting / other

Q. How would you rate performance in the following areas?

Base: All respondents, excludes 'unsure' and 'no response' (n = 802).

* Positive Rating = excellent, good + okay # Small sample size (<20 respondents)

Conservation and environmental management

Performance ratings

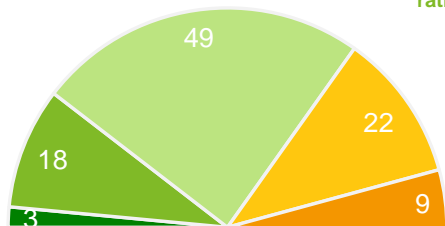
% of respondents

70%

46

Positive rating*

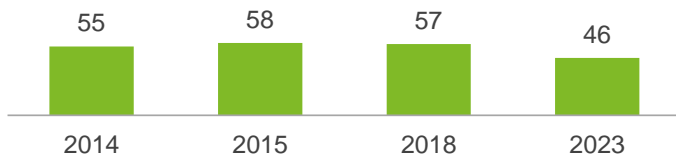
Performance Index Score (out of 100)



- Excellent
- Good
- Okay
- Poor
- Terrible

Trend Analysis

Performance Index Score



MARKYT Industry Standards

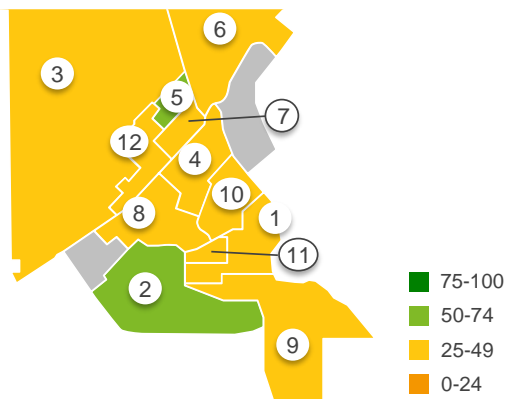
Performance Index Score



City of Kalgoorlie-Boulder	46
Industry High	68
Industry Average	53

Geographical variances

Performance Index Score



- 75-100
- 50-74
- 25-49
- 0-24

Location

1. Boulder	45
2. Broadwood	50
3. Hannans/Karkurla	46
4. Kalgoorlie	46
5. Lamington	50
6. Mullingar#	35
7. Piccadilly	48
8. Somerville	49
9. South Boulder	43
10. South Kalgoorlie	43
11. Victory Heights	40
12. West Lamington	40

Community variances

Performance Index Score

Gender

Male	47
Female	45

Age of children

0-5 years	47
6-12 years	48
13-17 years	48
18+ years	48
No children	45

Disability & culture

Disability	45
First Nations person	50
Mainly speak LOTE	50

Age

14-34 years	46
35-49 years	45
50-64 years	45
65+ years	50

Home ownership

Home owner	46
Renting / other	47

Q. How would you rate performance in the following areas?

Base: All respondents, excludes 'unsure' and 'no response' (n = 884).

* Positive Rating = excellent, good + okay # Small sample size (<20 respondents)

Attachment 15.3.2.1 22-064 - MARKYT Community Scorecard - Report_2023

Waste management services

Performance ratings

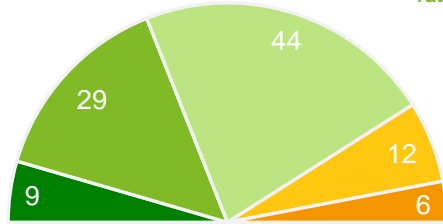
% of respondents

82%

56

Positive rating*

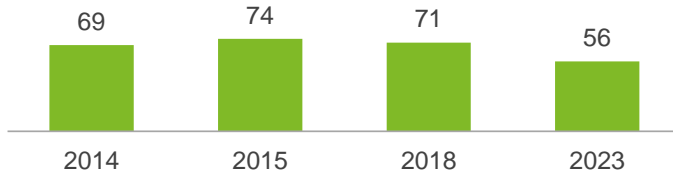
Performance Index Score (out of 100)



- Excellent
- Good
- Okay
- Poor
- Terrible

Trend Analysis

Performance Index Score



MARKYT Industry Standards

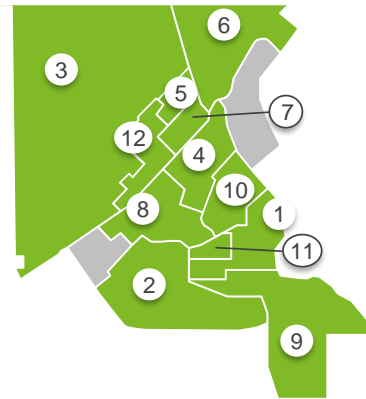
Performance Index Score



City of Kalgoorlie-Boulder	56
Industry High	77
Industry Average	63

Geographical variances

Performance Index Score



- 75-100
- 50-74
- 25-49
- 0-24

Location

1. Boulder	53
2. Broadwood	59
3. Hannans/Karkurla	57
4. Kalgoorlie	52
5. Lamington	57
6. Mullingar#	54
7. Piccadilly	57
8. Somerville	58
9. South Boulder	56
10. South Kalgoorlie	57
11. Victory Heights	53
12. West Lamington	51

Community variances

Performance Index Score

Gender	Age of children	Disability & culture
Male	0-5 years	Disability
Female	6-12 years	First Nations person
Age	13-17 years	Mainly speak LOTE
14-34 years	18+ years	Home ownership
35-49 years	No children	Home owner
50-64 years		Renting / other
65+ years		

Q. How would you rate performance in the following areas?

Base: All respondents, excludes 'unsure' and 'no response' (n = 1065).

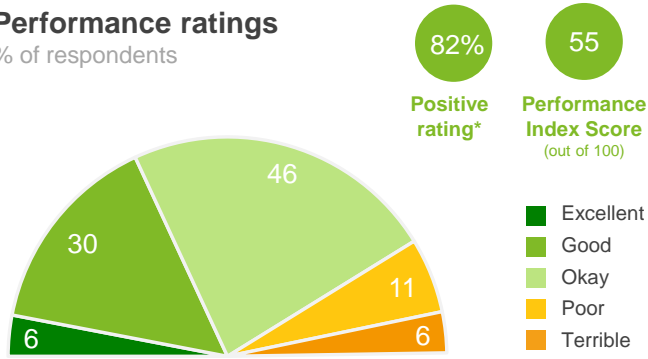
* Positive Rating = excellent, good + okay # Small sample size (<20 respondents)

Attachment 15.3.2.1 22-064 - MARKYT Community Scorecard - Report_2023

City sewerage and waste water treatment

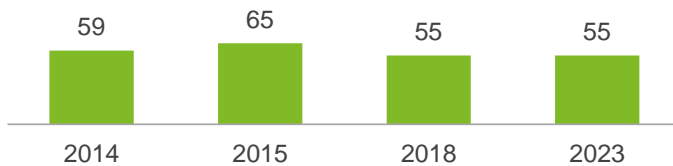
Performance ratings

% of respondents



Trend Analysis

Performance Index Score



MARKYT Industry Standards

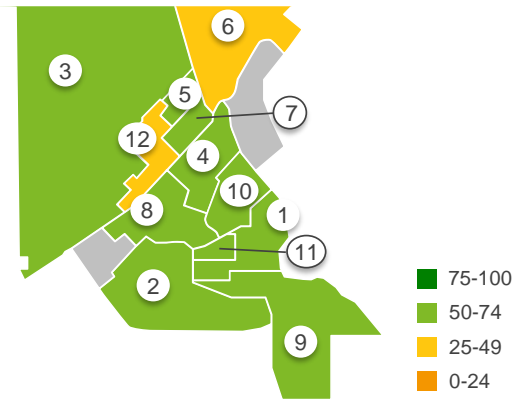
Performance Index Score



City of Kalgoorlie-Boulder	55
Industry High	NA
Industry Average	NA

Geographical variances

Performance Index Score



Location

1. Boulder	52
2. Broadwood	61
3. Hannans/Karkurla	55
4. Kalgoorlie	56
5. Lamington	54
6. Mullingar#	45
7. Piccadilly	57
8. Somerville	57
9. South Boulder	53
10. South Kalgoorlie	55
11. Victory Heights	51
12. West Lamington	49

Community variances

Performance Index Score

Gender	Age of children	Disability & culture
Male	0-5 years	Disability
Female	6-12 years	First Nations person
	13-17 years	Mainly speak LOTE
	18+ years	Home ownership
	No children	Home owner
		Renting / other

Q. How would you rate performance in the following areas?

Base: All respondents, excludes 'unsure' and 'no response' (n = 951).

* Positive Rating = excellent, good + okay # Small sample size (<20 respondents)

Attachment 15.3.2.1 22-064 - MARKYT Community Scorecard - Report_2023

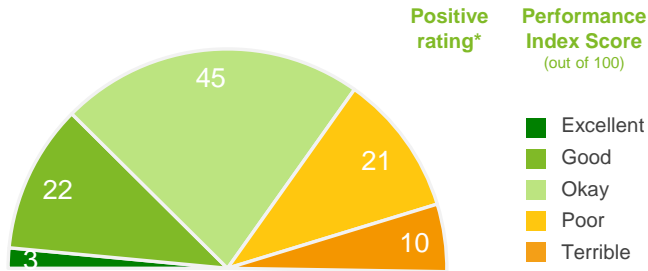
Environmental health management

(noise, pests, pollution, food inspections)

Performance ratings

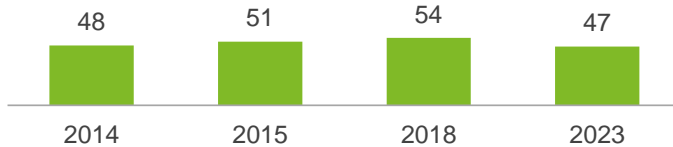
% of respondents

70% Positive rating*
47 Performance Index Score (out of 100)



Trend Analysis

Performance Index Score



MARKYT Industry Standards

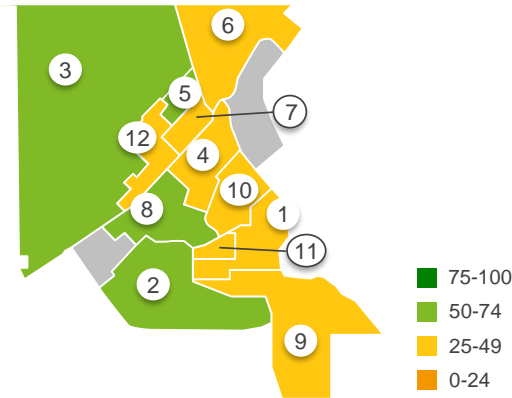
Performance Index Score



City of Kalgoorlie-Boulder	47
Industry High	65
Industry Average	55

Geographical variances

Performance Index Score



Location

1. Boulder	44
2. Broadwood	55
3. Hannans/Karkurla	50
4. Kalgoorlie	44
5. Lamington	51
6. Mullingar#	37
7. Piccadilly	45
8. Somerville	53
9. South Boulder	44
10. South Kalgoorlie	44
11. Victory Heights	42
12. West Lamington	37

Community variances

Performance Index Score

Gender	Age of children	Disability & culture
Male	0-5 years	Disability
Female	6-12 years	First Nations person
	13-17 years	Mainly speak LOTE
	18+ years	Home ownership
	No children	Home owner
		Renting / other

Q. How would you rate performance in the following areas?

Base: All respondents, excludes 'unsure' and 'no response' (n = 926).

* Positive Rating = excellent, good + okay # Small sample size (<20 respondents)

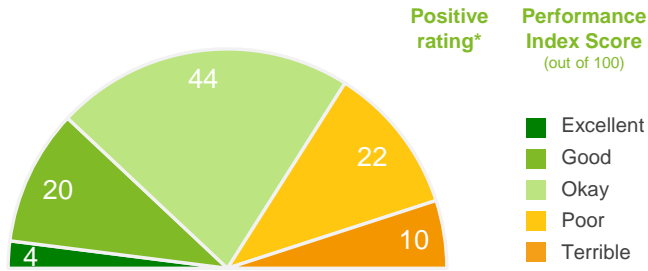
Natural disaster management

(education, prevention and relief for fires, cyclones, flooding)

Performance ratings

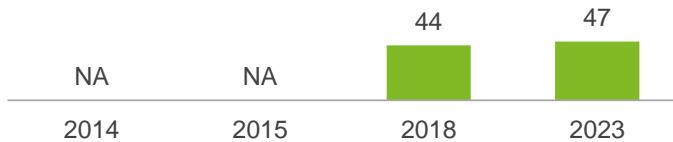
% of respondents

68% Positive rating*
47 Performance Index Score (out of 100)



Trend Analysis

Performance Index Score



MARKYT Industry Standards

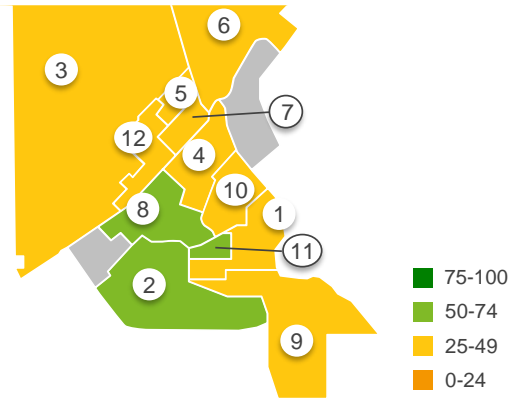
Performance Index Score



City of Kalgoorlie-Boulder	47
Industry High	69
Industry Average	55

Geographical variances

Performance Index Score



Location

1. Boulder	45
2. Broadwood	50
3. Hannans/Karkurla	49
4. Kalgoorlie	47
5. Lamington	46
6. Mullingar#	44
7. Piccadilly	44
8. Somerville	52
9. South Boulder	43
10. South Kalgoorlie	43
11. Victory Heights	53
12. West Lamington	41

Community variances

Performance Index Score

Gender	Age of children	Disability & culture
Male	0-5 years	Disability
Female	6-12 years	First Nations person
	13-17 years	Mainly speak LOTE
	18+ years	Home ownership
	No children	Home owner
		Renting / other

Q. How would you rate performance in the following areas?

Base: All respondents, excludes 'unsure' and 'no response' (n = 738).

* Positive Rating = excellent, good + okay # Small sample size (<20 respondents)

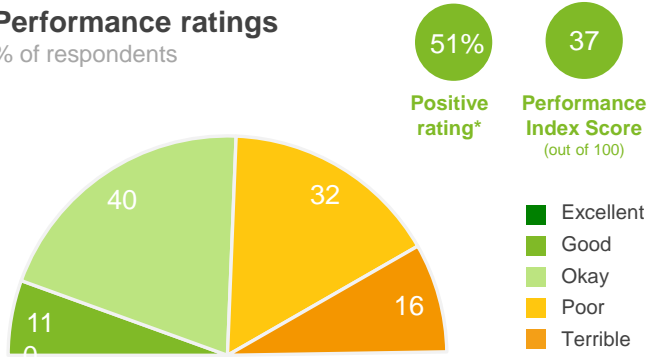
Attachment 15.3.2.1 22-064 - MARKYT Community Scorecard - Report_2023

Place

Managing responsible growth and development

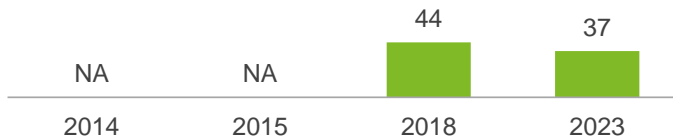
Performance ratings

% of respondents



Trend Analysis

Performance Index Score



MARKYT Industry Standards

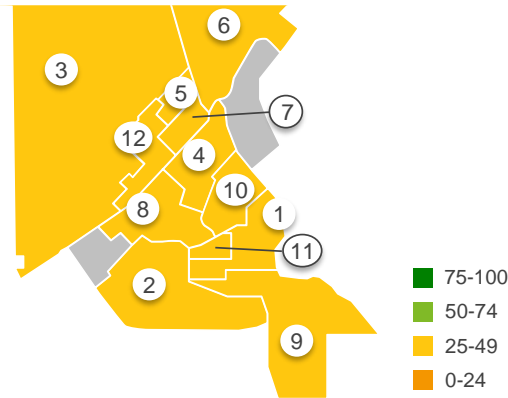
Performance Index Score



City of Kalgoorlie-Boulder	37
Industry High	58
Industry Average	46

Geographical variances

Performance Index Score



Location

1. Boulder	37
2. Broadwood	41
3. Hannans/Karkurla	34
4. Kalgoorlie	37
5. Lamington	37
6. Mullingar#	33
7. Piccadilly	38
8. Somerville	40
9. South Boulder	37
10. South Kalgoorlie	37
11. Victory Heights	33
12. West Lamington	30

Community variances

Performance Index Score

Gender	Age of children	Disability & culture
Male 35	0-5 years 38	Disability 33
Female 39	6-12 years 33	First Nations person 35
Age	13-17 years 38	Mainly speak LOTE 44
14-34 years 39	18+ years 32	Home ownership
35-49 years 33	No children 37	Home owner 36
50-64 years 36		Renting / other 40
65+ years 41		

Q. How would you rate performance in the following areas?

Base: All respondents, excludes 'unsure' and 'no response' (n = 937).

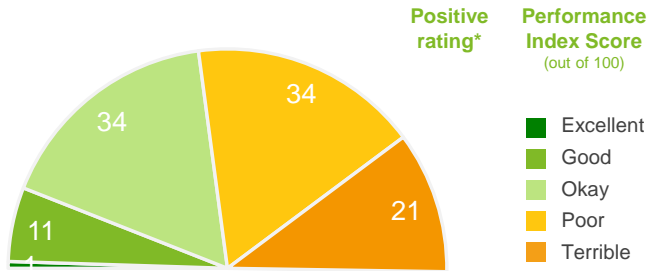
* Positive Rating = excellent, good + okay # Small sample size (<20 respondents)

Planning and building approvals

Performance ratings

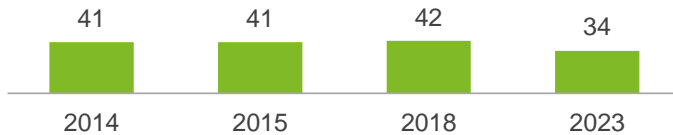
% of respondents

46% Positive rating*
34 Performance Index Score (out of 100)



Trend Analysis

Performance Index Score



MARKYT Industry Standards

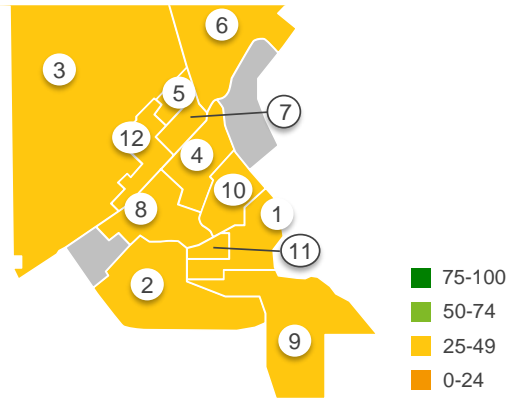
Performance Index Score



City of Kalgoorlie-Boulder	34
Industry High	56
Industry Average	43

Geographical variances

Performance Index Score



Location

1. Boulder	33
2. Broadwood	33
3. Hannans/Karkurla	31
4. Kalgoorlie	35
5. Lamington	35
6. Mullingar#	31
7. Piccadilly	33
8. Somerville	37
9. South Boulder	42
10. South Kalgoorlie	33
11. Victory Heights	37
12. West Lamington	33

Community variances

Performance Index Score

Gender	Age of children	Disability & culture
Male	0-5 years	Disability
Female	6-12 years	First Nations person
Age	13-17 years	Mainly speak LOTE
14-34 years	18+ years	Home ownership
35-49 years	No children	Home owner
50-64 years		Renting / other
65+ years		

Q. How would you rate performance in the following areas?

Base: All respondents, excludes 'unsure' and 'no response' (n = 821).

* Positive Rating = excellent, good + okay # Small sample size (<20 respondents)

Attachment 15.3.2.1 22-064 - MARKYT Community Scorecard - Report_2023

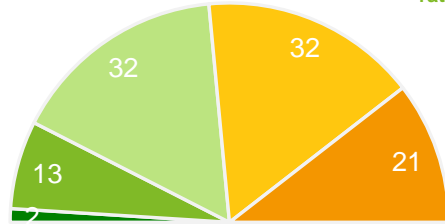
Access to housing that meets your needs

Performance ratings

% of respondents

47%
Positive rating*

36
Performance Index Score
(out of 100)



■ Excellent
■ Good
■ Okay
■ Poor
■ Terrible

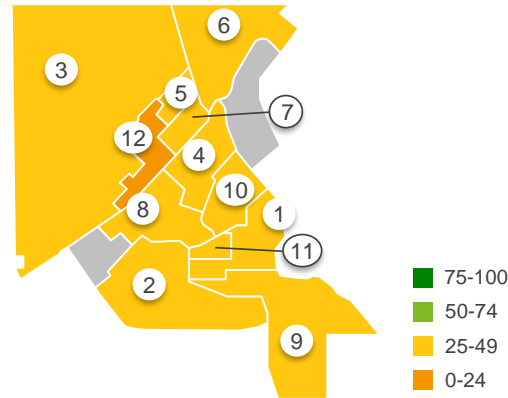
Trend Analysis

Performance Index Score



Geographical variances

Performance Index Score



Location

1. Boulder	35
2. Broadwood	39
3. Hannans/Karkurla	32
4. Kalgoorlie	38
5. Lamington	37
6. Mullingar#	32
7. Piccadilly	38
8. Somerville	39
9. South Boulder	37
10. South Kalgoorlie	34
11. Victory Heights	40
12. West Lamington	23

MARKYT Industry Standards

Performance Index Score



City of Kalgoorlie-Boulder	36
Industry High	65
Industry Average	51

Community variances

Performance Index Score

Gender	Age of children	Disability & culture
Male	0-5 years	Disability 30
Female	6-12 years	First Nations person
	13-17 years	Mainly speak LOTE
	18+ years	Home ownership
	No children	Home owner
		Renting / other

Q. How would you rate performance in the following areas?

Base: All respondents, excludes 'unsure' and 'no response' (n = 946).

* Positive Rating = excellent, good + okay # Small sample size (<20 respondents)

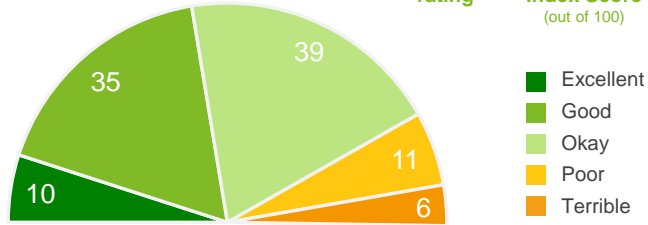
Attachment 15.3.2.1 22-064 - MARKYT Community Scorecard - Report_2023

Preserving and promoting local history and heritage

Performance ratings

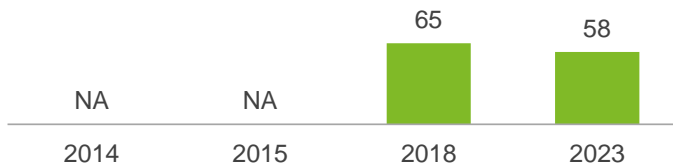
% of respondents

84% Positive rating*
58 Performance Index Score (out of 100)



Trend Analysis

Performance Index Score



MARKYT Industry Standards

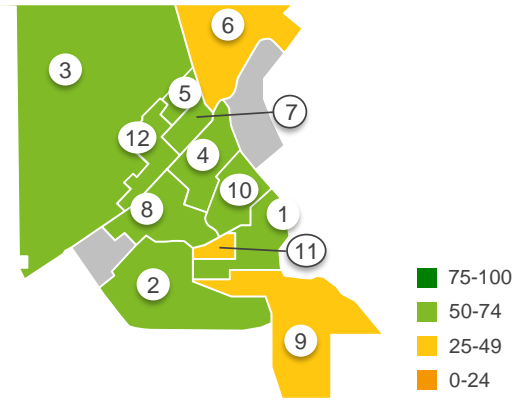
Performance Index Score



City of Kalgoorlie-Boulder	58
Industry High	70
Industry Average	58

Geographical variances

Performance Index Score



Location

1. Boulder	54
2. Broadwood	66
3. Hannans/Karkurla	60
4. Kalgoorlie	62
5. Lamington	57
6. Mullingar#	49
7. Piccadilly	57
8. Somerville	60
9. South Boulder	48
10. South Kalgoorlie	60
11. Victory Heights	45
12. West Lamington	58

Community variances

Performance Index Score

Gender	Age of children	Disability & culture
Male	0-5 years	Disability
Female	6-12 years	First Nations person
	13-17 years	Mainly speak LOTE
	18+ years	Home ownership
	No children	Home owner
		Renting / other

Q. How would you rate performance in the following areas?

Base: All respondents, excludes 'unsure' and 'no response' (n = 1033).

* Positive Rating = excellent, good + okay # Small sample size (<20 respondents)

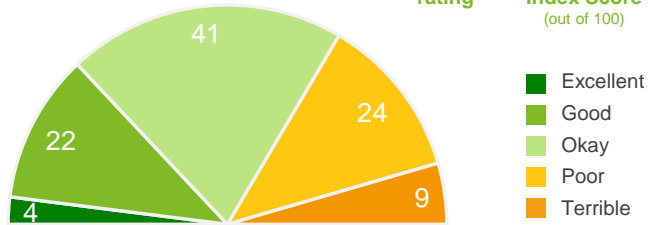
Attachment 15.3.2.1 22-064 - MARKYT Community Scorecard - Report_2023

Community buildings, halls and toilets

Performance ratings

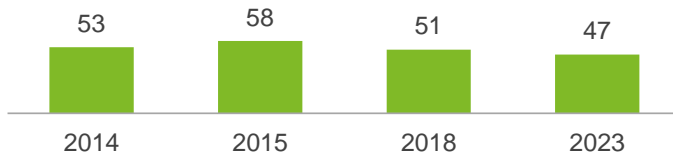
% of respondents

67% Positive rating*
47 Performance Index Score (out of 100)



Trend Analysis

Performance Index Score



MARKYT Industry Standards

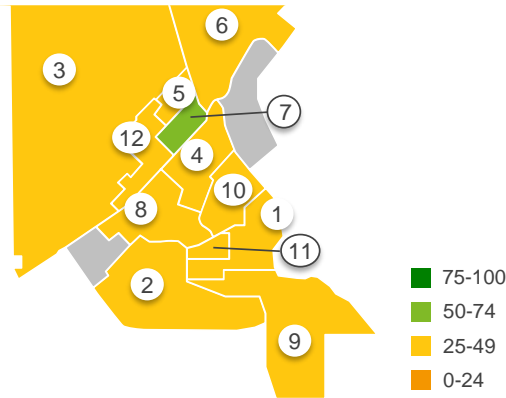
Performance Index Score



City of Kalgoorlie-Boulder	47
Industry High	66
Industry Average	57

Geographical variances

Performance Index Score



Location

1. Boulder	46
2. Broadwood	46
3. Hannans/Karkurla	47
4. Kalgoorlie	49
5. Lamington	45
6. Mullingar#	43
7. Piccadilly	50
8. Somerville	47
9. South Boulder	48
10. South Kalgoorlie	49
11. Victory Heights	41
12. West Lamington	40

Community variances

Performance Index Score

Gender	Age of children	Disability & culture
Male	0-5 years	Disability
Female	6-12 years	First Nations person
	13-17 years	Mainly speak LOTE
	18+ years	Home ownership
	No children	Home owner
		Renting / other

Q. How would you rate performance in the following areas?

Base: All respondents, excludes 'unsure' and 'no response' (n = 1093).

* Positive Rating = excellent, good + okay # Small sample size (<20 respondents)

Attachment 15.3.2.1 22-064 - MARKYT Community Scorecard - Report_2023

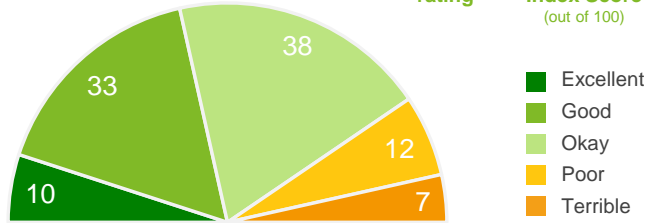
Playgrounds, parks and reserves

Performance ratings

% of respondents

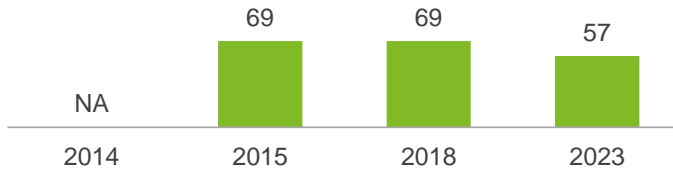
81%
Positive rating*

57
Performance Index Score
(out of 100)



Trend Analysis

Performance Index Score



MARKYT Industry Standards

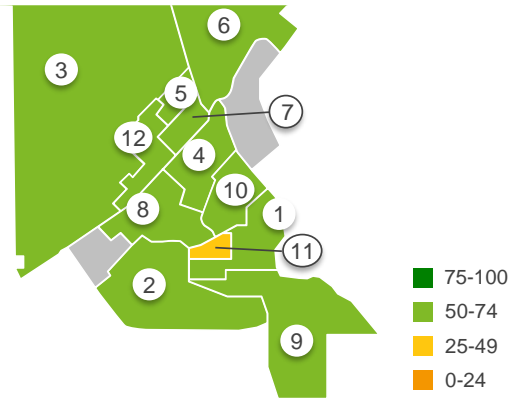
Performance Index Score



City of Kalgoorlie-Boulder	57
Industry High	79
Industry Average	66

Geographical variances

Performance Index Score



Location

1. Boulder	53
2. Broadwood	54
3. Hannans/Karkurla	55
4. Kalgoorlie	64
5. Lamington	57
6. Mullingar#	58
7. Piccadilly	57
8. Somerville	56
9. South Boulder	55
10. South Kalgoorlie	59
11. Victory Heights	47
12. West Lamington	55

Community variances

Performance Index Score

Gender	Age of children	Disability & culture
Male	0-5 years	Disability
Female	6-12 years	First Nations person
	13-17 years	Mainly speak LOTE
	18+ years	Home ownership
	No children	Home owner
		Renting / other

Q. How would you rate performance in the following areas?

Base: All respondents, excludes 'unsure' and 'no response' (n = 1117).

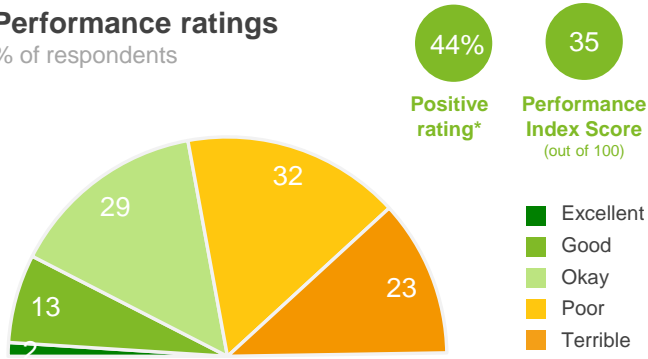
* Positive Rating = excellent, good + okay # Small sample size (<20 respondents)

Attachment 15.3.2.1 22-064 - MARKYT Community Scorecard - Report_2023

Footpaths and cycleways

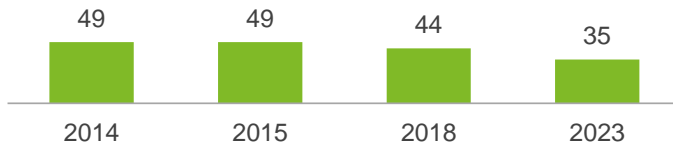
Performance ratings

% of respondents



Trend Analysis

Performance Index Score



MARKYT Industry Standards

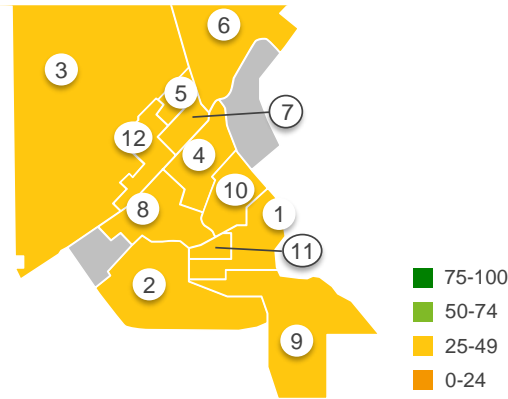
Performance Index Score



City of Kalgoorlie-Boulder	35
Industry High	68
Industry Average	53

Geographical variances

Performance Index Score



Location

1. Boulder	37
2. Broadwood	31
3. Hannans/Karkurla	37
4. Kalgoorlie	36
5. Lamington	33
6. Mullingar#	43
7. Piccadilly	32
8. Somerville	37
9. South Boulder	30
10. South Kalgoorlie	35
11. Victory Heights	28
12. West Lamington	29

Community variances

Performance Index Score

Gender	Age of children	Disability & culture
Male	0-5 years	Disability
Female	6-12 years	First Nations person
	13-17 years	Mainly speak LOTE
	18+ years	Home ownership
	No children	Home owner
		Renting / other

Q. How would you rate performance in the following areas?

Base: All respondents, excludes 'unsure' and 'no response' (n = 1122).

* Positive Rating = excellent, good + okay # Small sample size (<20 respondents)

Local roads

Performance ratings

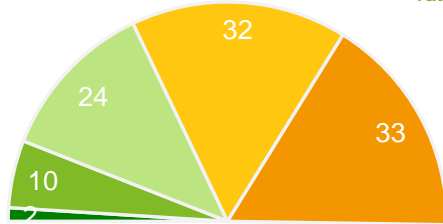
% of respondents

36%

29

Positive rating*

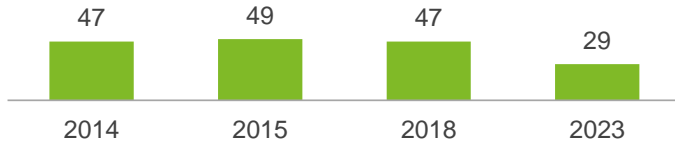
Performance Index Score (out of 100)



- Excellent
- Good
- Okay
- Poor
- Terrible

Trend Analysis

Performance Index Score



MARKYT Industry Standards

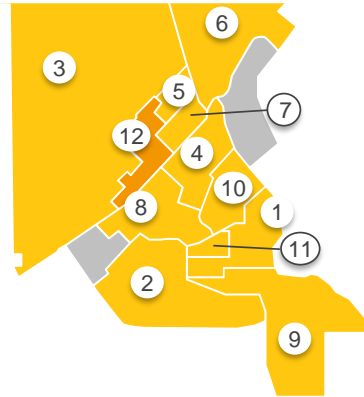
Performance Index Score



City of Kalgoorlie-Boulder	29
Industry High	70
Industry Average	48

Geographical variances

Performance Index Score



- 75-100
- 50-74
- 25-49
- 0-24

Location

1. Boulder	28
2. Broadwood	26
3. Hannans/Karkurla	32
4. Kalgoorlie	31
5. Lamington	29
6. Mullingar#	31
7. Piccadilly	31
8. Somerville	33
9. South Boulder	26
10. South Kalgoorlie	28
11. Victory Heights	27
12. West Lamington	14

Community variances

Performance Index Score

Gender	Age of children	Disability & culture
Male 31	0-5 years 28	Disability 25
Female 28	6-12 years 29	First Nations person 24
Age	13-17 years 26	Mainly speak LOTE 43
14-34 years 29	18+ years 28	Home ownership
35-49 years 27	No children 29	Home owner 27
50-64 years 30		Renting / other 39
65+ years 32		

Q. How would you rate performance in the following areas?

Base: All respondents, excludes 'unsure' and 'no response' (n = 1127).

* Positive Rating = excellent, good + okay # Small sample size (<20 respondents)

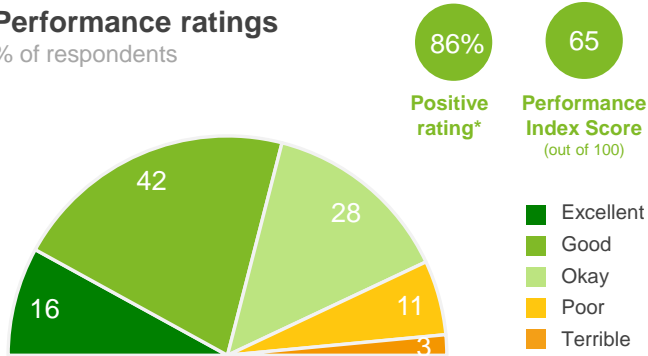
Attachment 15.3.2.1 22-064 - MARKYT Community Scorecard - Report_2023

Prosperity

Place to work or operate a business

Performance ratings

% of respondents



Trend Analysis

Performance Index Score



MARKYT Industry Standards

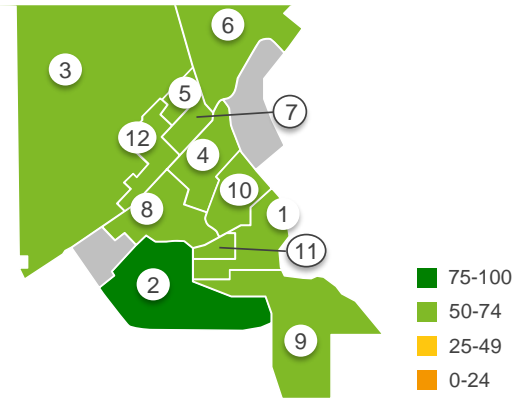
Performance Index Score



City of Kalgoorlie-Boulder	65
Industry High	71
Industry Average	58

Geographical variances

Performance Index Score



Location

1. Boulder	61
2. Broadwood	75
3. Hannans/Karkurla	67
4. Kalgoorlie	62
5. Lamington	66
6. Mullingar#	73
7. Piccadilly	65
8. Somerville	66
9. South Boulder	58
10. South Kalgoorlie	62
11. Victory Heights	62
12. West Lamington	68

Community variances

Performance Index Score

Gender	Age of children	Disability & culture
Male	0-5 years	Disability 59
Female	6-12 years	First Nations person 57
Age	13-17 years	Mainly speak LOTE 62
	14-34 years	Home ownership
	35-49 years	Home owner 65
	50-64 years	Renting / other 65
65+ years	No children 65	

Q. How would you rate performance in the following areas?

Base: All respondents, excludes 'unsure' and 'no response' (n = 1145).

* Positive Rating = excellent, good + okay # Small sample size (<20 respondents)

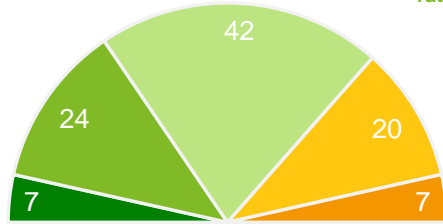
Economic development and job creation

Performance ratings

% of respondents

73%
Positive rating*

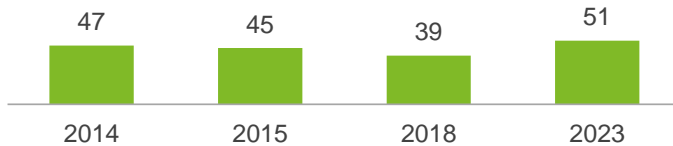
51
Performance Index Score
(out of 100)



■ Excellent
■ Good
■ Okay
■ Poor
■ Terrible

Trend Analysis

Performance Index Score



MARKYT Industry Standards

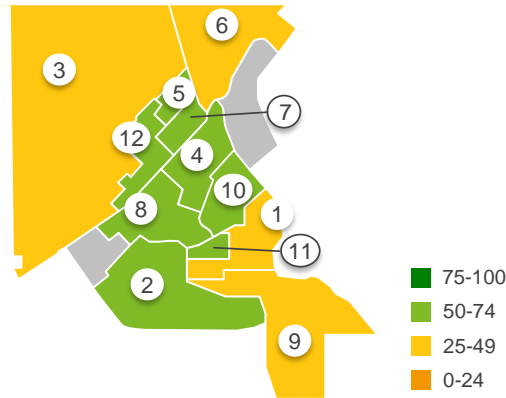
Performance Index Score



City of Kalgoorlie-Boulder	51
Industry High	56
Industry Average	43

Geographical variances

Performance Index Score



Location

1. Boulder	48
2. Broadwood	62
3. Hannans/Karkurla	47
4. Kalgoorlie	50
5. Lamington	53
6. Mullingar#	41
7. Piccadilly	52
8. Somerville	54
9. South Boulder	42
10. South Kalgoorlie	52
11. Victory Heights	51
12. West Lamington	54

Community variances

Performance Index Score

Gender	Age of children	Disability & culture
Male	0-5 years	Disability 43
Female	6-12 years	First Nations person
	13-17 years	Mainly speak LOTE
	18+ years	Home ownership
	No children	Home owner
		Renting / other

Q. How would you rate performance in the following areas?

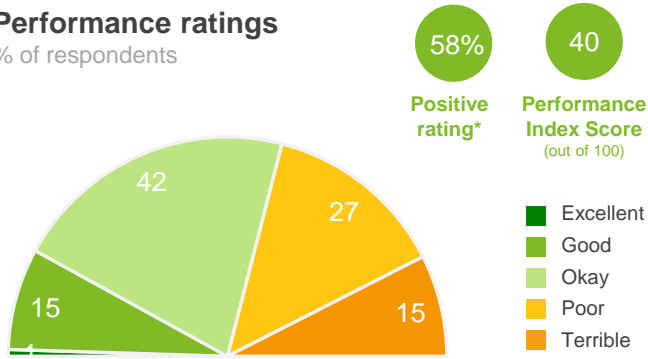
Base: All respondents, excludes 'unsure' and 'no response' (n = 950).

* Positive Rating = excellent, good + okay # Small sample size (<20 respondents)

Kalgoorlie City Centre: development and activation

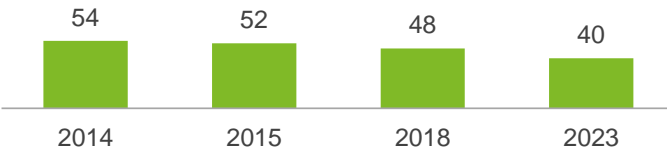
Performance ratings

% of respondents



Trend Analysis

Performance Index Score



MARKYT Industry Standards

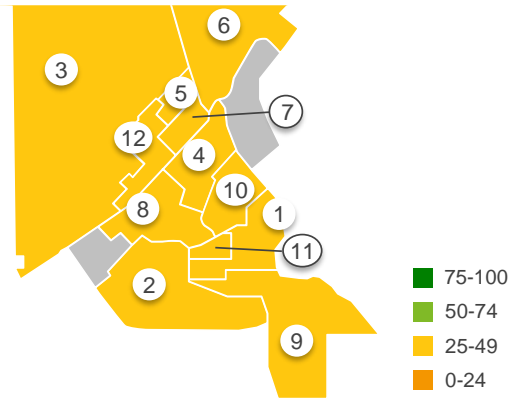
Performance Index Score



City of Kalgoorlie-Boulder	40
Industry High	65
Industry Average	46

Geographical variances

Performance Index Score



Location

1. Boulder	39
2. Broadwood	41
3. Hannans/Karkurla	41
4. Kalgoorlie	41
5. Lamington	39
6. Mullingar#	35
7. Piccadilly	41
8. Somerville	43
9. South Boulder	46
10. South Kalgoorlie	39
11. Victory Heights	46
12. West Lamington	37

Community variances

Performance Index Score

Gender	Age of children	Disability & culture
Male	0-5 years	Disability
Female	6-12 years	First Nations person
	13-17 years	Mainly speak LOTE
	18+ years	Home ownership
	No children	Home owner
		Renting / other

Q. How would you rate performance in the following areas?

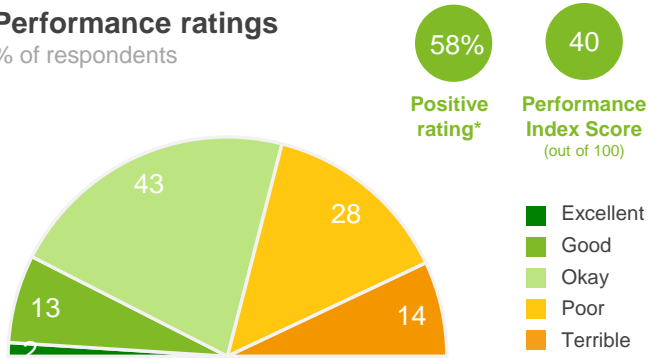
Base: All respondents, excludes 'unsure' and 'no response' (n = 925).

* Positive Rating = excellent, good + okay # Small sample size (<20 respondents)

Boulder Town Centre: development and activation

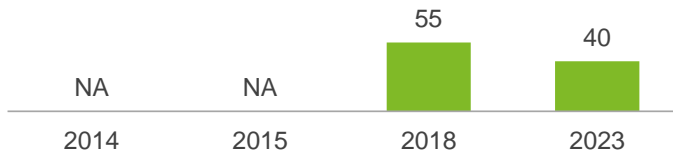
Performance ratings

% of respondents



Trend Analysis

Performance Index Score



MARKYT Industry Standards

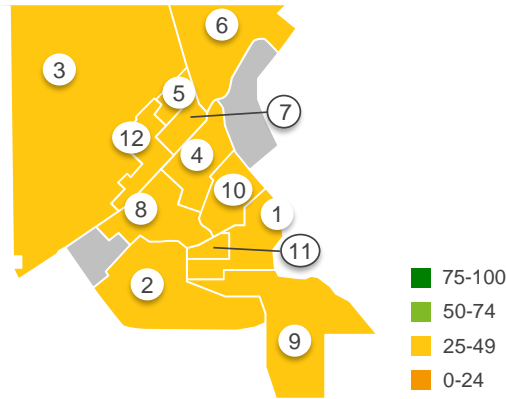
Performance Index Score



City of Kalgoorlie-Boulder	40
Industry High	65
Industry Average	46

Geographical variances

Performance Index Score



Location

1. Boulder	35
2. Broadwood	42
3. Hannans/Karkurla	43
4. Kalgoorlie	45
5. Lamington	43
6. Mullingar#	39
7. Piccadilly	43
8. Somerville	44
9. South Boulder	39
10. South Kalgoorlie	36
11. Victory Heights	44
12. West Lamington	38

Community variances

Performance Index Score

Gender	Age of children	Disability & culture
Male 38	0-5 years 40	Disability 41
Female 43	6-12 years 41	First Nations person 41
Age	13-17 years 38	Mainly speak LOTE 43
14-34 years 39	18+ years 36	Home ownership
35-49 years 41	No children 41	Home owner 40
50-64 years 39		Renting / other 42
65+ years 45		

Q. How would you rate performance in the following areas?

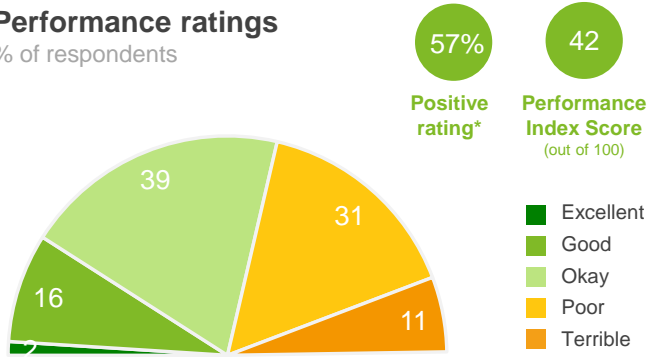
Base: All respondents, excludes 'unsure' and 'no response' (n = 896).

* Positive Rating = excellent, good + okay # Small sample size (<20 respondents)

Access to goods and services in the local area

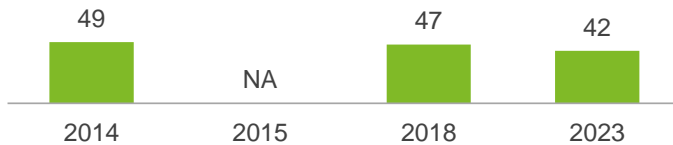
Performance ratings

% of respondents



Trend Analysis

Performance Index Score



MARKYT Industry Standards

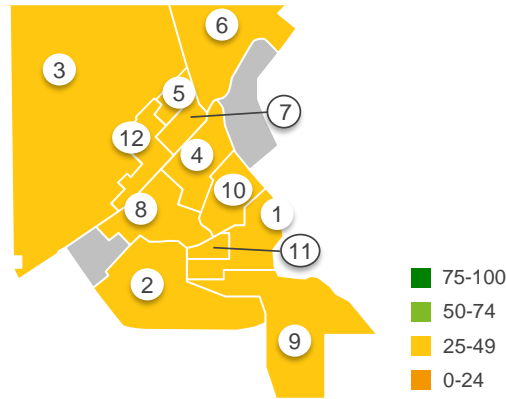
Performance Index Score



City of Kalgoorlie-Boulder	42
Industry High	58
Industry Average	50

Geographical variances

Performance Index Score



Location

1. Boulder	39
2. Broadwood	44
3. Hannans/Karkurla	45
4. Kalgoorlie	42
5. Lamington	41
6. Mullingar#	37
7. Piccadilly	41
8. Somerville	43
9. South Boulder	41
10. South Kalgoorlie	41
11. Victory Heights	40
12. West Lamington	40

Community variances

Performance Index Score

Gender	Age of children	Disability & culture
Male	0-5 years	Disability
Female	6-12 years	First Nations person
Age	13-17 years	Mainly speak LOTE
14-34 years	18+ years	Home ownership
35-49 years	No children	Home owner
50-64 years		Renting / other
65+ years		

Q. How would you rate performance in the following areas?

Base: All respondents, excludes 'unsure' and 'no response' (n = 1075).

* Positive Rating = excellent, good + okay # Small sample size (<20 respondents)

Airport facilities and services

Performance ratings

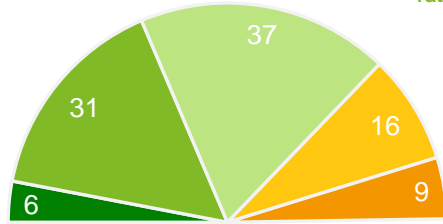
% of respondents

74%

53

Positive rating*

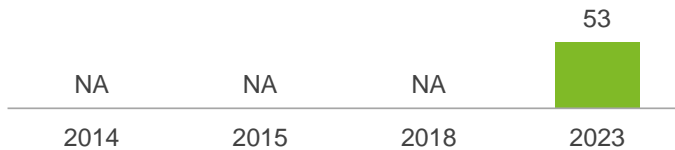
Performance Index Score (out of 100)



- Excellent
- Good
- Okay
- Poor
- Terrible

Trend Analysis

Performance Index Score



MARKYT Industry Standards

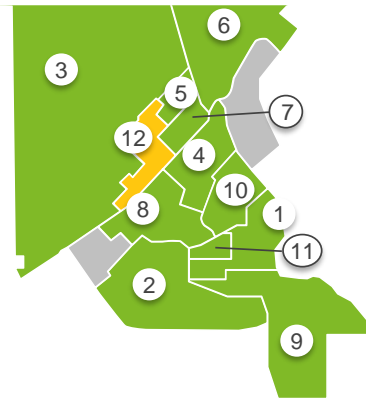
Performance Index Score



City of Kalgoorlie-Boulder	53
Industry High	70
Industry Average	57

Geographical variances

Performance Index Score



- 75-100
- 50-74
- 25-49
- 0-24

Location

1. Boulder	55
2. Broadwood	51
3. Hannans/Karkurla	51
4. Kalgoorlie	50
5. Lamington	50
6. Mullingar#	56
7. Piccadilly	50
8. Somerville	53
9. South Boulder	55
10. South Kalgoorlie	54
11. Victory Heights	62
12. West Lamington	49

Community variances

Performance Index Score

Gender

Male	53
Female	53

Age of children

0-5 years	51
6-12 years	50
13-17 years	49
18+ years	53
No children	54

Disability & culture

Disability	53
First Nations person	47
Mainly speak LOTE	61

Age

14-34 years	52
35-49 years	51
50-64 years	53
65+ years	59

Home ownership

Home owner	52
Renting / other	56

Q. How would you rate performance in the following areas?

Base: All respondents, excludes 'unsure' and 'no response' (n = 1087).

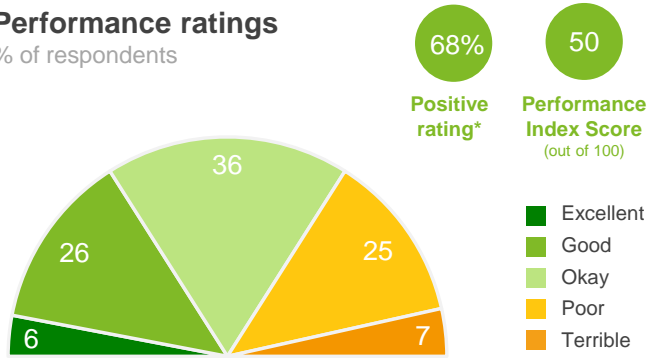
* Positive Rating = excellent, good + okay # Small sample size (<20 respondents)

Attachment 15.3.2.1 22-064 - MARKYT Community Scorecard - Report_2023

Place to visit

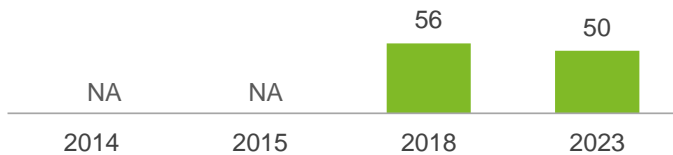
Performance ratings

% of respondents



Trend Analysis

Performance Index Score



MARKYT Industry Standards

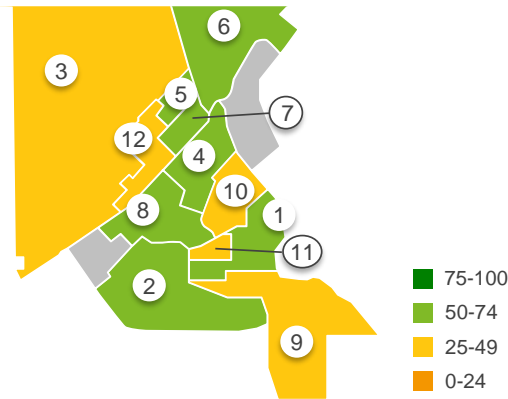
Performance Index Score



City of Kalgoorlie-Boulder	50
Industry High	87
Industry Average	69

Geographical variances

Performance Index Score



Location

1. Boulder	50
2. Broadwood	50
3. Hannans/Karkurla	46
4. Kalgoorlie	51
5. Lamington	55
6. Mullingar#	59
7. Piccadilly	50
8. Somerville	53
9. South Boulder	45
10. South Kalgoorlie	49
11. Victory Heights	44
12. West Lamington	41

Community variances

Performance Index Score

Gender	Age of children	Disability & culture	
Male 50	0-5 years 44	Disability 54	
Female 50	6-12 years 47	First Nations person 49	
Age	13-17 years 51	Mainly speak LOTE 50	
	14-34 years 44	Home ownership	
	35-49 years 48		Home owner 49
	50-64 years 55		Renting / other 52
65+ years 63	No children 52		

Q. How would you rate performance in the following areas?

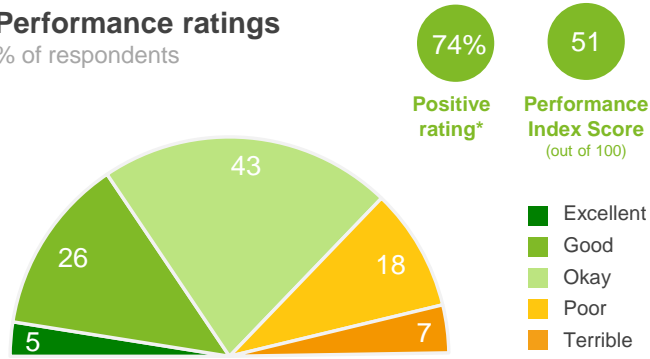
Base: All respondents, excludes 'unsure' and 'no response' (n = 1183).

* Positive Rating = excellent, good + okay # Small sample size (<20 respondents)

Access to education, training and personal development opportunities

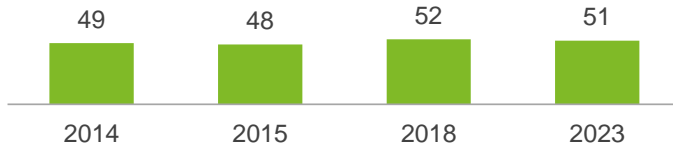
Performance ratings

% of respondents



Trend Analysis

Performance Index Score



MARKYT Industry Standards

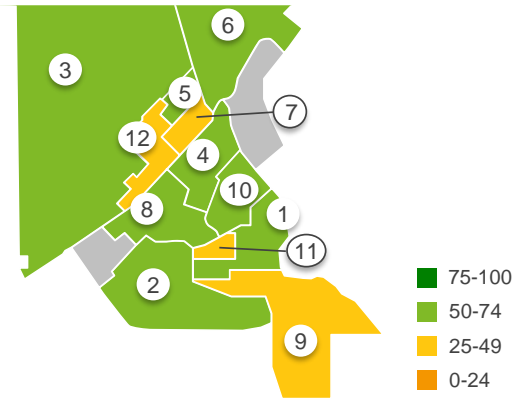
Performance Index Score



City of Kalgoorlie-Boulder	51
Industry High	64
Industry Average	49

Geographical variances

Performance Index Score



Location

1. Boulder	50
2. Broadwood	57
3. Hannans/Karkurla	51
4. Kalgoorlie	53
5. Lamington	50
6. Mullingar#	53
7. Piccadilly	49
8. Somerville	50
9. South Boulder	47
10. South Kalgoorlie	54
11. Victory Heights	48
12. West Lamington	48

Community variances

Performance Index Score

Gender	Age of children	Disability & culture
Male 52	0-5 years 53	Disability 43
Female 50	6-12 years 47	First Nations person 47
Age	13-17 years 45	Mainly speak LOTE 53
14-34 years 52	18+ years 51	Home ownership
35-49 years 48	No children 52	Home owner 50
50-64 years 50		Renting / other 55
65+ years 57		

Q. How would you rate performance in the following areas?

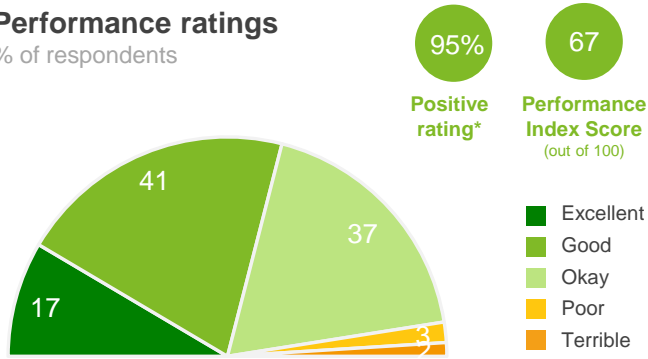
Base: All respondents, excludes 'unsure' and 'no response' (n = 980).

* Positive Rating = excellent, good + okay # Small sample size (<20 respondents)

Library services

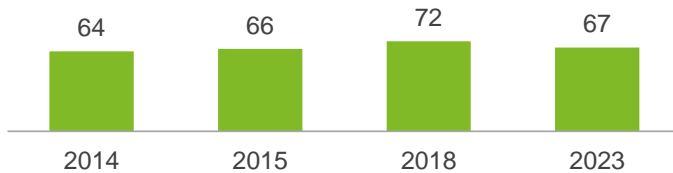
Performance ratings

% of respondents



Trend Analysis

Performance Index Score



MARKYT Industry Standards

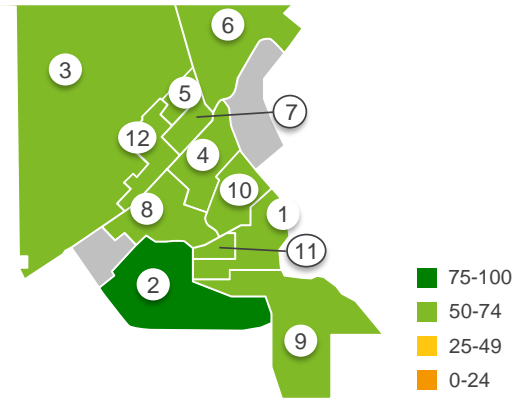
Performance Index Score



City of Kalgoorlie-Boulder	67
Industry High	85
Industry Average	71

Geographical variances

Performance Index Score



Location

1. Boulder	63
2. Broadwood	76
3. Hannans/Karkurla	64
4. Kalgoorlie	69
5. Lamington	71
6. Mullingar#	64
7. Piccadilly	70
8. Somerville	67
9. South Boulder	62
10. South Kalgoorlie	68
11. Victory Heights	70
12. West Lamington	64

Community variances

Performance Index Score

Gender	Age of children	Disability & culture
Male	0-5 years	Disability
Female	6-12 years	First Nations person
	13-17 years	Mainly speak LOTE
	18+ years	Home ownership
	No children	Home owner
		Renting / other

Q. How would you rate performance in the following areas?

Base: All respondents, excludes 'unsure' and 'no response' (n = 938).

* Positive Rating = excellent, good + okay # Small sample size (<20 respondents)

Overview of Variances

Summary of community variances

	Total	Home owner	Renting/other	Male	Female	No children	Have child 0-5	Have child 6-12	Have child 13-17	Have child 18+	14-34 years	35-54 years	55+ years	Disability	First Nations	LOTE
Place to live	57	58	56	57	58	57	53	54	59	60	54	56	61	55	52	52
PERFORMANCE																
Governing organisation	43	41	50	43	43	42	42	38	42	38	45	39	41	40	35	47
Council's leadership	32	31	35	32	33	33	31	27	30	31	31	30	32	24	32	38
Advocacy and lobbying	33	32	39	32	34	34	32	30	32	32	32	32	33	30	34	39
Consultation	30	29	35	30	30	31	27	27	28	29	30	28	29	25	26	37
Communication	33	32	38	32	34	33	33	30	32	32	31	33	34	28	28	39
Embracing change, innovation and technology	41	41	41	40	41	40	43	36	41	41	43	39	39	34	44	47
Customer service	47	47	50	47	48	46	49	45	46	43	49	47	44	42	51	59
Value for money from rates	34	32	43	34	33	35	27	30	34	33	31	31	35	31	25	35
COMMUNICATIONS																
Strategic Community Plan	36	35	42	33	39	37	34	34	35	32	37	34	35	33	29	43
Website	50	50	51	49	52	50	54	50	47	50	52	50	49	46	45	58
Social media presence	49	49	51	47	51	48	54	50	47	46	53	50	45	47	45	58
Radio and newspaper coverage	46	46	49	45	49	45	49	46	47	46	47	47	44	46	43	52

Summary of community variances

	Total	Home owner	Renting/other	Male	Female	No children	Have child 0-5	Have child 6-12	Have child 13-17	Have child 18+	14-34 years	35-54 years	55+ years	Disability	First Nations	LOTE
PEOPLE																
Youth services and facilities	43	43	45	44	43	44	45	39	39	42	45	39	43	39	47	42
Family and children services and facilities	46	46	45	46	45	46	44	40	44	46	45	44	47	40	42	48
Seniors' services, facilities and care	42	40	48	43	41	42	39	38	44	38	43	39	41	36	40	47
Disability access and inclusion	44	44	45	47	41	42	46	43	45	41	47	41	43	35	50	46
Recognition of First Nations peoples	62	64	58	65	59	59	68	62	63	65	64	60	63	59	65	63
Multiculturalism: recognition of cultural diversity	62	63	59	62	61	59	68	63	63	64	63	61	61	58	67	56
Access to health and community services	46	44	51	48	44	45	47	41	45	40	47	43	44	39	44	52
The Men's Shed	65	66	60	63	67	66	63	60	58	61	60	64	66	60	66	58
Sport and recreation facilities and services	61	61	63	61	62	63	61	60	56	58	62	60	61	57	54	65
Goldfields Oasis	66	65	70	65	66	65	69	63	61	65	68	64	63	64	61	72
Festivals, events, art and cultural activities	60	60	59	59	60	57	62	59	60	60	59	59	60	57	62	60
Goldfields Arts Centre	68	68	69	65	71	68	67	66	66	69	66	69	68	71	68	70
Community safety and crime prevention	27	25	32	27	27	28	22	21	28	28	26	25	26	25	20	30
Lighting of streets and public places	35	34	38	37	32	37	28	32	33	37	32	32	37	30	27	38
Animal management (dog and cats)	49	49	50	48	51	48	50	52	53	49	48	52	49	51	53	53
PLANET																
Sustainable practices / climate change	43	44	42	45	42	43	44	45	43	42	43	42	43	42	52	44
Conservation and environmental management	46	46	47	47	45	45	47	48	48	48	46	45	45	45	50	50
Waste management services	56	57	54	58	53	55	58	59	56	53	56	56	54	55	51	62
City sewerage and waste water treatment	55	55	54	57	52	55	56	55	52	51	55	54	53	53	42	58
Environmental health management	47	47	46	48	46	47	46	47	47	46	47	47	46	45	35	51
Natural disaster management	47	47	44	48	45	47	46	47	48	44	47	46	45	44	45	52

Summary of community variances

	Total	Home owner	Renting/other	Male	Female	No children	Have child 0-5	Have child 6-12	Have child 13-17	Have child 18+	14-34 years	35-54 years	55+ years	Disability	First Nations	LOTE
PLACE																
Responsible growth and development	37	36	40	35	39	37	38	33	38	32	39	33	36	33	35	44
Planning and building approvals	34	33	41	32	36	34	34	31	38	32	36	31	32	31	36	41
Housing	36	37	32	37	34	36	35	32	37	34	34	35	37	30	34	38
Local history and heritage	58	58	61	59	57	58	60	59	54	54	62	57	54	56	51	65
Community buildings, halls and toilets	47	47	49	48	47	47	45	47	47	49	47	47	45	44	43	53
Playgrounds, parks and reserves	57	56	60	56	58	58	54	52	54	60	55	55	57	58	50	61
Streetscapes, trees and verges	47	46	54	47	48	47	48	45	49	48	48	46	47	43	48	48
Footpaths and cycleways	35	33	41	37	32	37	30	33	34	32	34	33	36	31	34	48
Local roads	29	27	39	31	28	29	28	29	26	28	29	27	30	25	24	43
Public transport	49	49	51	48	49	46	52	52	50	47	51	49	47	45	53	51
PROSPERITY																
Place to work or operate a business	65	65	65	66	64	65	63	62	62	64	65	64	64	59	57	62
Economic development and job creation	51	50	55	51	51	52	54	46	45	45	54	49	49	43	50	55
Kalgoorlie City Centre: development / activation	40	39	45	39	42	40	43	41	37	36	40	41	38	40	39	46
Boulder Town Centre: development / activation	40	40	42	38	43	41	40	41	38	36	39	41	39	41	41	43
Access to goods and services in the local area	42	40	48	42	41	43	42	40	38	39	43	39	41	39	40	48
Education, training and personal development	51	50	55	52	50	52	53	47	45	51	52	48	50	43	47	53
Library services	67	67	67	67	68	66	72	67	65	64	68	67	65	67	70	69
Place to visit	50	49	52	50	50	52	44	47	51	53	44	48	55	54	49	50
Airport facilities and services	53	52	56	53	53	54	51	50	49	53	52	51	53	53	47	61

Summary of geographic variances

	Total	Boulder	Broadwood	Hannans /Karlikuria	Kalgoorlie	Lamington	Mullingar#	Piccadilly	Somerville	South Boulder	South Kalgoorlie	Victory Heights	West Lamington
Place to live	57	57	64	58	56	58	64	63	59	55	53	48	52
PERFORMANCE													
Governing organisation	43	41	49	43	45	43	45	42	43	35	44	31	38
Council's leadership	32	29	42	35	32	32	30	31	35	24	33	32	22
Advocacy and lobbying	33	31	43	33	32	36	27	34	35	24	33	29	26
Consultation	30	28	35	30	32	32	28	32	31	26	29	24	21
Communication	33	31	29	34	36	35	33	35	35	28	34	28	26
Embracing change, innovation and technology	41	38	51	39	47	41	32	41	45	37	41	32	28
Customer service	47	43	54	50	46	46	39	43	48	46	54	40	37
Value for money from rates	34	32	34	31	35	37	41	37	35	26	35	28	26
COMMUNICATIONS													
Strategic Community Plan	36	34	44	37	39	34	34	32	39	35	36	41	25
Website	50	49	56	50	56	48	42	49	54	41	51	40	44
Social media presence	49	48	57	48	55	45	43	51	52	41	51	43	41
Radio and newspaper coverage	46	46	52	48	50	40	43	43	49	38	49	39	44

Summary of geographic variances

	Total	Boulder	Broadwood	Hannans /Karilkurila	Kalgoorlie	Lamington	Mullingar#	Piccadilly	Somerville	South Boulder	South Kalgoorlie	Victory Heights	West Lamington
PEOPLE													
Youth services and facilities	43	37	52	42	44	47	49	44	44	40	45	42	38
Family and children services and facilities	46	39	51	45	49	50	45	45	46	38	49	41	41
Seniors' services, facilities and care	42	42	40	42	46	43	44	38	39	41	44	43	30
Disability access and inclusion	44	43	44	41	46	52	50	41	42	44	44	37	38
Recognition of First Nations peoples	62	55	68	64	61	67	63	66	63	66	63	62	53
Multiculturalism / recognition of cultural diversity	62	56	71	61	65	64	68	64	62	67	60	66	55
Access to health and community services	46	44	46	41	52	46	48	42	45	46	49	49	40
The Men's Shed	65	56	73	65	72	69	70	70	66	68	58	74	64
Sport and recreation facilities and services	61	58	68	59	67	62	70	64	62	57	59	59	62
Goldfields Oasis	66	66	68	69	66	69	59	61	66	59	66	64	64
Festivals, events, art and cultural activities	60	53	72	59	62	65	64	62	61	54	57	60	54
Goldfields Arts Centre	68	64	71	70	72	72	72	67	66	68	68	67	63
Community safety and crime prevention	27	28	35	23	31	29	30	26	27	20	24	22	21
Lighting of streets and public places	35	33	28	35	38	36	40	32	39	30	36	24	75
Animal management (dog and cats)	49	45	55	51	50	56	51	54	49	50	47	43	40
PLANET													
Sustainable practices / climate change	43	42	44	43	44	44	45	49	44	42	42	39	40
Conservation and environmental management	46	45	50	46	46	50	35	48	49	43	43	40	40
Waste management services	56	53	59	57	52	57	54	57	58	56	57	53	51
City sewerage and waste water treatment	55	52	61	55	56	54	45	57	57	53	55	51	49
Environmental health management	47	44	55	50	44	51	37	45	53	44	44	42	37
Natural disaster management	47	45	50	49	47	46	44	44	52	43	43	53	41



Summary of geographic variances

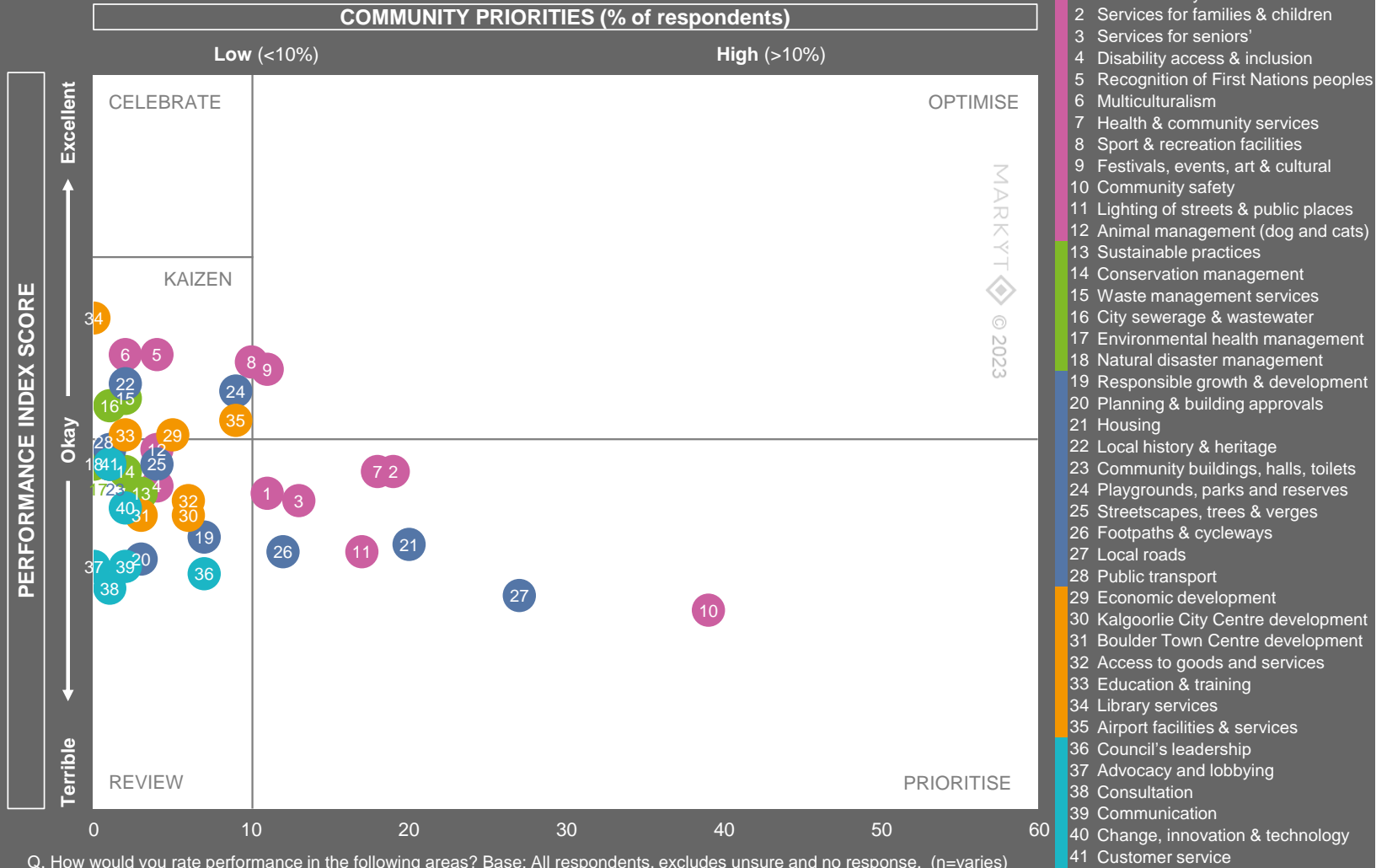
	Total	Boulder	Broadwood	Hannans /Karlikuria	Kalgoorlie	Lamington	Mullingar#	Piccadilly	Somerville	South Boulder	South Kalgoorlie	Victory Heights	West Lamington
PLACE													
Responsible growth and development	37	37	41	34	37	37	33	38	40	37	37	33	30
Planning and building approvals	34	33	33	31	35	35	31	33	37	42	33	37	33
Housing	36	35	39	32	38	37	32	38	39	37	34	40	23
Local history and heritage	58	54	66	60	62	57	49	57	60	48	60	45	58
Community buildings, halls and toilets	47	46	46	47	49	45	43	50	47	48	49	41	40
Playgrounds, parks and reserves	57	53	54	55	64	57	58	57	56	55	59	47	55
Streetscapes, trees and verges	47	46	49	46	46	50	46	51	49	46	48	49	39
Footpaths and cycleways	35	37	31	37	36	33	43	32	37	30	35	28	29
Local roads	29	28	26	32	31	29	31	31	33	26	28	27	14
Public transport	49	48	49	50	50	53	41	50	49	48	48	47	41
PROSPERITY													
Place to work or operate a business	65	61	75	67	62	66	73	65	66	58	62	62	68
Economic development and job creation	51	48	62	47	50	53	41	52	54	42	52	51	54
Kalgoorlie City Centre: development / activation	40	39	41	41	41	39	35	41	43	46	39	46	37
Boulder Town Centre: development / activation	40	35	42	43	45	43	39	43	44	39	36	44	38
Access to goods and services in the local area	42	39	44	45	42	41	37	41	43	41	41	40	40
Education, training and personal development	51	50	57	51	53	50	53	49	50	47	54	48	48
Library services	67	63	76	64	69	71	64	70	67	62	68	70	64
Place to visit	50	50	50	46	51	55	59	50	53	45	49	44	41
Airport facilities and services	53	55	51	51	50	50	56	50	53	55	54	62	49

MARKYT community priorities

Other stakeholder groups

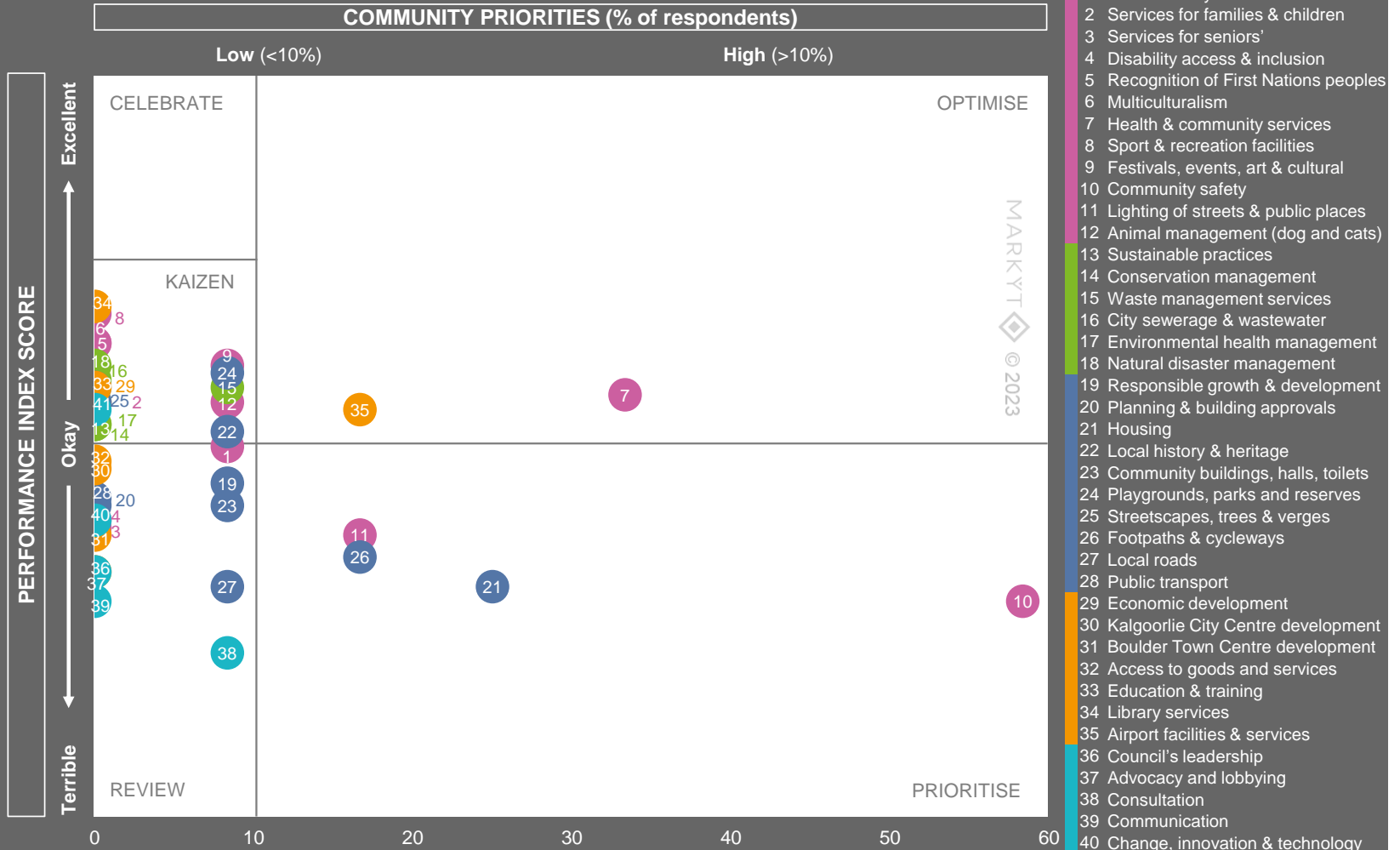
MARKYT Community Priorities

Residents



MARKYT Community Priorities

Out of area ratepayer visitor

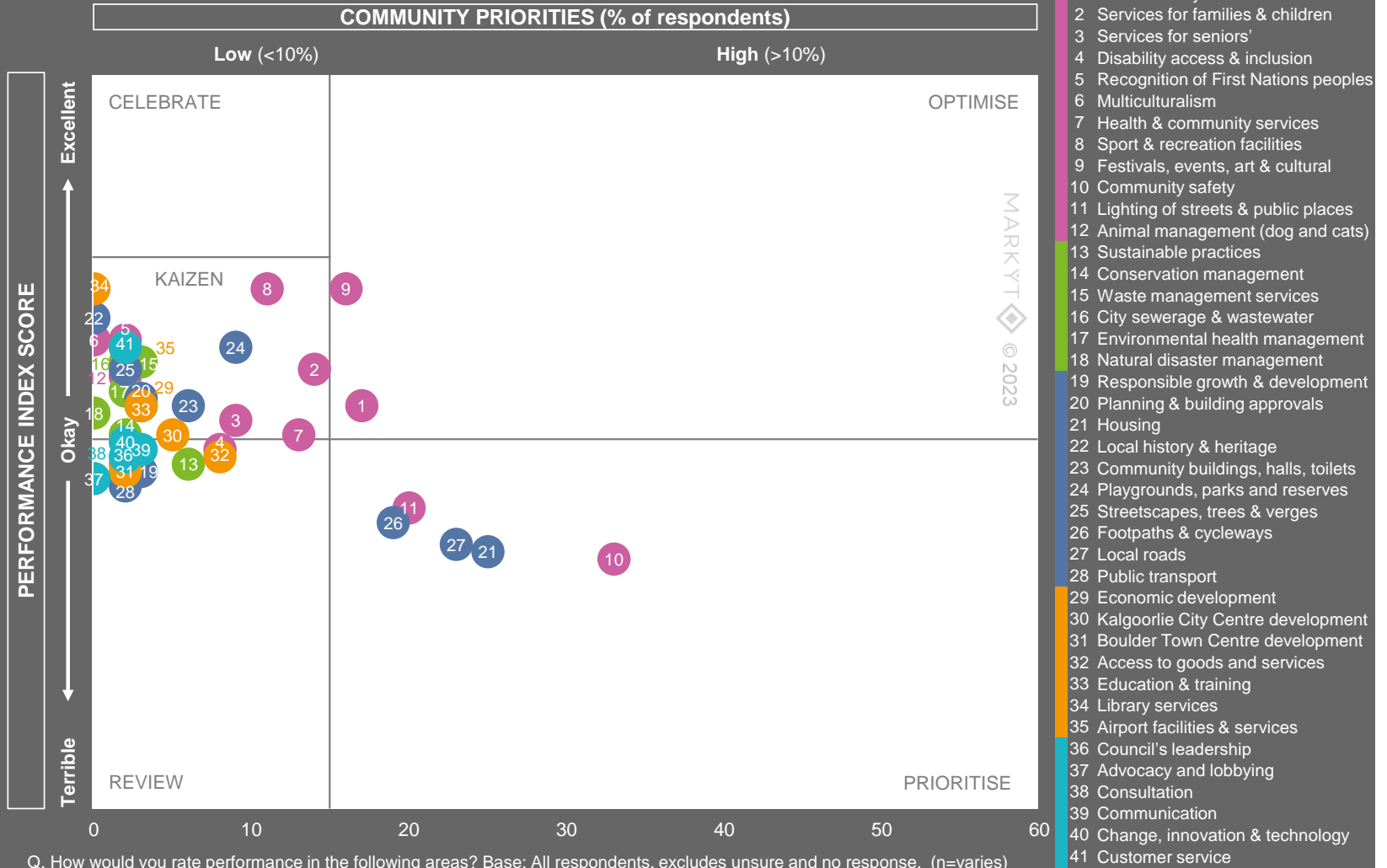


Q. How would you rate performance in the following areas? Base: All respondents, excludes unsure and no response. (n=varies)

Q. Which areas would you most like the Council to focus on improving? Base: All respondents, excludes no response (n = 12)

MARKYT Community Priorities

Elected members /
City staff



Q. How would you rate performance in the following areas? Base: All respondents, excludes unsure and no response. (n=varies)
 Q. Which areas would you most like the Council to focus on improving? Base: All respondents, excludes no response (n = 64)



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Community Perceptions Survey Action Plan 2023

Stage One

In May 2023, the City asked the community to join the conversation and share feedback on what is important to residents and where the City should focus its attention.

The City of Kalgoorlie-Boulder's Community MARKYT® Scorecard 2023 received 1,300 responses from community members including additional free text comments. The findings provide the City and Council with an understanding of current community priorities, and the opportunity to adjust services to fulfill community needs.

The data collected has been thoroughly reviewed and a series of actions developed to address the top priorities identified. Actions have been linked to the priorities to be undertaken in 2023/24 financial year which also align with the City's current Corporate Business Plan.

OUR PEOPLE



Family & Youth Services

Advocate for access to increased housing to attract health practitioners and increased services in health.

Deliver the \$6M Kalgoorlie Youth Precinct Redevelopment for the benefit of youth and families.

Develop and implement 2024-2027 Youth Strategic Action Plan and ensure young people have the opportunity for input.

Provide sponsorships to youth organisations to encourage the delivery of increased youth programs.



Senior Services

Deliver quarterly pulse surveys for seniors to ensure activities and services are meeting their needs.

Deliver an expanded Seniors Week Expo to include additional service providers and activities.

Deliver a Seniors Service Providers Roundtable to assess gaps in services to seniors.

Continued delivery of the Age Friendly Strategy Action Plan with support from the Age Friendly Seniors Focus Group.



Health & Community Services

Deliver the actions identified in the inaugural Kalgoorlie-Boulder Health Plan.

Advocate for increased funding for the delivery of health services including mental health services.

Continued delivery of the Age Friendly Strategy, Club Development Plan and Access & Inclusion Plan.

Focus on mental health and wellbeing initiatives including collaboration with local support agencies.



Community Safety & Crime Prevention

Develop a communication engagement strategy to facilitate a stronger relationship between CKB Safer Streets and WA Police.

Deliver a Community Safety and Crime Prevention Plan and establish a Working Group to oversee the delivery of the Plan.

Continue the CCTV Partnership Program to include additional CCTV cameras in hotspot areas.

Develop and implement guidelines for City infrastructure that includes crime prevention as an identified criteria.



Community Voice Action Plan 2023

OUR PLACES



Improved Lighting

Identify priority locations for lighting infrastructure improvements throughout the city and in public spaces.

Develop plans and deliver improved lighting infrastructure according to prioritisation.

Commence the SMART LED streetlight program design and operations.

Commence LED lighting replacement program for the Oasis Playing Fields.



Housing & Land

Remove constraints to land subdivision and development through the government and City disposal of land.

Support the release of additional titled freehold lots to be available to support residential housing.

Develop a City Land Optimisation Study and Report.

Participate and advocate for land release through the Kalgoorlie-Boulder Land Group.



Improved Footpaths & Cycleways

Continued implementation of the Kalgoorlie 2050 Cycling Strategy Plan.

Improve footpaths identified through the mobility mapping project conducted by wheelchair pilots.

Install and renew shared use footpaths across the city to ensure accessibility.

Complete the design works for the renewal of existing footpaths on Hannan and Burt Streets.



Local Roads

Implementation of \$22M resurfacing and drainage works for local roads.

Focus on resurfacing Kalgoorlie and Boulder CDB roads to support improvements in traffic flow.

Upgrade essential connecting roads across the city to better support local distribution networks.

Complete essential upgrades to Johnston/Maxwell and Kingsmill intersection making this area safer for pedestrians and vehicles.

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