

Late Item - Ordinary Meeting of Council - 28 August 2023 Attachments

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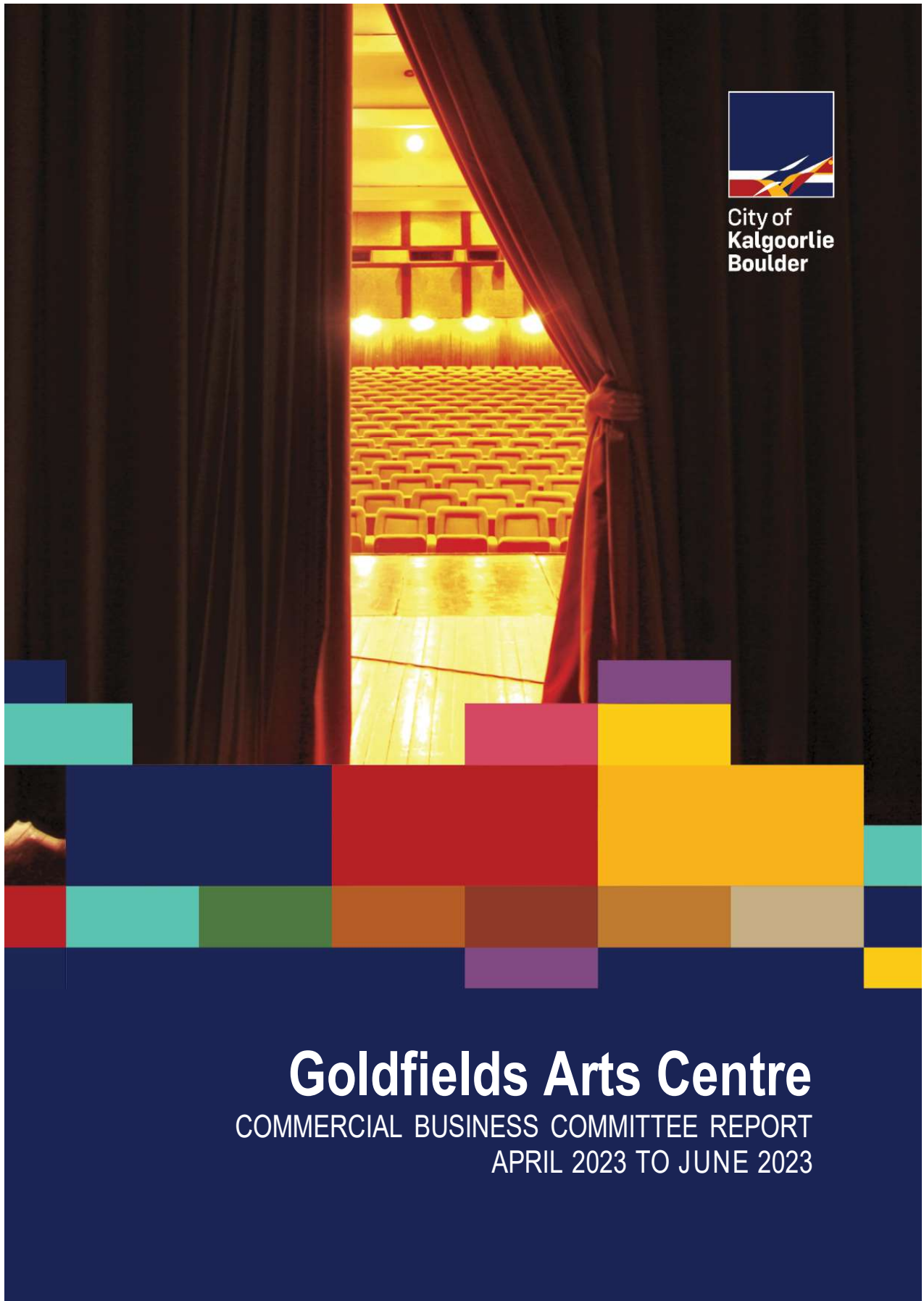
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City of
**Kalgoorlie
Boulder**

Goldfields Arts Centre

COMMERCIAL BUSINESS COMMITTEE REPORT
APRIL 2023 TO JUNE 2023



City of Kalgoorlie-Boulder

GOLDFIELDS ARTS CENTRE

COMMERCIAL BUSINESS COMMITTEE REPORT

APRIL 2023 TO JUNE 2023



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Activity Summary

This report details the activity that has occurred at the Goldfields Arts Centre (GAC) from April 2023 to June 2023. Throughout the final 2023 quarter, the GAC hosted a total of 11,035 visitors through the provision of casual room hire, leased spaces, programming attendance via theatre (hire and purchase shows), exhibitions (within the foyer and gallery), and markets. The total visitor numbers above excludes MT Dance students and EGC students.

The GAC welcomed a total of 33,585 visitors through their doors between July 2022 and June 2023, a total of 18,347 patrons enjoyed shows in the theatre and 5,633 visited the gallery.

Arts and Cultural Trust

Lease Renewal

The lease renewal is currently pending with the Arts and Cultural Trust (ACT) and is anticipated to be provided to the City by mid-August 2023.

GAC Room Hire

The City of Kalgoorlie-Boulder provides several short and long-term venue hire arrangements to community groups, schools and small businesses. This is charged at a commercial or community group rate, as reflected in the City of Kalgoorlie-Boulder's Fees and Charges.

As an example, the Dance Studio pricing has increased in line with increases to the City's Schedule of Fees and Charges over the last three years.

- 2021/22 - \$349.09 ex GST per day
- 2022/23 - \$359.55 ex GST per day (*increase of 2.95%*)
- 2023/24 - \$378.18 ex GST per day (*increase of 5.05%*)

City Officers are seeking guidance from the Committee on whether or not these fees need to be revalued or, if further subsidies should be applied to ensure maximum use of the GAC for the benefit of these users.

Structural Improvements

The lease provides for a \$250,000 annual contribution, \$140,000 from Royalties for Regions, with an additional \$110,000 from the Arts and Cultural Trust (ACT). These funds contribute to the maintenance costs of the premises including structural repairs. A summary of these funds is provided below:



Maintenance Budget for Goldfields Arts Centre

Goldfields Arts Centre - 2022/23 Financial Summary

Unallocated Total at 30 June 2022		\$ 299,915
2022-2023 Allocation		\$ 250,000
Allocation through Royalties for Regions	140,000	
Top-up Lease Requirement (allocated from DLGSC)	110,000	
Maintenance Expenditure (Jul 1 - Jun 30)		-\$ 286,558
Breakdowns	25,191	
Routine Maintenance	73,876	
Routine Maintenance Defects	64,111	
Low Value Works	123,380	
Additional		-\$ 64,500
Stage Loading Works	64,500	
Fly System Maintenance (through ACT)	TBC	
Stage Engineering Report (through ACT)	TBC	
EWP Servicing (through ACT)	TBC	
FY Balance at Jun 30 2023 (without further spending)		\$ 198,856

Annual Maintenance Schedule for Building

The below is the current annual maintenance schedule that is managed and budgeted through the Asset Management Team (AMT), who is contracted by ACT.

As of 1 July 2023, routine maintenance, quoted works and breakdown will be managed by Department of Finance (DOF) locally. The process for the maintenance requests will remain the same and go through AMT at the first instance then managed by DOF.

Description	Frequency	Contractor	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
Fire services - Detection Equipment - EEL, FIP, EWIS	Monthly	Grosvenor												
Mechanical Services - \$3500	3 monthly	BSA Maintain												
Mechanical Services	6 Monthly	BSA Maintain												
Mechanical Services	Annual	BSA Maintain												
RCD Testing - Pushbutton	Annual	DWE electrical												
Thermographic Imaging	Annual	DWE electrical												
UPS System - \$712.00	Annual	Eaton												
Lightning Protection System	Annual	Tercel												
Auto Doors	6 Monthly	Dorma												
Roller Doors	6 Monthly	Dorma												
Gantry Hoist	6 Monthly	Kone Cranes												
Lift Maintenance	3 Monthly	Octagon												
Height Safety Inspection	Annual	Haz Ed												
Safety Inspection and certification - Fly system	Annual	JPS Rigging												
Hot water units	3 monthly	Emyjor Services												
Grease arrestor servicing	6 Monthly	Emyjor Services												



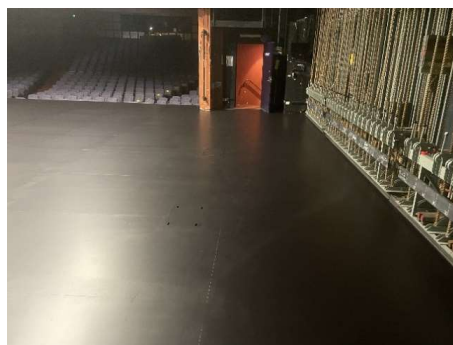
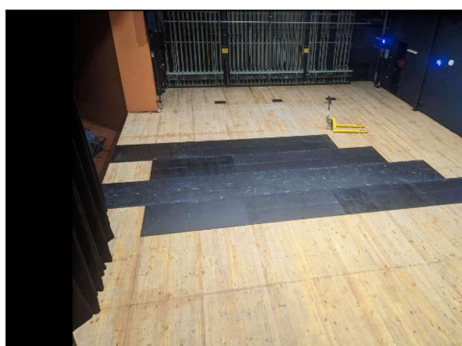
Stage Refurbishment

Kal Engineering assessed the stage structure load rating and found it to differ across the supporting frame. ACT approved stage loading works and contracted Emyjor to carry out the replacement of the stage surface, and reinforcement of the stage structure with the installation of two (2) columns. Load-bearing capacity is now uniformed to 5kPa, which is consistent with other ACT venues.

Figure 1 – Supporting Columns Under Stage



Figure 2 – Stage Works



Major Works Completed and Pending Works

Completed Works in Quarter 4

- Weight bearing of the stage has been completed with the installation of new stage flooring and two (2) support beams installed underneath the stage.
- Weight bearing for Rigging Beams report has been completed and provided to the GAC. JPS Rigging has installed signage and carried out training for GAC staff.
- Lighting upgrade to assist with globe longevity has been completed.



- A leak in the roof at the top of the gallery stairs has been completed. Fire Panel (as previously documented as being faulty since February 2023) has been fixed and currently no false alarms have been detected.

Pending Works in Quarter 4

- Following inspections of the Box Office, it has been identified the workstations are non-ergonomic and outdated. The GAC are awaiting on quotes and confirmation from ACT that they will be covering the costs.
- DOF have attended GAC to inspect broken pavers to the front of the building, awaiting quotes.
- AMT have contacted Next Gen to provide quote for lighting strips on edge of stairs as this has been identified as a potential OHS risk. Works are pending.
- The area outside the loading dock needs to be concreted to obtain a level work area for bump in and bump out of equipment. These works are still pending on ACT final approval and securing of contractor.
- The back steps to the Music side of the building (entry from Hanbury Street) has been identified to be slippery when wet. AMT are awaiting quotes.
- Orchestra Pit has been assessed by Kal Engineering and awaiting AMT confirmation of works to be completed so weight bearing standards are achieved.

Programming Overview

Theatre April – June = Total Attendance 4,736

Date	Event	Stream	Attendance
2 April	Celtic Illusion	Hire	391
6 April	EGC Anzac Day Assembly	Hire	383
15 April	Dating Black	Purchase	100
22 April	AB A Fortunate Life	Purchase	202
27 April	Morning Melodies – What the Fandango	Purchase	52
5 May	Snow White & Seven Cool Dudes	Purchase	294
10 May	Melbourne International Comedy Festival	Purchase	466
13 May	Starlight Festival of Dance	Hire	250
16-17 May	WA Tourism Conference	Hire	260
19 May	Western Australian Symphony Orchestra	Hire	489
25 May	RAC – Project Road Smart	Hire	320
6-9 June	WHOOSH	Purchase	81
10 June	Cirque Mother Africa	Hire	651
14-16 June	Goldfields Environmental Management Group	Hire	336
23 June	EGC Country Week Assembly	Hire	387
29 June	Morning Melodies – Alix Joran	Purchase	74



Programming Highlights

Snow White & Seven Cool Dudes

Jally Entertainment bought their brand new production Snow White and Seven Cool Dudes to the GAC, performing two (2) shows with a total of 294 attendees. A matinee show was held for the schools and day care centres, and also a late afternoon show for families. During this interactive production, children were invited to become a variety of characters - including The Cool Dudes - that love to rap.



Western Australian Symphony Orchestra

Western Australian Symphony Orchestra (WASO) presented DRAFT a collaboration between DRAFT and WASO. The Goldfields community was able to witness and enjoy the explosive, fully orchestrated performance. This performance was only toured to two (2) regional centres and the community supported the show with 489 people in attendance.



WHOOSH

WHOOSH was an immersive work that puts children with disabilities at the centre of action. Children boarded a custom-built spaceship to co-pilot an interstellar adventure. This highly tailored



production was suitable for children with a broad range of access needs aged five (5) years plus, including those with multiple and complex needs, and those on the autism spectrum. The GAC liaised with local disability service providers, including EPIC and GIFSA, which brought participants to the show. Schools such as East Kalgoorlie Primary School, were also contacted and offered a session, which was well-received by the students. This event was included in the City's 2022/23 Access and Inclusion Report.

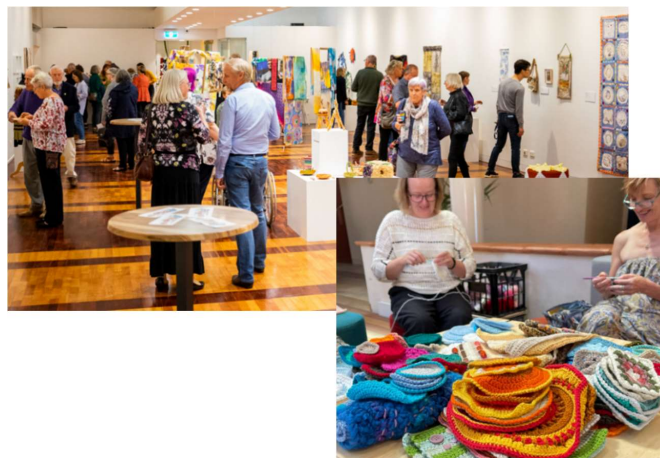


Gallery and Exhibitions

April – June

Goldfields YARN Exhibition – 31 March to 16 May 2023

The GAC curated exhibition Goldfields YARN opened on the 31 March with a total of 50 attendees enjoying the evening. The group exhibition had a variety of textile artists showcasing a broad range of Fibre Art and Textiles produced in the Goldfields region. As part of this exhibition the centre held 10 workshops exploring different textile techniques hosted by local artists. Yarn bombing was also carried out around the centre to extend the exhibition to other areas of the building. A call out to the community to help crochet squares saw helpers dropping off a huge amount which contributed to the yarn bomb explosion throughout the centre.



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1000 Bedrooms – 1 June to 14 July 2023

Mellen Burns’ (artist) ‘1000 Bedrooms’ exhibition opened on 1 June with approximately 60 attendees on the opening night. The opening night included light refreshments and a chance to view the exhibition with Mellen Burns. Prints were available to purchase through the box office. In June, the exhibition was visited by a total of 532 people. The exhibition is due to conclude on 14 July. Preparations for the next exhibition from Barbara Cleveland ‘Thinking Business’ will commence on 19 July.



“At the heart of this work is a fascination with how we create and maintain our private worlds. From the mundane details of daily life to the more profound moments of reflection and contemplation, the images incorporate elements from the emotional atmosphere of each bedroom, with the intention of creating a deeper connection between the subject, their personal space, and the viewer.”
 – Mellen Burns

Community Gallery

The GAC continues to support local artists in their community gallery in the downstairs foyer space. The gallery wall is open to any Kalgoorlie-Boulder resident that wishes to display and sell their artwork.

A 20% commission will be taken by the GAC if the artwork is sold but no fee applies during the display of artwork.

The GAC hopes to encourage local artists to participate in the community gallery to highlight local talent and to also generate an income for artists. Artwork is rotated on a continual basis.



Gallery Attendance - April - June

Event	Attendance
Goldfields YARN Exhibition	1,565
1000 Bedrooms	549
Total Attendance	2,114

Functions April 2023 – June 2023

A total of **970** people came through the doors to attend an array of functions held across our many function spaces.



Functions Overview

Date	Event
19 April	Golden You
26 April	Centre for Women's Safety + Wellbeing
11-12 May	Lifeline WA
23 May	Department of Communities
23 May	Competent Solutions
25 May	Gold Road Resources
25 May	Department of Jobs
25 May	RAC – Project Road Smart
10 June 23	Downer
20 June 23	Cooper
21 June 23	GAC Kids Art Workshop
21 June 23	Goldfields Esperance Development Commission
22 June 23	Carers WA Sundowner
24 June 23	GAC Kids Art Workshop
25 June 23	International School Of Music
29 June 23	Mincor Resources
30 June 23	Hope Community Services

MT Dance Studio Hire – 300 students

MT Dance continue to hire the GAC dance studio, hire agreement includes exclusive usage of Dance Studio, Admin Room and set dates for Ensemble Room. MT Dance are a local dance company that hold dance classes for a range of ages and genres. They have a total of approximately 300 students that access the Dance Studio on a weekly basis.

Eastern Goldfields College Room Hire – 8 Students

Eastern Goldfields College (EGC) continue to utilise the Ensemble room three (3) times a week to conduct their drama classes, consisting of an average of 15 students and one (1) teacher. EGC also hire a lecture room and a practice room on a permanent basis.

Other Events – May

Mother's Day Markets - 7 May 2023

The Mother's Day Markets were a huge success with an estimated 3,198 people in attendance. The GAC had a record number of stall holders apply with a total of 54 stalls across the Forecourt, Foyer, Decking and Function Room spaces. The GAC offered free face painting and Mother's Day craft activities for the kids which was very well received.

The GAC team have attributed the success of the markets to three (3) main elements: the GAC venue with a range of functional spaces, the GAC team's approach and attitude towards the markets; and the planning, organisation and communication between the GAC and stall holders.



Stall Holder Comments

“I think it all went perfectly, nothing to improve for myself and my stall. Was a great location, loved that the stalls were spread out a bit and not side by side (outside)”

“There was quite a few people who came and I was busy most of the day. A great vibe with music. I didn’t really get time to go around and see the stalls myself but my friend mentioned maybe more things for kids? Also dumplings were great!”

“I had a great day at the Mother’s Day Market. I sold majority of my stock which was fantastic. The turnout in the morning was great, pretty quiet in the afternoon though. I had a lot of people comment on how great the GAC space was. Very well organised, will happily have another market there next time.”



Overview of Upcoming Theatre Programming

July 2023		
The Box Show	22 July 2023	In the hands of Junkyard Beats, ordinary household items are transformed into extraordinary musical instruments and unwanted junk comes alive in exciting and surprising ways! The Box Show excites the imagination of children and adults alike. We follow four characters during their daily activities in a world made of cardboard boxes and junk.
August 2023		
Diggers and Dealers	7 to 9 August 2023	Diggers and Dealers is Australia’s leading mining forum, combining corporate presentations by listed mining and exploration companies alongside a large exhibition area housing over 157 exhibitors from the sector. The conference is run over three (3) days.



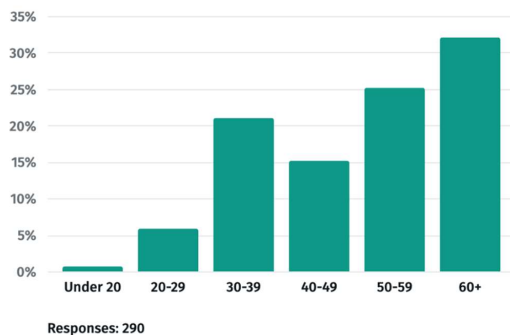
Morning Melodies	17 August 2023	Bailey Cruz Duo will perform as part of the Morning Melodies series singing smooth jazz, soul, bringing out all the classic tunes.
EGC's Got Talent	22 August 2023	Eastern Goldfields College showcase students talent
Opera Australia	26 August 2023	Beyond haircuts and beard trims, this canny barber is the city's matchmaking maestro! The stage is set for comic chaos. The Barber of Seville pops with lyrical acrobatics and irrepressibly funny characters. Rossini's most famous 'opera buffa' is a musical masterpiece with a storyline that would be equally at home in a Hollywood rom-com.
September 2023		
The Waifs	7 September 2023	The Waifs are an Australian folk rock band formed in 1992. Their current tour called Up All Night is embarking on a massive tour of Australia.
Kalyakoorl, ngalak warangka, (Forever, we sing)		Through their passion for the Noongar Language intertwined with the power of music and storytelling, join multi- award-winning duo Gina Williams and Guy Ghouse as they take you on a journey through the four principles that guide their work – Koort(Heart), Moort (Family & Community), Boodja (Land & connection to country) and Koorlangka (Children and Legacy).
KBCHS Performing Arts Night	11 September 2023	KBCHS Annual Arts Night to showcase year 7 to 10 arts.
Just Tricking LIVE ON STAGE	15-16 September 2023	LIVE ON STAGE takes on the wonderful world of the JUST books by Andy Griffiths, vividly and hilariously bringing them to life on the stage with everything from invisibility pills and Mudmen, to vomiting dogs and death defying balloon rides. JUST (tricking, annoying, stupid, crazy, disgusting, shocking, doomed) LIVE ON STAGE! is definitely not for the faint farted...we mean hearted!

Theatre Culture Counts Survey Results – 22/23

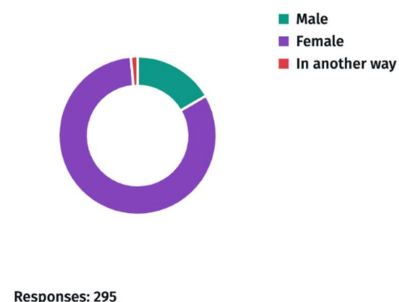
The GAC use Culture Counts to conduct post show surveys with ticket holders. In total 320 responses were collected from visitors who attended 31 performances from 1 July 2022 to 30 June 2023. The information has been collated and displayed in the below graphs.

Attendee Profile

What is your age?

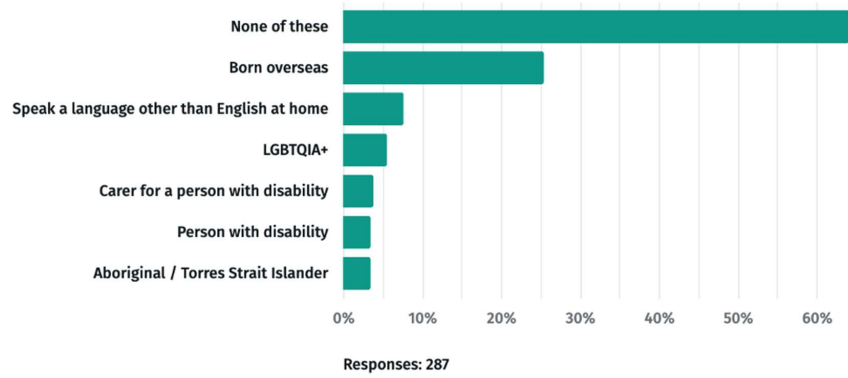


How would you describe your gender?

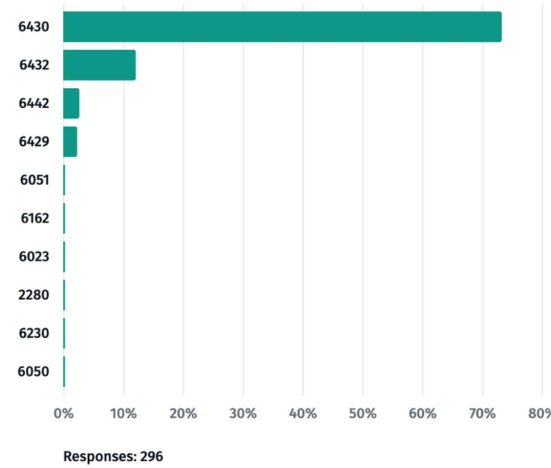




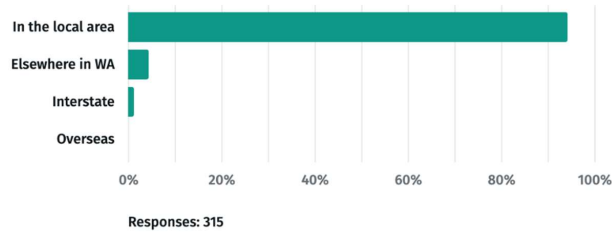
Do you identify with any of the following?



What is your postcode?



Which of the following best describes where you normally live?





Prior Attendance

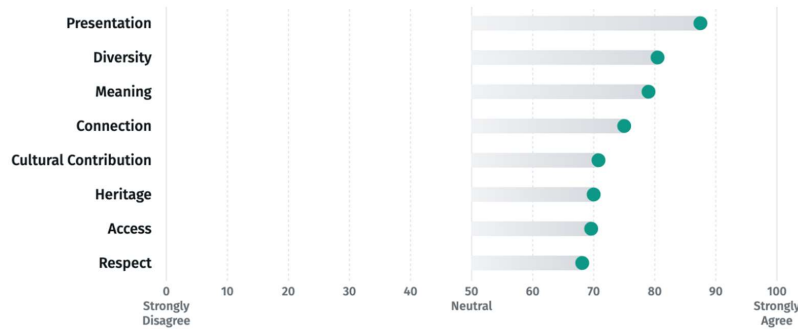
Is this your first time attending a performance at Goldfields Arts Centre?



Responses: 320

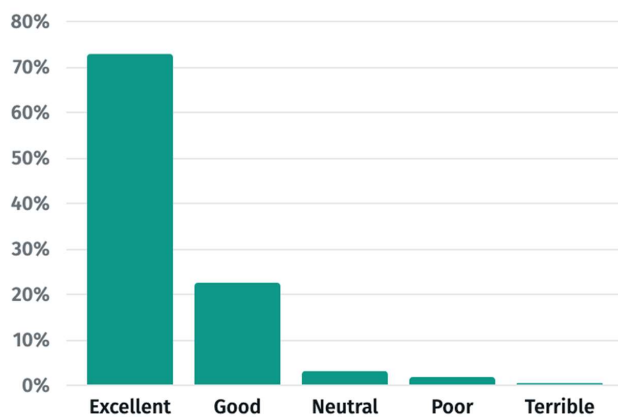
Outcomes

Dimension Averages



Overall Experience

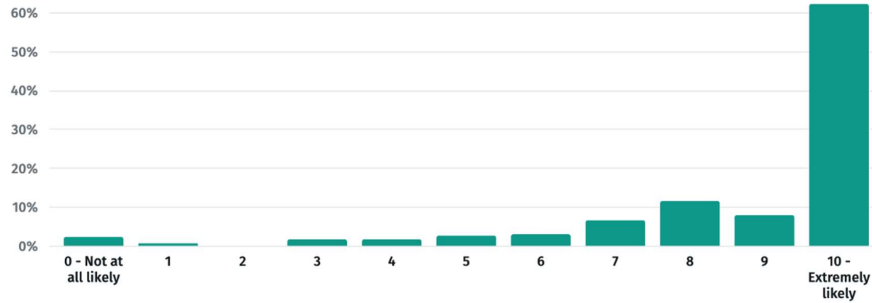
How would you rate your experience overall?



Responses: 304

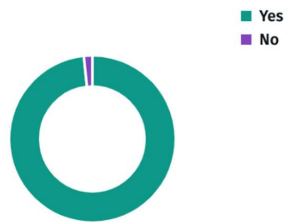


How likely is it that you would recommend this event to a friend or colleague?



Responses: 304

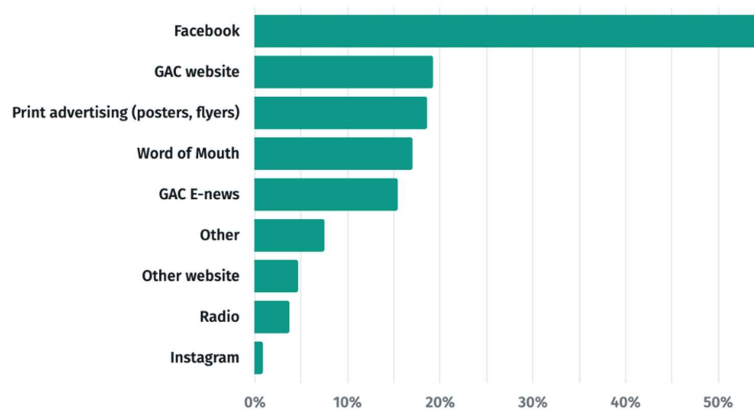
Based on your experience at this event, are you likely to return to future events at Goldfields Arts Centre?



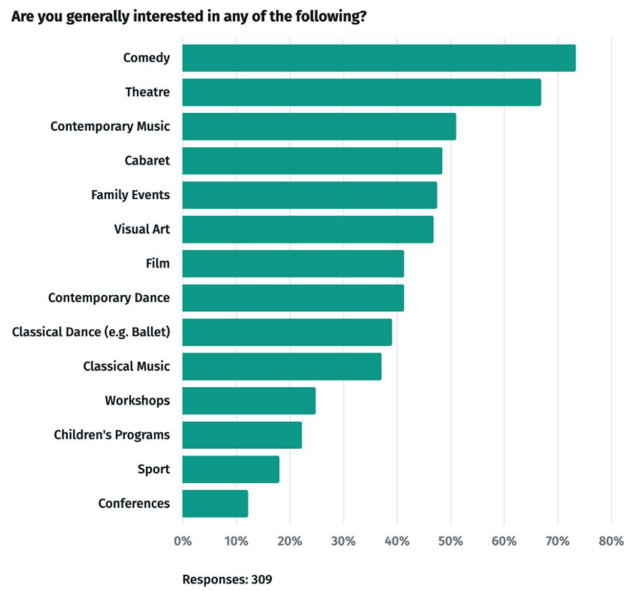
Responses: 302

Attendee Behaviour

How did you hear about the event?

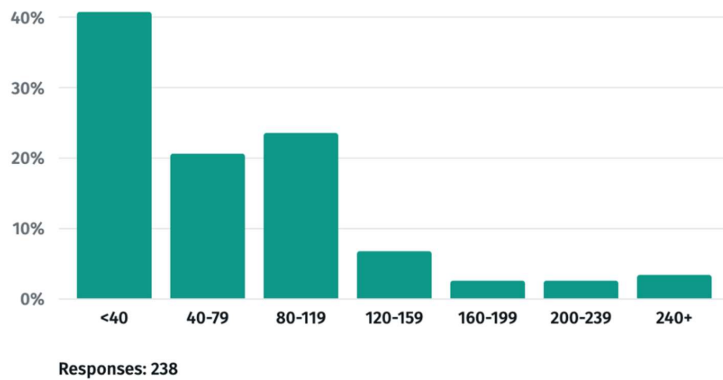


Responses: 316

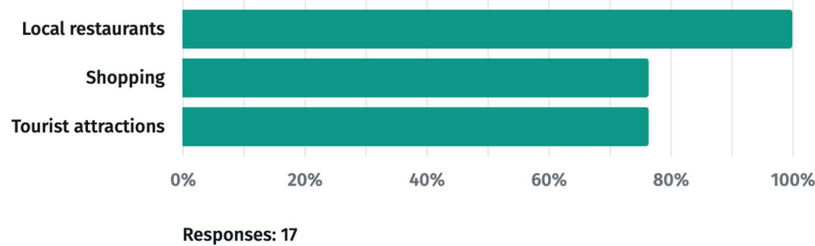


Visitor Spending and Engagement

Per person, how much did you spend at the event and in the local area directly before/after the event?

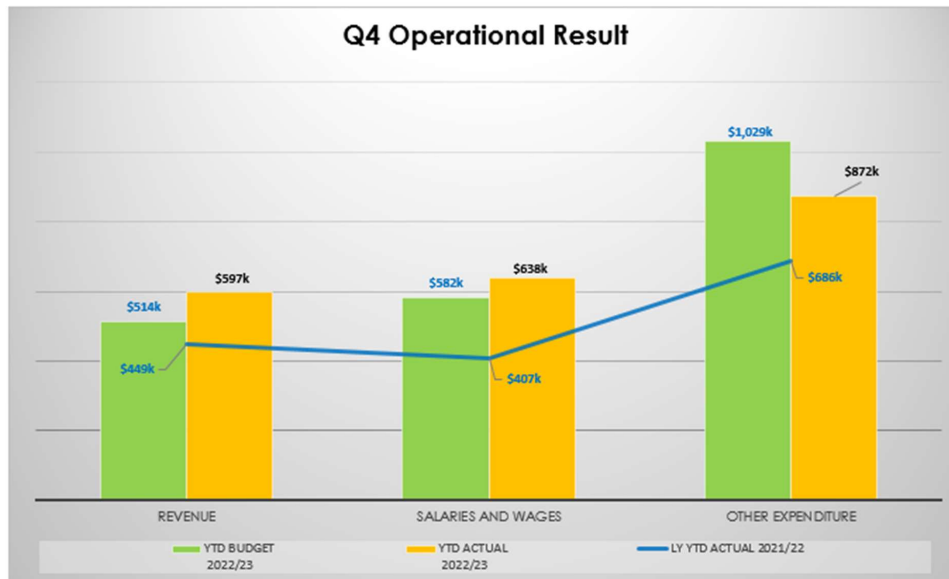


Have you or do you intend to engage with any of the following on your trip to Kalgoorlie-Boulder?





Financial Performance



Graph – Inclusive of Depreciation & Corporate Overheads

Financial Commentary

The Goldfields Arts Centre for year to date ending 30 June 2023 has come in as at a loss of (\$760k), this is \$181k less than the budgeted amount for year of (\$941k). The operating revenue \$596k when compared to the year to date budget of \$514k shows overall revenue being \$83k more than budgeted. The main contributors of this were show revenue \$111k and facility hire income \$41k partially offset by grants and contributions of (\$77k). The total revenue was also \$147k higher when compared to the previous year.

Overall operating expenses of \$1.51M have also come in (\$101k) under budget of \$1.61M. The main contributors for this difference were show expenses (\$115k) and operations expense (\$38k) being less than budget. This is partially offset by operating and show wages being \$51k more than budgeted.



Profit & Loss Statement

Goldfields Arts Centre Profit and Loss Statement

April - June 2023

Category	FULL YEAR BUDGET	YTD ACTUAL	YTD BUDGET	YTD ACTUAL	BUDGET VS ACTUAL
	2022/23	2021/22	2022/23	2022/23	2022/23
Attendance		33,983		33,585	
Operating Revenue					
Shows - Revenue	109,110	203,941	109,110	219,981	110,871
Facility Hire - Revenue	150,000	166,714	150,000	193,632	43,632
Gallery - Revenue	5,000	759	5,000	7,363	2,363
Operations - Revenue	70,000	77,984	70,000	73,360	3,360
Operations - Grants and Contributions	179,916	0	179,916	102,320	(77,596)
Operating Revenue Total	514,026	449,398	514,026	596,656	82,630
Operating Expenditure					
Corporate Overhead - Admin	155,297	151,159	155,297	151,083	(4,215)
Shows - Salaries and Wages	20,300	27,213	20,300	43,727	23,427
Shows - Expenditure	342,608	148,442	342,608	227,391	(115,217)
Facility Hire - Expenditure	13,000	6,660	13,000	14,032	1,032
Gallery - Salaries and Wages	3,300	0	3,300	6,903	3,603
Gallery - Expenditure	41,324	15,824	41,324	38,140	(3,184)
Operations - Salaries and Wages	558,871	379,950	558,871	587,076	28,205
Operations - Expenditure	275,762	182,841	275,762	236,892	(38,869)
Operations - Maintenance	0	27,281	0	0	0
Operations - Utilities	200,000	152,153	200,000	202,861	2,861
Depreciation	1,481	1,555	1,481	1,887	406
Operating Expenditure Total	1,611,942	1,093,078	1,611,942	1,509,992	101,951
NET PROFIT / (LOSS)	(1,097,916)	(643,680)	(1,097,916)	(913,336)	184,581
Add back :					
Depreciation	1,481	1,555	1,481	1,887	406
Corporate Overhead	155,297	151,159	155,297	151,083	(4,215)
NET PROFIT / (LOSS) (Excl Depreciation and Corporate O/H)	(941,138)	(490,966)	(941,138)	(760,365)	180,772



Nature & Type Analysis

Goldfields Arts Centre Nature & Type Breakdown


April - June 2023

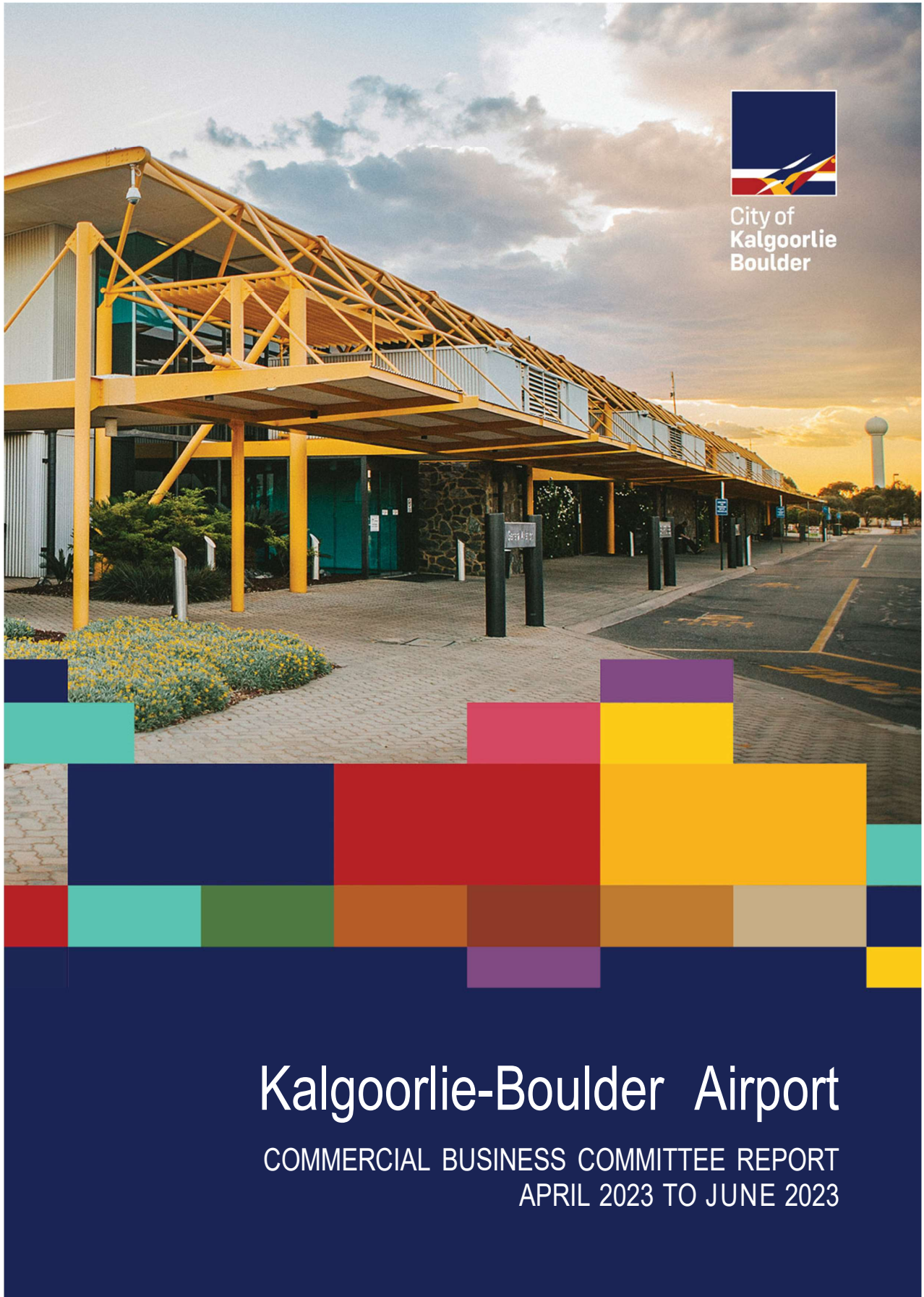
Description	FULL YEAR BUDGET 2022/23	YTD ACTUAL 2021/22	YTD BUDGET 2022/23	YTD ACTUAL 2022/23	BUDGET VS ACTUAL 2022/23
Income					
Fees And Charges	188,610	243,695	188,610	289,276	100,666
Interest Earnings	0	620	0	0	0
Operating Grants, Subsidies & Contributions	179,916	0	179,916	102,320	(77,596)
Other Income	145,500	205,084	145,500	205,061	59,561
	514,026	449,399	514,026	596,656	82,630
Expenditure					
Depreciation	1,481	1,555	1,481	1,887	(406)
Employee Costs	583,471	420,352	583,471	637,817	(54,347)
Insurance Expenses	6,340	20,347	6,340	5,819	521
Materials & Contracts	657,272	310,691	657,272	506,091	151,181
Other Expense	163,379	187,980	163,379	155,516	7,863
Utilities	200,000	152,153	200,000	202,861	(2,861)
	1,611,942	1,093,078	1,611,942	1,509,992	101,951
NET PROFIT / (LOSS)	(1,097,916)	(643,679)	(1,097,916)	(913,336)	184,581

Capital Expenditure Analysis

Goldfields Arts Centre Capital Expenditure Breakdown

April - June 2023

Description	FULL YEAR BUDGET 2022/23	YTD BUDGET 2022/23	YTD ACTUAL 2022/23	% of YTD BUDGET 2022/23
Other Culture - GAC Furniture & Equipment	42,910	42,910	38,238	
Total Capital Expenditure	42,910	42,910	38,238	



City of
Kalgoorlie
Boulder

Kalgoorlie-Boulder Airport

COMMERCIAL BUSINESS COMMITTEE REPORT
APRIL 2023 TO JUNE 2023



City of Kalgoorlie-Boulder

KALGOORLIE-BOULDER AIRPORT

COMMERCIAL BUSINESS COMMITTEE REPORT

APRIL 2023 to JUNE 2023



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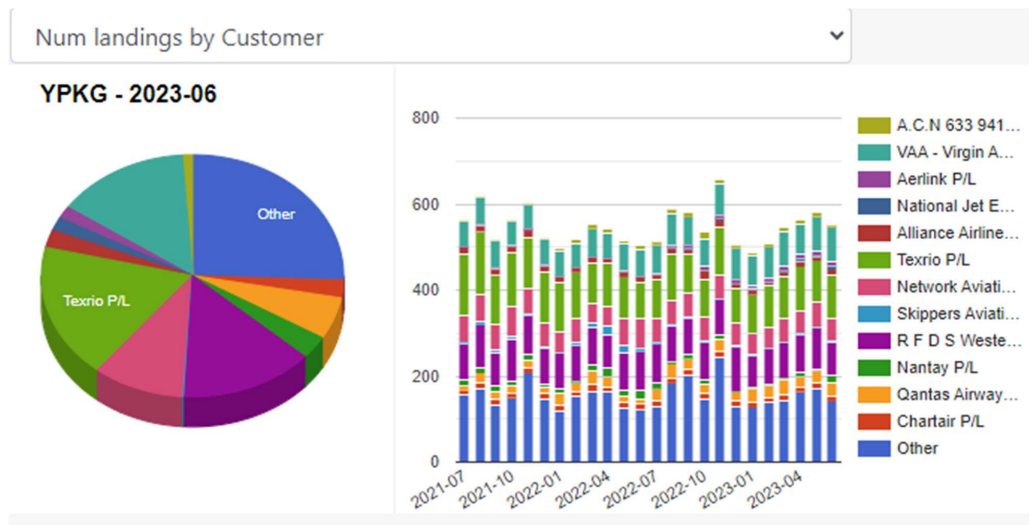
Operational and Strategic Highlights Overview

Operational highlights

Total passengers for 2022/23 financial year were 380,516.

Averaging 31,000 PAX & \$840,487 per month. This indicates an 80,000 Additional passengers' upward trend to year on year.

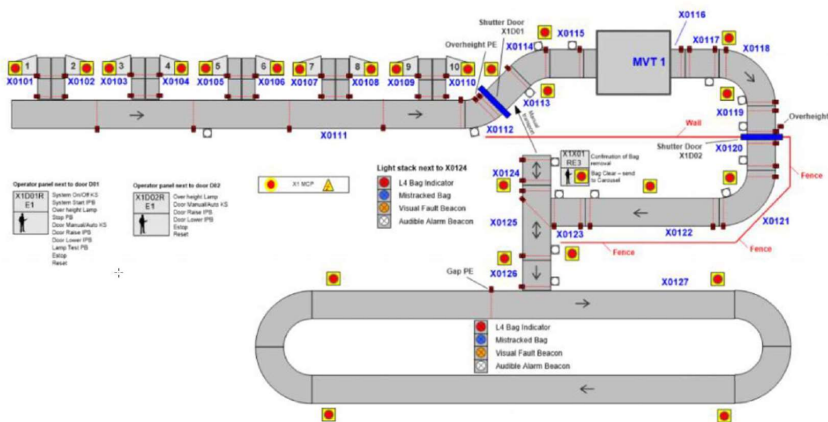
Please see below graph for aircraft movements at Kalgoorlie-Boulder Airport for the month of June 2023. This indicates, although the Airport are increasing movements, it is clear that larger aircraft with more pax numbers are utilizing the Airport.



Strategic Opportunities

Baggage Belt System Refurbishment

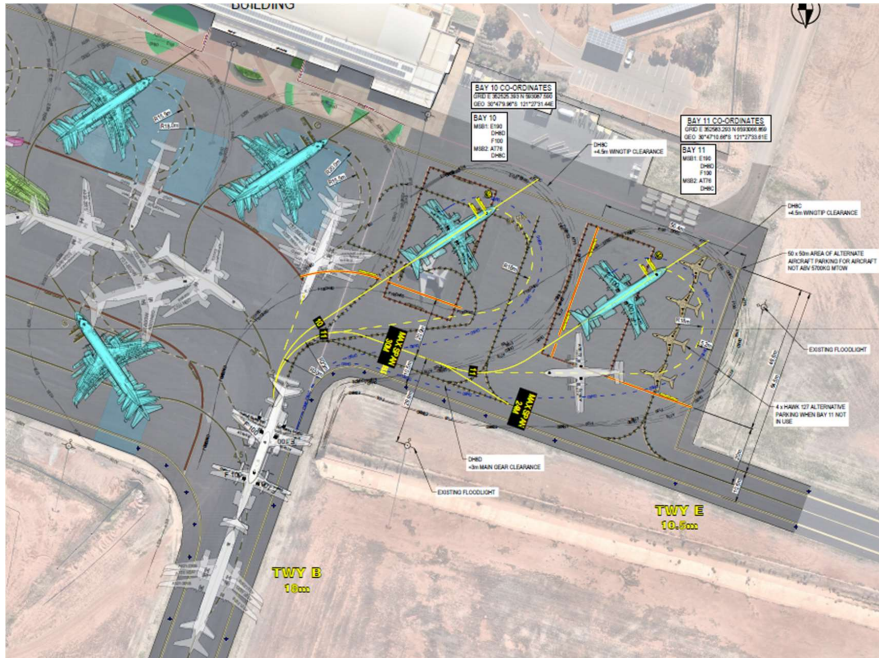
Stage 1 & 2 of the baggage handling system as end-of-life repair has now been achieved, final stage completion is scheduled within the next 2 months.



Apron Line Marking



The main apron and GA apron line marking has been deferred to September 2023 due to lack of clarity of initial design.





Airport Parking

Carpark ticket machines are now moving forward after a delay with merchant setup and approvals. These are expected to be installed during August 2023.



What is the NG Meter?

The Duncan Solutions NG Meter represents the culmination of nearly 90 years of parking meter experience and wisdom. It is designed to be aesthetically pleasing and provides a familiar, easy to use colour touch display and facilitates contactless card and smartphone payments.

Who is it for?

[Progressive cities](#) and parking operators who want to enjoy the benefits of ticketless and cashless parking. Integrated with PEMS, it supports automated enforcement and delivers rich, real-time business intelligence for any parking fee system.

How does it help?

The NG Meter delivers an easy and intuitive experience for motorists. It is configurable to support both: -

- pay-by-plate or
- pay-by-space

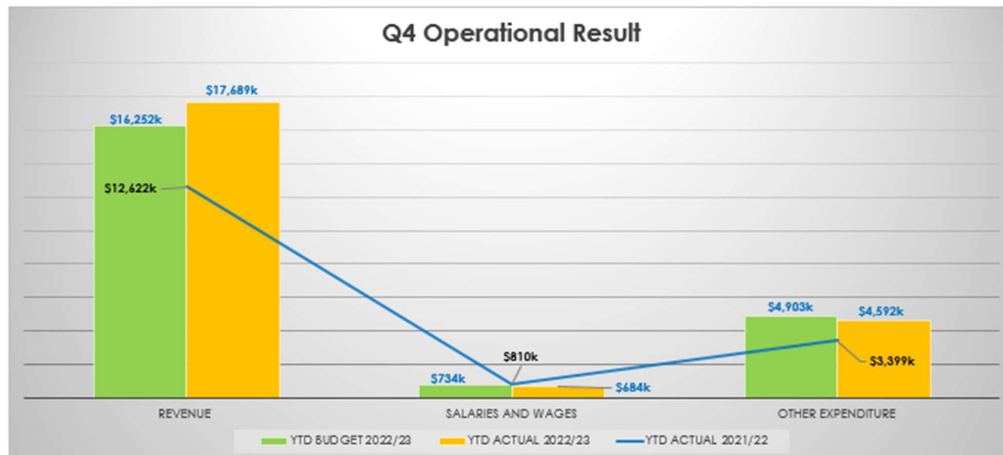
Via PEMS it integrates with any pay by phone application.

As a [cashless, ticketless system](#), operation costs are minimised as there are few moving parts. The need for cash collection is eliminated as is the cost of ticket rolls.





Financial Performance



Financial Commentary

For year to date ending 30 June 2023 total revenue was \$17.69M. This exceeds the budgeted amount YTD of \$16.25M by \$1.44M. This is attributable to increased passenger numbers resulting in passenger fees being \$924k more than budgeted and aircraft landing charges of \$217k being more than budgeted. Passenger screening fees also saw an increase of \$140k over the budgeted amount.

Operating expenses (excluding corporate overhead and depreciation) for the year were \$2.96M compared to the budget of \$3.32M. This is attributable to less than expected maintenance costs of \$442k, compared with budget of \$778k, as well as reduction in levies and taxes of \$102k and employment costs of \$50k. This is partially offset by a higher than budget passenger screening fees of (\$74k) and sponsorship costs (\$61k).



Profit & Loss Statement

Kalgoorlie-Boulder Airport

Profit and Loss Statement

April - June 2023

Category	FULL YEAR BUDGET 2022/23	YTD ACTUAL 2021/22	YTD BUDGET 2022/23	YTD ACTUAL 2022/23	BUDGET VS ACTUAL 2022/23
Passenger Numbers		299,055		380,516	
Operating Revenue					
Sale Advertising Space	150,000	180,702	150,000	161,706	11,706
Charges - Aircraft Landings	1,951,000	1,625,266	1,951,000	2,168,104	217,104
Charges - Passenger Fees	10,000,000	7,597,303	10,000,000	10,924,142	924,142
Passenger Screening Fee (Income)	1,720,441	977,431	1,720,441	1,860,932	140,491
Residential Fares Discount	(50,000)	0	(50,000)	0	50,000
Charges - Hire Car Fees	869,000	671,501	869,000	859,701	(9,299)
Common Use Licence Fees	956,000	740,717	956,000	1,036,852	80,852
Leases Rental	523,717	438,867	523,717	613,576	89,859
Recoup Outgoings	0	160,267	0	0	0
Other Income	12,000	8,046	12,000	4,576	(7,424)
Profit on Sale of Asset	0	3,150	0	0	0
Reimbursements - Aerodromes	60,000	48,774	60,000	49,810	(10,190)
Car Parking Income	60,000	169,907	60,000	10,045	(49,955)
Operating Revenue Total	16,252,158	12,621,931	16,252,158	17,689,445	1,437,287
Operating Expenditure					
Corporate Overhead	416,755	340,579	416,755	403,759	(12,997)
Depreciation	1,900,215	758,444	1,900,215	1,915,747	15,532
Employment Costs	733,807	809,997	733,807	684,013	(49,794)
Insurance	47,114	67,505	47,114	43,421	(3,693)
Loss on Sale of Asset	50,000	2,507	50,000	0	(50,000)
Maintenance	777,800	734,746	777,800	442,593	(335,207)
Office	148,150	125,752	148,150	153,640	5,490
Passenger Screening Fee (Expenditure)	973,800	966,101	973,800	1,047,018	73,218
Rates	203,721	5,369	203,721	101,660	(101,660)
Security	0	5,926	0	150	150
Sponsorships and Donations	175,500	174,690	175,500	236,208	60,708
Utilities	210,000	217,445	210,000	248,065	38,065
Operating Expenditure Total	5,636,862	4,209,061	5,636,862	5,276,473	(360,388)
NET PROFIT / (LOSS)	10,615,296	8,412,870	10,615,296	12,412,972	1,797,675
Add Back:					
Depreciation	1,900,215	758,444	1,900,215	1,915,747	
Corporate Overhead	416,755	340,579	416,755	403,759	
NET PROFIT / (LOSS) (Excl Depreciation, Corporate OH)	12,932,266	9,511,893	12,932,266	14,732,477	1,800,211



Nature & Type Analysis

Kalgoorlie-Boulder Airport

Nature & Type Breakdown

April - June 2023

Description	FULL YEAR BUDGET 2022/23	YTD ACTUAL 2021/22	YTD BUDGET 2022/23	YTD ACTUAL 2022/23	BUDGET VS ACTUAL 2022/23
Income					
Fees And Charges	15,656,441	12,078,120	15,656,441	16,741,214	1,084,773
Other Income	595,717	540,662	595,717	948,231	352,514
Profit On Sale Of Asset	0	3,150	0	0	0
	16,252,158	12,621,932	16,252,158	17,689,445	1,437,287
Expenditure					
Contributions, Donations And Subsidies	170,000	133,515	170,000	236,208	66,208
Depreciation	1,900,215	758,444	1,900,215	1,915,747	15,532
Employee Costs	733,807	810,701	733,807	684,013	(49,794)
Insurance Expenses	47,114	67,505	47,114	43,421	(3,693)
Loss On Sale Of Asset	50,000	2,507	50,000	0	(50,000)
Materials & Contracts	1,840,250	1,688,472	1,840,250	1,620,838	(219,412)
Other Expense	685,476	530,473	685,476	528,182	(157,294)
Utilities	210,000	217,445	210,000	248,065	38,065
	5,636,862	4,209,062	5,636,862	5,276,473	360,388
NET PROFIT / (LOSS)	10,615,296	8,412,870	10,615,296	12,412,972	1,797,675

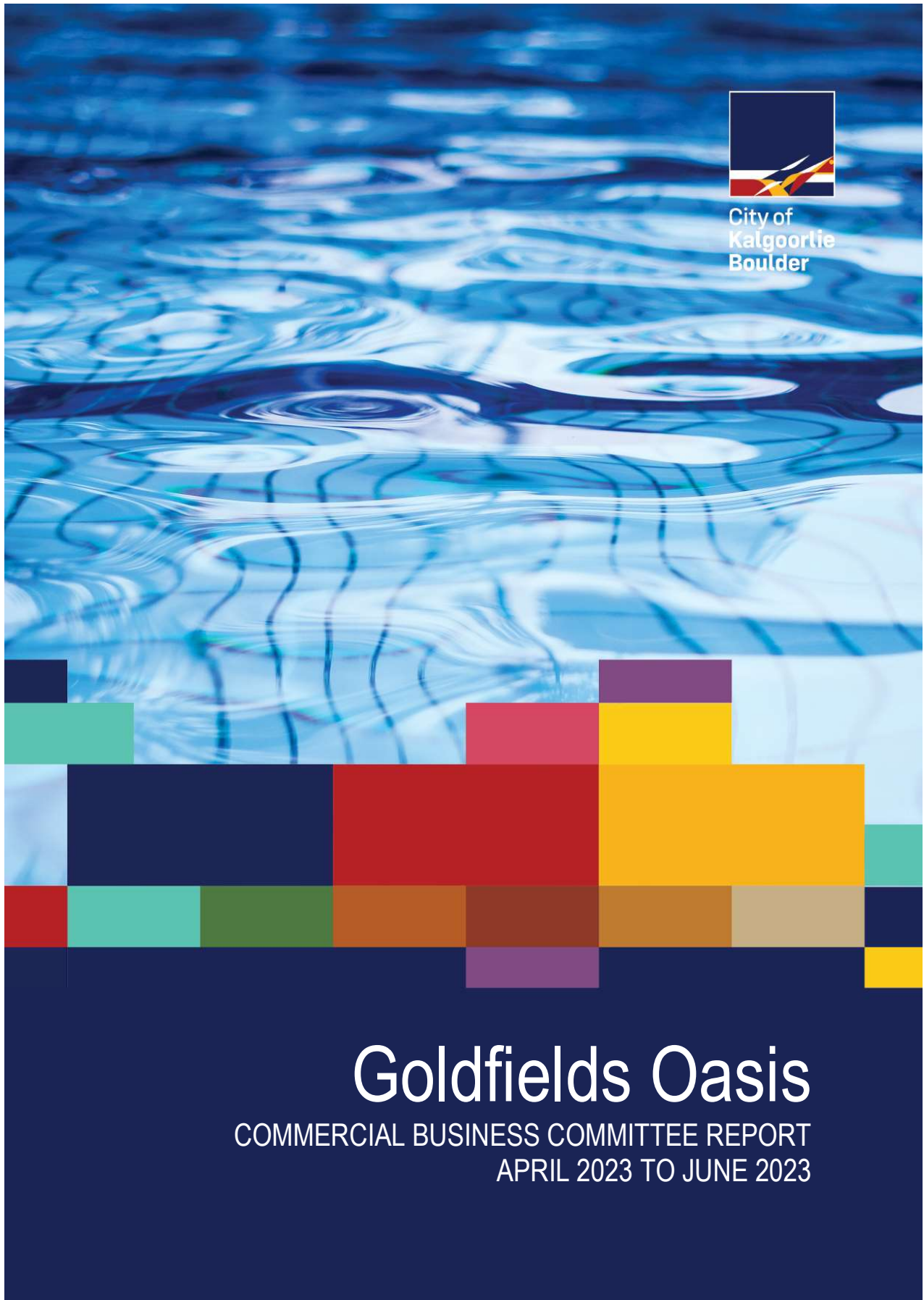
Capital Expenditure Analysis

Kalgoorlie-Boulder Airport

Capital Expenditure

April - June 2023

Description	FULL YEAR BUDGET 2022/23	YTD BUDGET 2022/23	YTD ACTUAL 2022/23	% OF YTD BUDGET 2022/23
Airport - Buildings Purchase / Improvements	410,000	410,000	22,000	5%
Airport - Furniture & Equipment Purchase	100,000	100,000	99,500	100%
Airport - Plant & Equipment Purchase	290,000	290,000	15,159	5%
Airport - Light Vehicles Purchase	0	0	0	0%
Airport - Airport Area Infrastructure	15,000	15,000	0	0%
Airport - Work in Progress	60,000	60,000	0	0%
Total Capital Expenditure	875,000	875,000	136,659	



City of
Kalgoorlie
Boulder

Goldfields Oasis

COMMERCIAL BUSINESS COMMITTEE REPORT
APRIL 2023 TO JUNE 2023



City of Kalgoorlie-Boulder
GOLDFIELDS OASIS
COMMERCIAL BUSINESS COMMITTEE REPORT
APRIL 2023 TO JUNE 2023



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Operational and Strategic Highlights

Performance Summary

The focus of the Oasis management this quarter has been to ensure that the quality of service we deliver remains whilst recruiting for vacant roles. Furthermore, management were working behind the scenes on training new swim school instructors to open up additional spots in the “Learn to Swim” program. The Oasis got reaccredited with Aus Active, were scored as industry role models for its safety practices, member journey, collaborations, performance management of staff, use of analytics to inform business decisions and continuous improvement of programs.

Membership Statistics

	APRIL		MAY		JUNE	
	2023	2022	2023	2022	2023	2022
GOLD MEMBERSHIPS	2,816	2,326	2,811	2,293	2,897	2,310
AQUATIC MEMBERSHIPS	271	296	262	276	249	261
SWIM SCHOOL MEMBERS	689	723	704	687	665	648
CENTRE ATTENDANCE	30,643	20,912	40,319	28,215	37,695	32,120

Social Media Statistics:

Facebook page reach – 37,884
 Total Facebook page likes/follows – 7,652
 Instagram page reach – 2,252
 Total Instagram page likes – 1,404

Customer Engagement

The Goldfields Oasis Net Promoter Score is +74 with 76% promoters (advocates of the Oasis), 22% passives (fence sitters) and 2% (negative perception) detractors which is +24 ahead of the industry benchmark of +50 and +34 ahead of its key performance indicator of +40. In summary, overall, the customer is satisfied with the services the Oasis are offering.

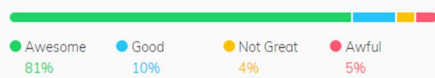


CX Score

What is a CX Score?

😊 9.0

Based on 382 ratings

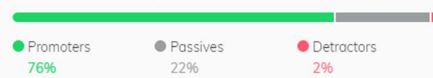


NPS®

What is NPS®?

+74

Based on 50 ratings



Marketing Promotions and Activities

PROMOTION	ACTIVITIES
Free inflatable Fun and Pizza Party 27 th April	The aquatics team organised a free inflatable and pizza party for all patrons from 3pm until 5pm as part of the school holiday activations project.

MARKETING GOALS

Increase centre attendance

Increasing patron attendance and participation in centre activations.

Increase centre attendance

Attendance: 612 Visit to the aquatic centre recorded for the duration of the event, and 859 patrons visited the oasis for the day.





PROMOTION	ACTIVITIES
Men's Health Week	The Member Administration team and Health Club team set up an informative stall at both the Men's Shed and the Golf Course. Patrons were encouraged to spin the wheel for a chance to win a free centre pass. It was a great opportunity for the staff to build relationships with a different target market and to increase the awareness of services available at the oasis.

MARKETING GOALS
<p>Increase Membership Base Increase brand awareness, and educate the general public on the unique offerings the Oasis has to offer. Develop relationships with new, and existing residents of Kalgoorlie-Boulder</p> <p>Increase brand awareness and desirability of Oasis memberships. The Stall consistently had patrons queuing to spin the wheel and this enabled staff to increase awareness and interest in what the oasis has to offer.</p>



PROMOTION	ACTIVITIES
ANZAC DAY 25 th April	The Health Club organised a special pop-up Les Mills Body combat class which is not typically available on the group fitness timetable. Aquatic Inflatables were made available in sessions from 1:00 PM to 3:00PM and then again from 3:00 to 5:00 PM, providing members with an extended opportunity to enjoy some water fun.

MARKETING GOALS
<p>Increase centre attendance Increase Centre attendance and participation in group fitness classes.</p> <p>Increase centre attendance and participation in centre programs Attendance: the body combat class had 11 members in attendance, and a total of 566 patrons attended the centre on that day.</p>



Centre Highlights

AUSactive Business Accreditation

As part of our commitment to providing exceptional customer experience and conducting best practice within the Centre, the Goldfields Oasis recently went through a re-accreditation process with AUSactive. This process involved reviewing the mandatory and non-mandatory questions and self-scoring as required. The next step was providing written information and copies of proof from our business processes. The categories included professionalism, safety, customer care, information and knowledge, people, and leadership. The submission was then reviewed and scored by a third party, and results provided back. We reached reaccreditation, actually being the first business to do so. This accreditation lasts 3 years and comes with an Improvement Action Plan.

Health Club

Les Mills Mega Launch - Monday 3rd of April

April saw a Superhero Les Mills Mega Launch where the team and members came dressed as their favourite superhero. Our Mega Launches always see great interest and across RPM and the Group Fitness mash-up, with April reaching an attendance of 81%!

This is always such a success in promoting all of our classes in one night, allowing our members to try classes they might not have without attending the Mega Launch, and put a face to the name of majority of our instructors.





Team Beats Group Challenge – Monday 1st of May to Sunday 4th June

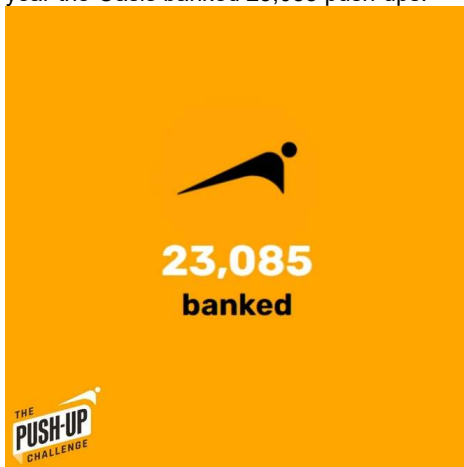
Round two of our Team Beats Challenge was an absolute hit! Our first challenge didn't hit the target we had hoped for, so with some tweaks of the timetables, training for the health club team, and promotional materials, we saw a definite improvement.

Members needed to attend 20 – 30 classes to go into the draw for 1 of 2 major prizes. With the addition of multiple classes, we were able to hit 69% average attendance across the 5 weeks.



Push-Up Challenge – 1st June – 23rd June

The Push-Up Challenge sets daily targets of push-ups to complete, with the number coinciding with a fact about mental health. It encourages people to make healthy habits but also breaks the silence that can sometimes form around talking about mental health. This year the Oasis banked 23,085 push-ups.





Creche

Easter Hat Parade – Thursday 6th April

This Easter, the Oasis Little Goldies showed off their Easter hat creations, and went hunting for some chocolate goodies!

We love encouraging creative habits in Creche, and let's be honest – who doesn't love a good Easter egg hunt.



Sensory Play

As Creche is always looking at making the sessions as educational, creative, fun and exciting for our members as possible, we recently invested in some sensory play equipment. These have been a hit since being introduced into the Creche area, and we have seen an increase in the children's interaction with these activities.





Swim School

Safety Week

Our Swim School students participated in a special type of lesson during our Safety Week for the last week of Swim School before the Winter break. During safety week, depending on the student's level, students undertook activities from what to do when falling out of a boat, to a clothed swim. Safety Week is always a success, with students having fun by learning, and encouraging members to attend during the last week of lessons.



Increase in Swim School Instructors

Quarter 4 saw a significant increase in our Swim School Instructors due to a booked-out course earlier in the year, which was organised by the Senior Officer Swim School. From April until June, the Swim School team will grow by four instructors, with two more set to come on board in July. These new team members have been working hard in the water doing practical hours to be signed off, and obtain their certification.





Easter Colouring in Competition and Activation

Leading up to Easter the oasis held a colouring in competition for all the Patrons between the ages of 3 and 12 years of age. To announce the winners the Oasis held a Easter Pop Up event in the foyer, where there was face painting, Easter activities, games and a surprise visit from the Easter Bunny.



Youth Week – Meet the Minister Visit

Our youth staff had the privilege of meeting the Minister for Youth Hon. Simone McGurk MLA BA, and shared their thoughts on the changes they would like to see in our local community. They discussed important topics such as sport, recreation, training, and mental health. As a large employer of local youth, the Minister was very impressed to learn about the various career opportunities, and training pathways available at the Oasis.





Pay it Forward Day 27 April 2023

The Oasis teamed up with Proper Gander to spread kindness throughout the local community by surprising 50 random customers with a free morning coffee and cookie. They were then challenged to pay it forward, as you never really know the difference a small gesture can make.



Biggest Morning Tea – 30th May 2023

On the 30th of May the administration team organised for the Goldfields Oasis to host a morning tea in support of the Cancer Council. The Morning Tea was turned into a bake-off between staff to come together for a good cause and raise money for the Cancer Council.





CKB Youth Awards

Sam Dyne and William Morrow were nominated for the CKB Young Achievers Award. Sam was nominated for his commitment to mentor and support new starters and Will was nominated for performing a water rescue over summer.



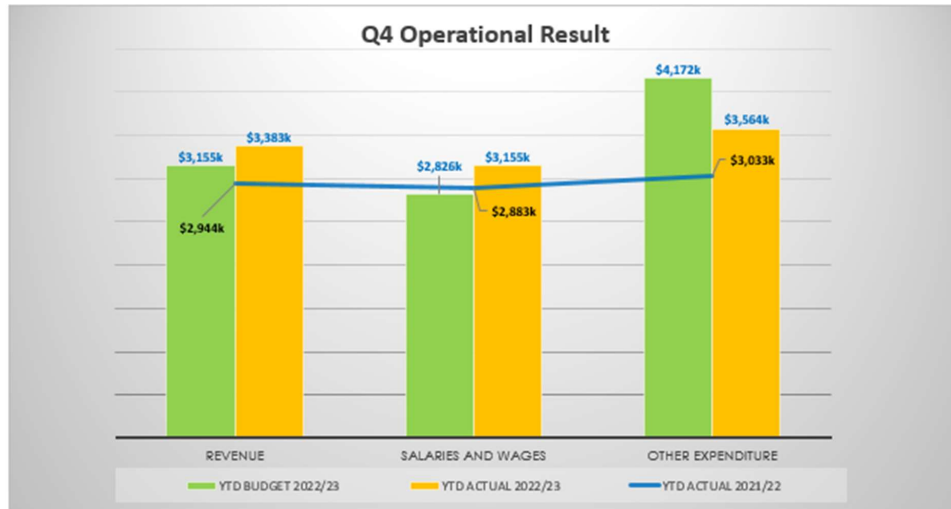
Reconciliation Week: Creche and Pool Party

To celebrate national reconciliation week, the Oasis held a free inflatables session the Friday afternoon and Creche completed First Nation's crafts all week.





Financial Performance



Graph – Inclusive of Depreciation & Corporate overheads

Financial Commentary

The Oasis for the year ending 30 June 2023 has come in at a loss of (\$3.34M), this is \$506k less than the amount budgeted of (\$3.84M).

Total revenue year to date is \$3.38M which is an increase of \$228k on the budgeted amount of \$3.15M. The increase in health club income of \$131k, events and bookings \$48k and swim school \$28k are the main contributors to the positive result and also a higher number of Gold memberships and centre visitors for the June quarter.

Total expenditure year to date was \$6.72M which came in \$278k under the budgeted amount of \$6.99M. Salaries and wages were \$329k over the amount budgeted of \$2.82M as well as other expenditure being \$15k over budget.

Depreciation and direct overheads were \$214k under the amount budgeted of \$2.36M.

Note: All figures reported are unaudited



Profit & Loss Statement

Goldfields Oasis

Profit and Loss Statement

April-June 2023

Category	FULL YEAR BUDGET 2022/23	YTD ACTUAL 2021/22	YTD BUDGET 2022/23	YTD ACTUAL 2022/23	BUDGET VS ACTUAL 2022/23
Membership Numbers - Gold Total Attendance		2,275		2,821	
		178,068		339,520	
Health Club - Revenue	1,980,916	1,754,535	1,980,916	2,112,656	131,739
Health Club - Salaries and Wages	(306,716)	(287,329)	(306,716)	(345,274)	(38,558)
Health Club - Expenditure	(107,200)	(125,982)	(107,200)	(102,800)	4,400
Health Club Total	1,567,000	1,341,224	1,567,000	1,664,582	97,582
Aquatics - Revenue	590,000	498,310	590,000	577,287	(12,713)
Aquatics - Salaries and Wages	(496,181)	(439,475)	(496,181)	(567,193)	(71,012)
Aquatics - Expenditure	(221,310)	(162,547)	(221,310)	(115,577)	105,733
Aquatics Total	(127,491)	(103,712)	(127,491)	(105,484)	22,007
Swim School - Revenue	351,990	467,440	351,990	380,236	28,246
Swim School - Salaries and Wages	(242,669)	(333,694)	(242,669)	(285,553)	(42,883)
Swim School - Expenditure	(45,900)	(13,215)	(45,900)	(19,313)	26,587
Swim School Total	63,421	120,531	63,421	75,370	11,949
Events and Booking - Revenue	140,000	19,820	140,000	188,795	48,795
Events and Booking - Salaries and Wages	(50,689)	(58,684)	(50,689)	(62,635)	(11,946)
Events and Booking - Expenditure	(9,000)	(8,756)	(9,000)	(13,745)	(4,745)
Events and Bookings Total	80,311	(47,620)	80,311	112,415	32,104
Kiosk - Revenue	15,000	10,500	15,000	14,181	(819)
Kiosk - Expenditure	(9,000)	(316)	(9,000)	(6,628)	2,373
Kiosk Total	6,000	10,184	6,000	7,554	1,554
Stadium - Revenue	0	123,612	0	0	0
Stadium - Salaries and Wages	0	0	0	(86)	(86)
Stadium - Expenditure	(55,000)	(54,002)	(55,000)	(31,385)	23,615
Stadium Total	(55,000)	69,610	(55,000)	(31,470)	23,530
Proceeds on sale of asset	0	0	0	9,091	9,091
Operations - Salaries and Wages	(641,093)	(719,729)	(641,093)	(700,993)	(59,900)
Loss on Sale of Asset	(401,000)	(21,903)	(401,000)	0	401,000
Operations - Expenditure	(705,773)	(388,698)	(705,773)	(852,660)	(146,887)
Operations Total	(1,747,866)	(1,130,330)	(1,747,866)	(1,544,563)	203,303
Reception - Revenue	50,000	37,583	50,000	62,948	12,948
Reception - Salaries and Wages	(417,630)	(435,727)	(417,630)	(466,130)	(48,501)
Reception - Expenditure	(64,500)	(65,168)	(64,500)	(56,566)	7,934
Reception Total	(432,130)	(463,312)	(432,130)	(459,748)	(27,618)
Creche - Revenue	27,000	31,722	27,000	37,777	10,777
Creche - Salaries and Wages	(213,906)	(177,605)	(213,906)	(258,370)	(44,464)
Creche - Expenditure	(18,000)	(11,688)	(18,000)	(13,345)	4,655
Creche Total	(204,906)	(157,572)	(204,906)	(233,937)	(29,032)
Corporate Overheads - Admin	(941,435)	(692,489)	(941,435)	(722,049)	219,387
Depreciation	(1,423,927)	(730,787)	(1,423,927)	(1,428,853)	(4,926)
Direct Overheads - Admin	(9,350)	(744,438)	(9,350)	(1,976)	7,374
Direct Overheads - Expenditure	(160,180)	0	(160,180)	(199,159)	(38,979)
Direct Overheads - Salaries and Wages	(457,032)	(431,247)	(457,032)	(468,389)	(11,357)
Loans - Interest	0	(12,693)	0	0	0
Overheads Total	(2,991,924)	(2,611,654)	(2,991,924)	(2,820,426)	171,498
NET PROFIT / (LOSS)	(3,842,583)	(2,972,651)	(3,842,583)	(3,335,707)	506,877
Add back :					
Depreciation	1,423,927	730,787	1,423,927	1,428,853	4,926
Corporate Overheads	941,435	692,489	941,435	722,049	(219,387)
NET PROFIT / (LOSS) (Excl Depreciation and Corporate O/H)	(1,477,221)	(1,549,375)	(1,477,221)	(1,184,805)	292,416



Nature & Type Analysis

Goldfields Oasis

Nature & Type Breakdown

April-June 2023

Description	FULL YEAR BUDGET 2022/23	YTD ACTUAL 2021/22	YTD BUDGET 2022/23	YTD ACTUAL 2022/23	BUDGET VS ACTUAL 2022/23
Income					
Fees And Charges	3,139,907	2,262,599	3,139,907	3,360,837	220,930
Other Income	15,000	9,498	15,000	12,338	(2,662)
Proceeds On Sale Of Asset	0		0	9,091	9,091
Operating Contributions	0		0	706	706
	3,154,907	2,272,097	3,154,907	3,382,972	228,065
Expenditure					
Contributions, Donations & Subsidies	0		0	505	505
Depreciation	1,423,927	476,231	1,423,927	1,428,853	4,926
Employee Costs	2,835,265	2,150,431	2,835,265	3,156,148	320,883
Insurance Expenses	78,680	49,015	78,680	72,668	(6,012)
Interest Expense	0	0	0	52,549	52,549
Loss On Sale Of Asset	401,000	21,903	401,000	0	(401,000)
Materials & Contracts	830,700	536,523	830,700	660,195	(170,505)
Other Expense	1,057,739	507,188	1,057,739	787,769	(269,970)
Utilities	370,179	349,654	370,179	559,991	189,812
	6,997,490	4,090,945	6,997,490	6,718,678	278,812
NET PROFIT / (LOSS)	(3,842,583)	(1,818,848)	(3,842,583)	(3,335,707)	506,877

Capital Expenditure Analysis

Goldfields Oasis

Capital Expenditure Breakdown

April-June 2023

Description	FULL YEAR BUDGET 2022/23	YTD BUDGET 2022/23	YTD ACTUAL 2022/23	% of YTD BUDGET
Oasis - Buildings Purchase/Improvements	608,000	608,000	25,166	4%
Oasis - Furniture & Equipment Purchase	144,000	144,000	0	0%
Oasis - Plant & Equipment Purchase	50,000	50,000	19,448	39%
Total Capital Expenditure	802,000	802,000	44,614	



City of
Kalgoorlie
Boulder



Kalgoorlie Golf Course

COMMERCIAL BUSINESS COMMITTEE REPORT
APRIL 2023 TO JUNE 2023



City of Kalgoorlie-Boulder

KALGOORLIE GOLF COURSE

COMMERCIAL BUSINESS COMMITTEE REPORT

APRIL 2023 TO JUNE 2023



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Operational and Strategic Highlights

Operational Performance

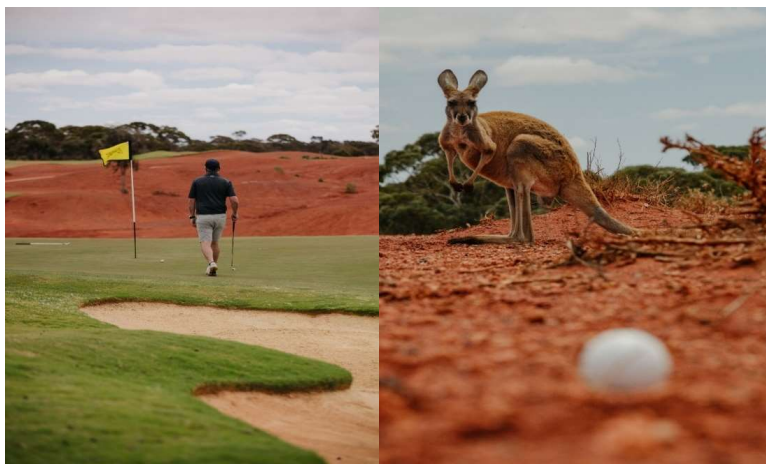
There were 12,787 rounds of golf played during the quarter with 4,334 booked by members and 8,453 by other green fee paying players. This is a large increase on the previous quarter. Total rounds played for the period July through to June is 32,688 rounds with 16,816 attributable to green fee paying players.

This report details the activity that has occurred at the Kalgoorlie Golf Course from April 2023 to June 2023. Throughout the last quarter the Kalgoorlie Golf Course hosted 5 functions, 3 corporate golf days and 21 Goldfields Golf Club events.

Strategic Opportunities

Club House and Resort Update

Works are still ongoing to deliver the Preliminary Site Works for the Golf Course Resort Development. This includes the ongoing installation of services which is expected to be completed in August 2023. Following the installation of services the foundation construction works are scheduled to commence. The City has provided permission to the head contractor to park up to 40 caravans on site in the coming weeks for the purposes of the resort's construction workers accommodation. This will be formalised through a Licence to Occupy agreement which will include an arrangement for the workers meals to be purchased from the Clubhouse bar and bistro. The benefits to the City include additional revenue and the opportunity to expand the opening hours of the bar and bistro to the community to 7 days a week, an increase from the current Thursday to Sunday opening hours that have been in place since 2020.





Events

April – June 2023

Chasing the Sun – Nullabor Link

Course and Event manager Alf Caputo ran the 3-day CKB sponsored event Chasing the Sun earlier than previous years. 50 players teamed off Thursday afternoon to complete holes 10 & 11 of the Nullabor Links.

The course was set on Friday for an 18 hole, 4 ball ambrose followed by platters and beverages in the clubroom. To conclude the 3-day event, a toast to the setting sun followed by presentations and buffet dinner was held in the Marquee.



Nullabor Links
World's Longest Golf Course, Australia

CHASING THE SUN GOLF TOURNAMENT
COMMENCING CEDUNA 29 APRIL 2023

Thursday 27th April 2023
Plan to arrive in Ceduna today to make sure your accommodation at T Clippes sets us for drama at the Nullabor Links range and the drama of your fellow golfers that are playing 'Chasing the Sun 2023'.

Friday 28th April 2023
At 10:00am join the members of the Ceduna Golf Club for a 3-hole scramble competition. After the golf from Nullabor Links, a free lunch and enjoy the stable hospitality at the morning joint on the 'Ceduna House of Champions for the Year and Club' and our Welcome Dinner.

Saturday 29th April 2023
Return to the Ceduna Golf Club for an early start at 6:30am for a 7:30am 'Chasing the Sun' breakfast hosted by the members of the Ceduna Golf Club. Watch and make the most of it. This is preparation for the commencement of 7 days of fun, adventure and golf. Meeting with local connections along the way after breakfast enjoying our Ceduna lunch, time to playing and play elsewhere then head to Coorabie for a wonderful night at a farm stay and breakfast. Our host will be Debbie and Chris Brown.

Sunday 30th April 2023
Leave Ceduna bright and early and head to the link to play 18 holes then on to the Great Australian Bight. Make some of the most spectacular scenery Australia has to offer. Drive to Nullabor to play 18 holes. See and enjoy and feel your soul to the drive.

Each player at Nullabor Links field your match back 40 minutes (not otherwise), play 18 holes (including 10 holes) through, then see and enjoy the accommodation.

Early booking is 10am, please a local Australian who looking by the link. Enjoy your match and enjoy the evening.

Monday 1st May 2023
Today we gather at the Ceduna for our team photo. Take a moment at 8:30am. The afternoon at 2:30pm we will arrive in Ceduna to get our rooming. One of you will be a guide to take you to your bunkers.

Tonight's host is: as you please.

Tuesday 2nd May 2023
Bright and early leave Ceduna village and head to Nullabor. The morning tea, breakfast in the early night and 10:00am start. After lunch a 18-hole day of golf, only with a 18-hole and a meal at the Nullabor Links and spend the night there.

Wednesday 3rd May 2023
Leave Ceduna at 10:00am, play 18 holes then drive to Newman to play 18 holes and Golden Home. Tonight we will find you with very special entertainment and a superb meal.

Thursday 4th May 2023
Leave Newman, drive to Fitzgeralds and play Golden Links, then on to Nullabor to play 18 holes.

Leave Nullabor to arrive in Kalgoorlie around 1:30pm and play your last 18 holes, Golden Links and 17:00pm at the Nullabor Golf Course. Meet your support team and a 18-hole stop, then find your accommodation and make tonight you are free to do as you please.

Friday 5th May 2023
Join the members of Chasing the Sun and the members of the Nullabor Golf Club to play an afternoon tournament, enjoying the magnificent golf course at Nullabor. Tonight you are the host.

Saturday 6th May 2023
The meeting concludes with our sponsors our dignitaries and the members of the Nullabor Golf Club to host the final of our final function of Chasing the Sun 2023. The dinner will be held in the 'Marquee' 'The Nullabor Links' in the Nullabor Golf course. Here we will host the setting sun for our match, enjoy the night. This function is a night and the house before your last night meal.

Sunday 7th May
Enjoy those that can't be in person in world you are watching.

www.nullaborlinks.com



Mother's Day Classic

Sunday 14th May from 9am start
4km walk, 4km run or 8km run with 150 partaking in this event raising funds for breast cancer research.



Mother's Day Brunch

Sunday 14th May 2023 10am - 1pm
We had 132 guests enjoying Angie the Fairy, Bouncy Fun Castle, giant games and solo artist Artie Paul. Catering had a great selection for all, with a complimentary beverage for the special lady in their lives



City of Kalgoorlie Boulder

Sunday 14th May 2023
10am - 1pm

Mother's Day Brunch

@ Kalgoorlie Golf Course

Spoil your loved one with our fabulous buffet spread, live music and great service PLUS a complimentary beverage for Mum

For the kids we have Angie the Fairy, Bouncy Castle and Giant games to enjoy

Adults \$55 Children 5-12yrs \$25, Under 5 free

BOOKINGS ESSENTIAL
Please contact golfcoursefunctions@ckb.wa.gov.au



GGC Hahn Electrical Go for Gold

Fantastic two days of golf with a record number of teams participating. Thanks to Craig and Shannon Hahn for sponsoring the Go for Gold once again. This is the 9th year that Hahn Electrical have supported this popular event.

1st Place – Pro Shop staff member Connor Fewkes with Ryan Edwards & Scott Edwards



Mens Health Golf Day

the Mens Golf Day brought together, community members, health professionals, and local organisations to promote men's health and well-being. Attendees enjoyed informative health talks, interactive workshops, engaging physical activities and delicious platters. 72 players fought the gusting winds to play front 9 holes of the course.





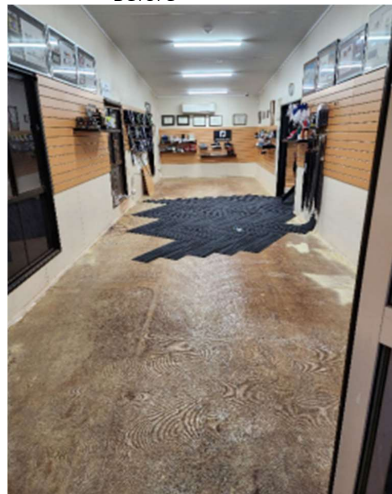
Food and Beverage Consumption

April	May	June
Beverages Consumed 6,030	Beverages Consumed 5,658	Beverages Consumed 6,530
Meals / Food Consumed 1,290	Meals / Food Consumed 1,354	Meals / Food Consumed 1,253

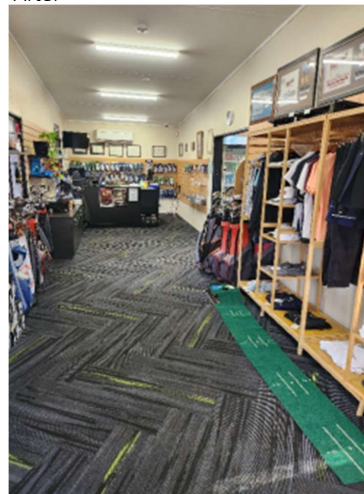
Projects

New carpets were laid throughout the clubroom and pro-shop. New service desk and wardrobes were also added to the new layout with a tv screen installed to promote activities/events here at the course.

Before

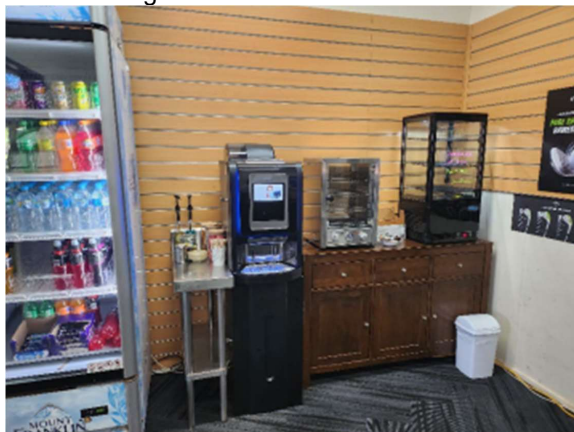


After



Coffee Vending Machine

With Bar operational hours being Thursday – Sunday from 10am -6pm, the purchase of a Coffee vending machine serviced by the pro shop team has been a welcomed asset for all guests.





A new look for the Marquee included a new desk/bar, painted feature wall and plants. With PGA and several Christmas functions scheduled, an ice machine and slushy machine will be added for the summer months.

Before



After



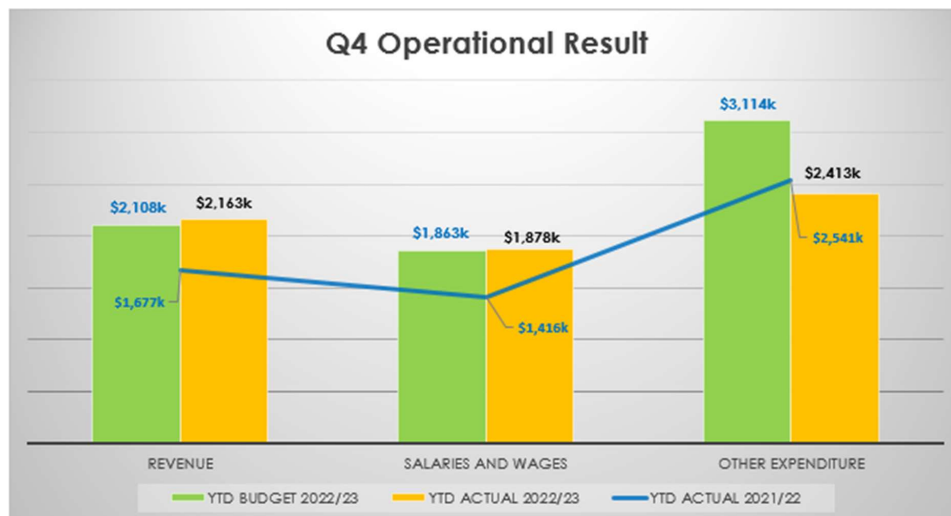
Marketing

A face cut out for the Kalgoorlie Golf Course by local artist Em Anders is underway. This marketing ploy will include details of our Instagram, CKB and Facebook sites to promote the course.





Financial Performance



Graph – Inclusive of Depreciation & Corporate Overheads

Financial Commentary

The Golf Course for the year ended 30 June 2023 has come in as at a loss of (\$2.13M), this is less than budgeted for the year of (\$2.87M), an \$741k difference. Operating revenue was \$54k higher than budget and operating expenses were \$807k less than budget.

The increase in revenue is mainly attributable to green fees \$49k, equipment hire \$64k, retail sales \$37k and function hire of \$14k. On the other hand beverage income (\$62k), food income (\$19k) and memberships (\$34k) were lower than budgeted.

Expenses less than budgeted were Golf Operations expenses (\$549k), Corporate overheads (\$161k) and utilities (\$58k).

Note: All figures reported are unaudited



Profit & Loss Statement

Kalgoorlie Golf Course Profit and Loss Statement

April - June 2023

Category	FULL YEAR	YTD	YTD	YTD	BUDGET VS
	BUDGET 2022/23	ACTUAL 2021/22	BUDGET 2022/23	ACTUAL 2022/23	ACTUAL 2022/23
Golf Operations - Revenue	1,183,000	1,094,604	1,183,000	1,286,612	103,612
Golf Operations - Salaries and Wages	(1,847,765)	(916,185)	(1,847,765)	(1,860,506)	12,742
Golf Operations - Expenditure	(263,500)	(243,262)	(263,500)	(164,137)	99,363
Golf Operations - Maintenance	(674,000)	(746,633)	(674,000)	(224,440)	449,560
Golf Operations Total	(1,602,265)	(811,476)	(1,602,265)	(962,471)	639,794
Food - Revenue	237,999	166,355	237,999	233,542	4,457
Food - Salaries and Wages	0	(130,090)	0	(438)	438
Food - Expenditure	(120,000)	(97,180)	(120,000)	(136,622)	16,622
Food - Kitchen Maintenance	0	(15,007)	0	0	-
Food - Function Expenses	0	(18,209)	0	0	-
Food Total	117,999	(94,131)	117,999	96,482	21,517
Bar - Revenue	687,469	416,457	687,469	624,535	62,934
Bar - Members Discount	(45,000)	(10,376)	(45,000)	(87,194)	42,194
Bar - Salaries and Wages	0	(200,364)	0	0	-
Bar - Expenditure	(239,000)	(203,694)	(239,000)	(249,212)	10,212
Bar - Maintenance	0	(2,843)	0	0	-
Bar Total	403,469	(820)	403,469	288,130	115,339
Corporate Overheads - Admin	(880,601)	(675,951)	(880,601)	(719,741)	160,860
Profit on Sale of Asset	0	0	0	18,500	18,500
Depreciation	(357,532)	(95,030)	(357,532)	(373,158)	15,626
Direct Overheads - Admin	(80,200)	(81,981)	(80,200)	(46,138)	34,062
Direct Overheads - Expenditure	(63,000)	(16,391)	(63,000)	(65,359)	2,359
Direct Overheads - Insurance	(91,339)	(46,483)	(91,339)	(105,014)	13,675
Direct Overheads - Maintenance	0	(21,076)	0	0	-
Direct Overheads - Salaries and Wages	(15,413)	(169,744)	(15,413)	(16,841)	1,428
Direct Overheads - Utilities	(300,000)	(266,631)	(300,000)	(242,211)	57,789
Overheads Total	(1,788,085)	(1,373,287)	(1,788,085)	(1,549,962)	238,122
NET PROFIT / (LOSS)	(2,868,882)	(2,279,714)	(2,868,882)	(2,127,821)	741,060
Add back :					
Depreciation	357,532	95,030	357,532	373,158	15,626
Corporate Overhead	880,601	675,951	880,601	719,741	160,860
NET PROFIT / (LOSS) (Excl Depn and Corporate O/H)	(1,630,749)	(1,508,733)	(1,630,749)	(1,034,922)	595,826



Nature & Type Analysis

Kalgoorlie Golf Course

Nature & Type Breakdown

April - June 2023

Description	FULL YEAR BUDGET 2022/23	YTD ACTUAL 2021/22	YTD BUDGET 2022/23	YTD ACTUAL 2022/23	BUDGET VS ACTUAL 2022/23
Income					
Fees And Charges	1,162,000	1,175,229	1,162,000	1,301,881	139,881
Other Income	946,468	489,459	946,468	842,808	(103,660)
Profit On Sale Of Asset	0	12,727	0	18,500	18,500
	2,108,468	1,677,415	2,108,468	2,163,189	54,721
Expenditure					
Depreciation	357,532	95,030	357,532	373,158	15,626
Employee Costs	1,646,641	1,421,080	1,646,641	1,759,778	113,136
Insurance Expenses	15,875	46,483	15,875	17,931	2,056
Materials & Contracts	1,144,700	1,080,922	1,144,700	1,082,583	(62,117)
Other Expense	1,047,601	1,046,982	1,047,601	839,874	(207,727)
Utilities	765,000	266,631	765,000	217,685	(547,315)
	4,977,349	3,957,128	4,977,349	4,291,010	686,339
NET PROFIT / (LOSS)	(2,868,882)	(2,279,714)	(2,868,882)	(2,127,821)	741,060

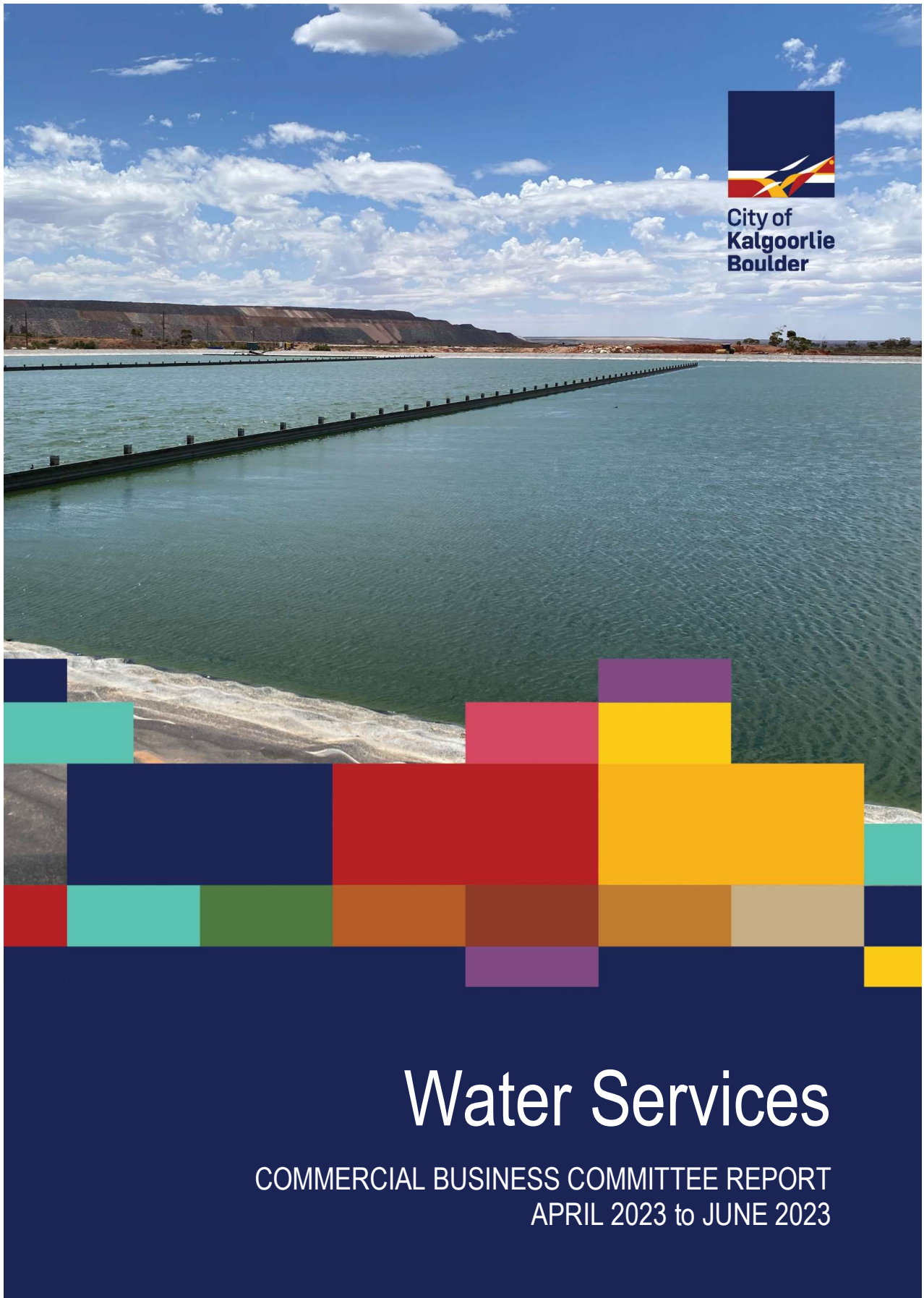
Capital Expenditure Analysis

Kalgoorlie Golf Course

Capital Expenditure Breakdown

April - June 2023

Description	FULL YEAR BUDGET 2022/23	YTD ACTUAL 2021/22	YTD BUDGET 2022/23	YTD ACTUAL 2022/23	% of YTD BUDGET 2022/23
Golf Course - Floor Replacement - Club Room	0	0	0	0	0%
Golf Course - Furniture & Equipment (Renewal/Replacement)	26,000	13,175	26,000	0	0%
Golf Course - Plant & Equipment (Renewal/Replacement)	0	63,100	0	155,987	0%
Golf Course - Wip Golf Course Clubhouse / Resort Construction	5,880,303	1,037,452	5,880,303	2,253,312	38%
Golf Course - Right Of Use - Golf Carts Lease 10322	0	0	0	58,375	0%
Total Capital Expenditure	5,906,303	1,113,727	5,906,303	2,467,674	



City of
Kalgoorlie
Boulder

Water Services

COMMERCIAL BUSINESS COMMITTEE REPORT
APRIL 2023 to JUNE 2023



City of Kalgoorlie-Boulder
WATER SERVICES
COMMERCIAL BUSINESS COMMITTEE REPORT
APRIL 2023 TO JUNE 2023



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Operational and Strategic Highlights

Regulatory Authority

The City is a registered water service provider. We deliver our services within the conditions required by all relevant bodies. Notably, this includes the Economic Regulation Authority (ERA), Department of Health (DoH) and the Department of Water Environment and Regulation (DWER).

The terms of approvals are structured to ensure the objectives of the regulatory agencies are met. In broad terms, the interests of the ERA are to ensure ongoing viability of wastewater services and that customer interests are protected in the context of a monopoly service provision.

Effective management of wastewater and re-use of treated water is carefully monitored by the Department of Health to prevent disease. Similarly, monitoring regimes of the DWER such as groundwater testing are designed to ensure wastewater does not detrimentally impact the natural environment.

Ongoing testing and reporting obligations of each agency reflect the importance of wastewater services to the community, and the need for diligent control measures to protect public interests.

Licences and Approvals

The City's Water Services are governed by two licences, one approval and one MoU. These documents specify performance criteria and operational parameters which are incorporated in the Water Services service levels.

Economic Regulation Authority (ERA)

Licence WL4 Version 8 dated 19 March 2021

Legislation: Water Services Act 2012

Commencement Date: 29 April 1996

Expiry Date: 18 March 2046

Activities Authorised: Non potable Water Supply Services and Sewerage Services

Department of Water and Environmental Regulation (DWER)

Licence 8560/2011/2

Legislation: Environmental Protection Act 1986 Part V

Commencement Date: 23 June 2016

Expiry Date: 22 June 2036

Activities Licenced: Receipt, treatment and discharge at the South Boulder Wastewater Treatment Plant controlled waste categories K130 (Sewage waste from the reticulated sewerage system) and K210 (Septage waste) by road transport.



Department of Health (DoH)

Approval No B28/00000

Legislation: Health Act 1911 Sections 98, 107 and 129

Commencement Date: 9 November 2010

Update: 28 November 2022

Expiry Date: Not specified

Activities Authorised: The City of Kalgoorlie – Boulder Recycled Water Scheme

Memorandum of Understanding – DoH - Commencement Date: 23 February 2021

Performance Summary

The focus of Water Services this quarter has been on the management of the recycled water supply system to preserve sufficient quantities of supply for our contracted commitments and irrigators where possible. Other activities ranged from tender preparation for the multi-million dollar recycled water pipeline project to the desludging and cleaning out of the IDEA plant at the Wastewater Treatment Plant (WWTP).

Daily Operations

The City is the sole owner and operator of wastewater and recycled water services to Kalgoorlie-Boulder and is the largest operating in Western Australia of its kind, outside that of the Water Corporation.

Water Services Administration

The operating expenditure included under Water Services Administration consists of Water Services employee costs, vehicle cost, professional consulting fees and other expenses relating to Water Services in general.

Sewer Network

The sewer network comprises 219 km sewer pipe, 4 sewer pump stations and 2,991 sewer access chambers. The City currently provides and maintains 13,216 service connections to private homes, commercial operations and institutional facilities.

The two tables below reflect the number of sewer blockages and overflows the last three years and last three months.

Year	Blockages per 1000 connections	Industry Comparison
20/21	4.01	5.7
21/22	2.27	5.4
22/23	1.97	

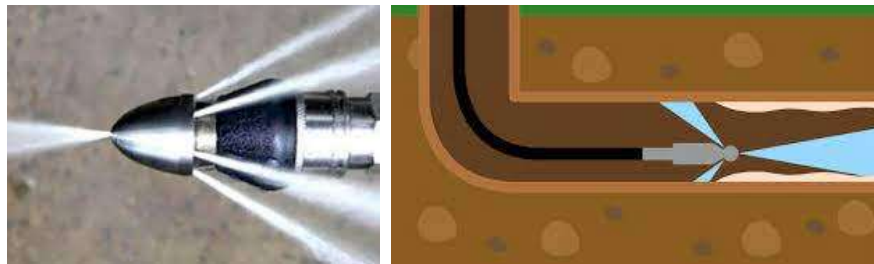


	Number of Blockages	Ave # Overflows per quarter
Apr 23	6	1
May 23	0	0
Jun 23	1	0
Total for quarter	7	1

Sewer blockages are dealt with in different ways. The two most common ways are to:

- 1) Use rods that are extended down the sewer and punch through the blockage, or
- 2) The use of a high-pressure water jet. This device uses a nozzle that has one jet stream to the front that cuts through a blockage and several jet streams to the back that propels the nozzle forward, cleans fatty deposits off the pipe wall and washes any debris to the back of the pipe.

The images below show the nozzle head and illustrates the cleaning of a pipe by jetting. It must be noted that these sewer jets are extremely powerful and the large industrial type sewer jetting machines can cut your hand off.



The City utilises jetting to clean sewers in two ways, namely:

- Unblocking of sewers, and
- Preventative maintenance. If a blockage reoccurs in the same spot that location can be recorded for regular jetting to prevent blockages. The City has a preventative sewer jetting program that:
 - o Reduces expenditure to unblock a sewer;
 - o Prevents sewer spills that could harm the environment; and
 - o Prevents health risks to residents



Wastewater Treatment Plant

The South Boulder Wastewater Treatment Plant (WWTP) is located approximately 6 km south of Kalgoorlie, services Kalgoorlie-Boulder and operates under Department of Water and Environmental Regulation (DWER) Licence L8560/2011/2.

The current Wastewater Treatment Plant consists of the following components:

- Intermittent Decant Extended Aeration (IDEA), activated sludge plant; incorporating
 - 1 x Aerobic tank (AAT)
 - 2 x Intermittent aeration tanks (IAT)
 - 1 x Treated effluent balance tank (TEBT)
- Sludge drying lagoons (sludge lagoons);
- Treated wastewater pump stations;
- Chlorine disinfection system;
- Wastewater treatment lagoons; and
- Old Boulder Lagoons consisting of 4 irregular shaped lagoons; most likely the original WWTP for Kalgoorlie.

The Wastewater Treatment Plant (WWTP) consists of two independent treatment plants, namely the “Lagoon System” and the “IDEA Plant”. Both plants have a design treatment capacity of 8Mℓ per day (1Mℓ= 1,000,000ℓ). Both plants operate on gravity, but the IDEA plant has a mechanical component that reduces the processing time in comparison with the lagoon system. The lagoons were recently refurbished to prevent further water loss to seepage.

The table below indicates the volume of wastewater received at the WWTP.

	WWTP Inflow KL	Daily Average KL/day	Min KL/day	Max KL/day
Apr	192,238	6,408	5,880	8,003
May	199,597	6,439	6,236	6,698
June	192,928	6,431	6,023	9,546

The higher volumes in April and June are due to rain events and the ingress of rainwater into the sewer system.

The IDEA plant was taken off-line in April 2023 for condition assessment to determine the extent of repairs / upgrades to the plant that will further reduce water loss through leaks and seepage. From previous investigations and assessments, water loss of approximately 17% of the throughput in the IDEA plant was observed. Since the draining and cleaning out of the sludge residue, significant deterioration was observed to the liner in the pond below the waterline, previously not visible.





Recycled Water

The City is committed to the re-use of water to benefit the community and local industries by optimising the use of recycled water as a scarce resource in the region. Recycled water is provided to industry and irrigators (where possible) enhancing economic attraction to the region by reducing the reliance on expensive drinking water.

This means the City draws treated wastewater from the treatment plant, distributes water through 4 pump stations, a reticulation pipe network of approximately 50 kilometers and holds recycled water within 27 storage reservoirs (combination of dams and tanks) across the City for parks and gardens irrigation (approximately 65 hectares excluding school playing fields) as well as industrial processes.

The table below reflects the volume of recycled water used for irrigation and industrial purposes.

	Recycled Water used by Industrial User (KL)	Recycled Water used by Irrigators (KL)
April	29,154	48,296
May	28,670	57,406
June	18,473	52,425



The table below reflects the recycled water storage as a % of full capacity.

	% Capacity of Recycled Water Storage
Apr	75
May	80
June	87



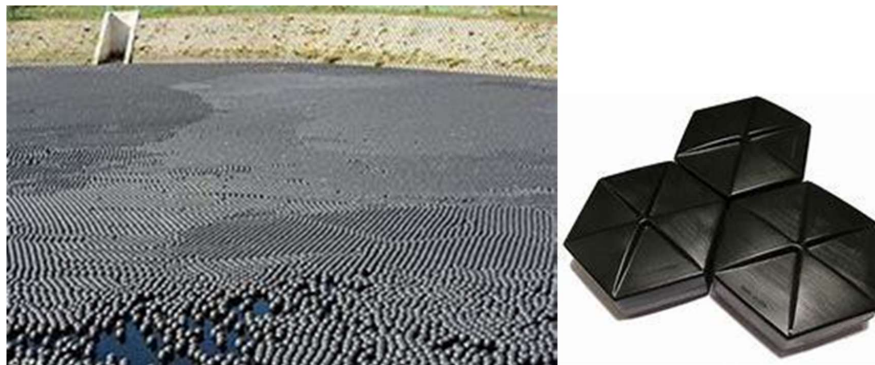
Strategic Opportunities

Water Bank Project – Pipeline from WWTP to Swan Lakes Storage Dams

The City has gone to Tender for construction of a dedicated pipeline from South Boulder WWTP to Swan Lakes Storage dam (9km of 315mm Poly pipe). This pipeline won't change the Recycled Water to irrigators, however, it will reduce evaporation losses in the system. Tanks will be installed at Old Boulder and Racecourse Dam to allow tank to tank pumping which will assist in the water quality consistency to irrigators. In addition, as part of these works, a Rock Filter will be constructed following the final Lagoon at the WWTP which will assist in algae removal and reduction of E.Coli, reducing the pressure on the current disinfection systems. Following evaluation of submissions and Council approval, Contract award is expected in mid-August 2023. The timeframe for the project is 12 months.

Water Bank Project – Evaporation Prevention Devices

It is estimated that the City loses on average 528 ML water per year due to evaporation across the recycled water and stormwater storage dams. With the new pipeline as mentioned above the Old Boulder Lagoons will only be used for a few weeks per year and the evaporation losses will be reduced to 216.8 ML/year. Covers on water storages can have many benefits including reduction of evaporation losses, prevention of algae growth and prevention of birds (and droppings) on water storages. At the current price of recycled water, the City is potentially losing \$500,000 per year in equivalent revenue. At approximately \$40/m² the cost of installing the evaporation prevention devices for all the storage dams is \$3.3M and the cost recovery period 6.6 years.



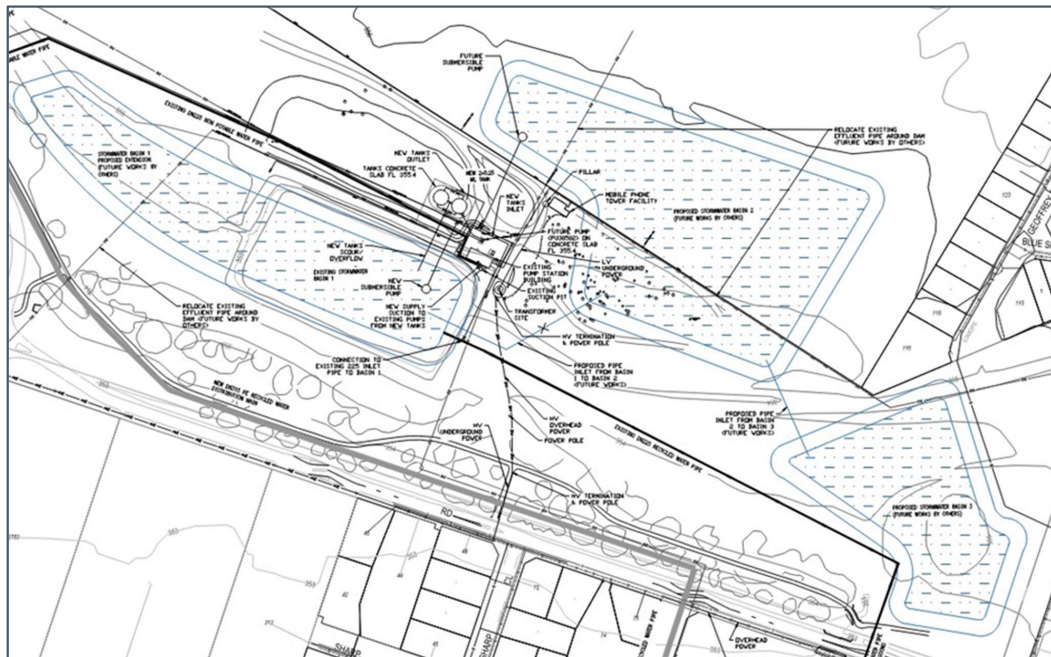
Modular devices may be subject to theft or tampering and it is recommended to install evaporation prevention devices at fenced storage sites only.



Water Bank Project – Stormwater Harvesting, Planned Construction 2025

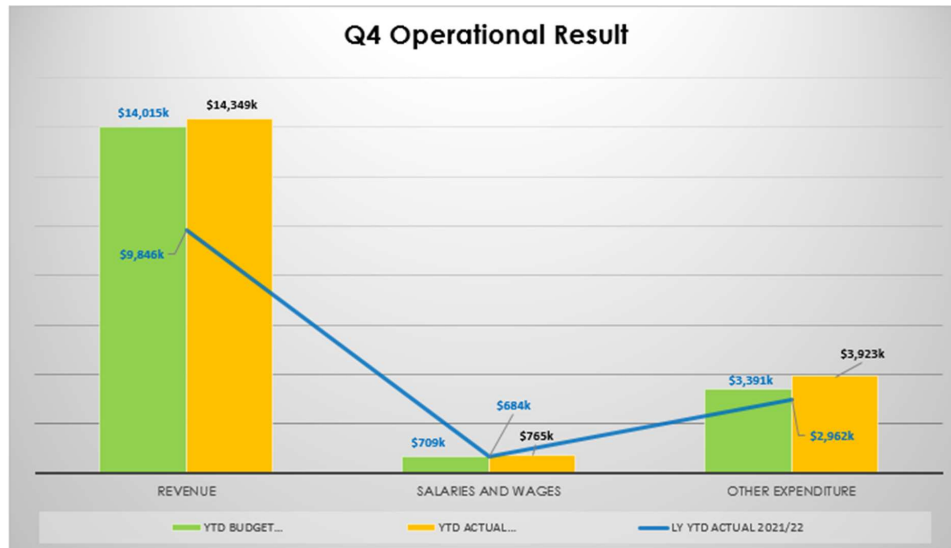
Conceptual stormwater harvesting, as a new water source investigated new stormwater basins on the Gribble Creek drainage line at Piccadilly upstream of the existing basin, at Johnston Street and / or at Lake Street. Some risk of increasing salinity was identified at the downstream end of Gribble Creek.

Further studies by the City have focused stormwater harvesting development at the existing Racecourse dam location, as shown below. Design works include flood mitigation works surrounding the racecourse itself, landscaping and amenity development at the reservoir site. Design works have been contracted to engineering consultants CivilStorm and consultants GHD is contracted to model and evaluate stormwater yield estimates.





Financial Performance



Graph - Depreciation & Corporate O/H Inclusive

Financial Commentary

Water Services for the year ending 30 June 2023 came in at a profit of \$10.54M. This is \$569k more than the budgeted position of \$9.97M.

Overall revenue was \$14.35M. Revenue was \$332k more than the budgeted amount of \$14.02M. The main contributors were an increase in revenue from tanker disposal of \$607k and headworks revenue of \$113k, this is partially offset by a reduction in the sale of effluent water (\$350k) and trade waste (\$50k) being less than budgeted.

Total expenditure was \$4.69M, this was (\$588k) less than the budgeted amount of \$4.10M. Depreciation (\$456k) and direct overheads (\$184k) were the main contributors. This was partially offset by an increase in operating expenses \$132k, utilities costs of \$85k and salaries and wages \$56k.

Note: All figures reported are unaudited



Profit & Loss Statement

Water Services Profit and Loss Statement

April - June 2023

Category	FULL YEAR BUDGET 2022/23	YTD ACTUAL 2021/22	YTD BUDGET 2022/23	YTD ACTUAL 2022/23	BUDGET VS ACTUAL 2022/23
Operating Revenue					
Headworks - Revenue	250,000	0	250,000	362,896	112,896
Tanker Disposal - Revenue	760,000	0	760,000	1,367,390	607,390
Trade Waste - Revenue	50,000	0	50,000	323	(49,677)
Rates Charges - Revenue	9,581,778	9,825,757	9,581,778	9,598,102	16,324
Other - Revenue	3,500	20,732	3,500	0	(3,500)
Environmental Protection - Revenue	0	0	0	0	0
Sale of Effluent Water - Revenue	3,370,000	0	3,370,000	3,020,008	(349,992)
Operating Revenue Total	14,015,278	9,846,489	14,015,278	14,348,719	333,441
Operating Expenditure					
Community Amenities - Expenditure	0	0	0	0	0
Corporate Overheads - Admin	744,776	0	744,776	754,738	9,962
Environmental Protection - Expenditure	0	0	0	0	0
Environmental Protection - Direct Overheads	0	0	0	0	0
Maintenance - Salaries and Wages	666,568	654,958	666,568	758,625	92,056
Maintenance - Direct Overheads	75,450	26,578	75,450	13,936	(61,514)
Maintenance - Expenditure	545,175	380,701	545,175	625,253	80,078
Recycled Water - Salaries and Wages	42,135	28,665	42,135	6,632	(35,503)
Recycled Water - Expenditure	191,859	206,131	191,859	256,520	64,661
Recycled Water - Direct Overheads	127,506	20,839	127,506	4,373	(123,133)
Loss on Revaluation	0	747,234	0	0	0
Depreciation	1,398,562	1,470,003	1,398,562	1,854,753	456,191
Utilities	307,877	110,641	307,877	413,532	105,655
Operating Expenditure Total	4,099,908	3,645,751	4,099,908	4,688,362	(588,454)
NET PROFIT / (LOSS)	9,915,370	6,200,739	9,915,370	9,660,357	(255,013)
Add back :					
Depreciation	1,398,562	1,470,003	1,398,562	1,854,753	456,191
Corporate Overhead	744,776	0	744,776	754,738	9,962
NET PROFIT / (LOSS) (Excl Depreciation and Corporate O/H)	12,058,708	7,670,741	12,058,708	12,269,848	211,140



Nature & Type Analysis

Water Services

Nature & Type Breakdown

April - June 2023

Description	FULL YEAR BUDGET 2022/23	YTD ACTUAL 2021/22	YTD BUDGET 2022/23	YTD ACTUAL 2022/23	BUDGET VS ACTUAL 2022/23
Income					
Fees And Charges	13,435,278	9,825,757	13,435,278	12,829,923	(605,355)
Operating Grants, Subsidies & Contributions	0	0	0	26,327	26,327
Other Income	580,000	20,732	580,000	1,492,469	912,469
	14,015,278	9,846,489	14,015,278	14,348,719	333,441
Expenditure					
Contributions, Donations & Subsidies	0	0	0	0	0
Depreciation	1,398,562	1,470,003	1,398,562	1,854,753	(456,191)
Employee Costs	708,703	683,624	708,703	765,256	(56,553)
Loss on Revaluation	0	747,234	0	0	0
Materials & Contracts	737,034	586,634	737,034	881,514	(144,480)
Other Expense	947,732	47,616	947,732	773,307	174,425
Utilities	307,877	110,641	307,877	413,532	(105,655)
	4,099,908	3,645,751	4,099,908	4,688,362	(588,454)
NET PROFIT / (LOSS)	9,915,370	6,200,739	9,915,370	9,660,357	(255,013)

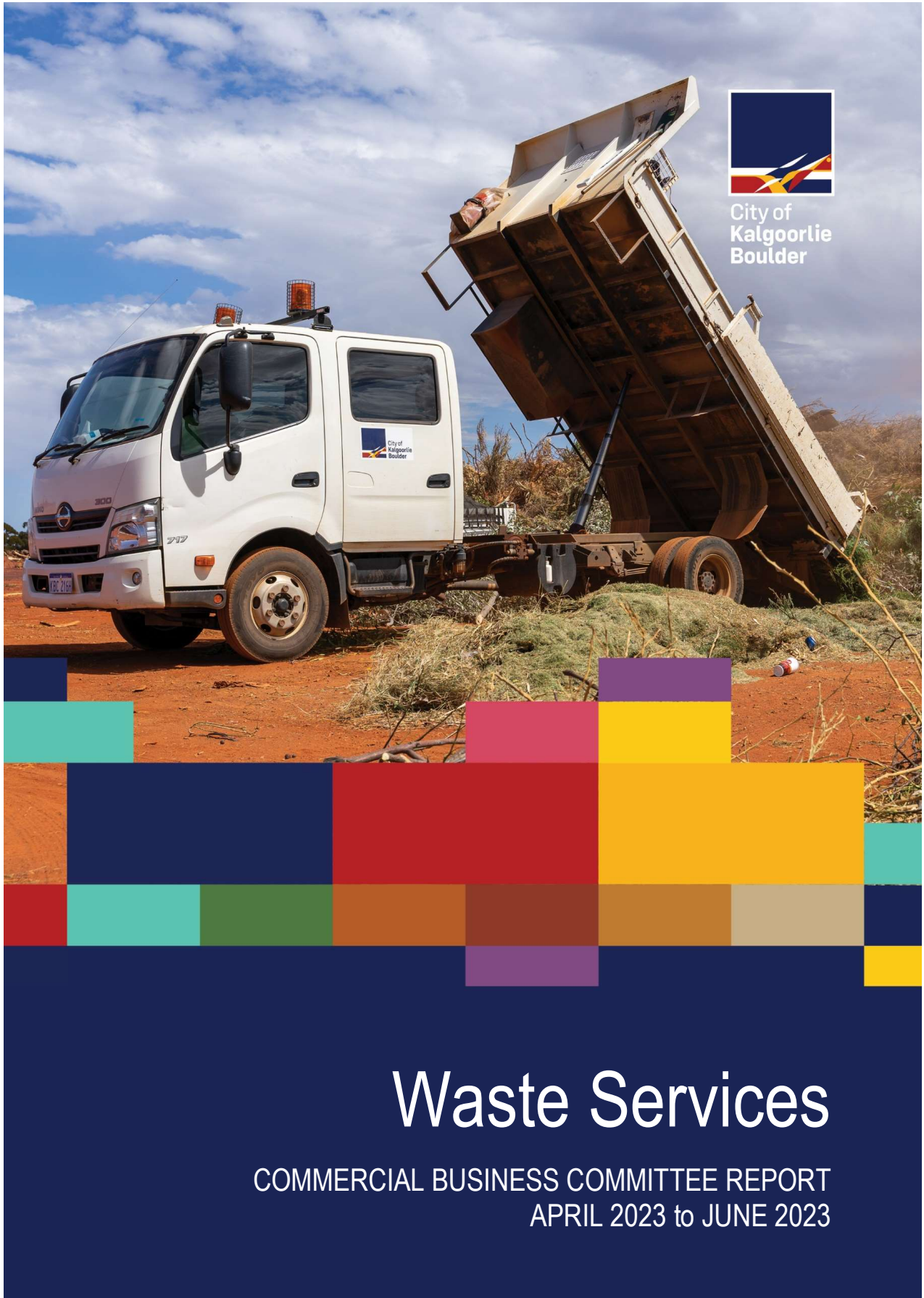
Capital Expenditure Analysis

Water Services

Capital Expenditure Breakdown

April - June 2023

Description	FULL YEAR BUDGET 2022/23	YTD BUDGET 2022/23	YTD ACTUAL 2022/23	% of YTD BUDGET 2022/23
Capital - Buildings	120,000	120,000	0	
Capital - Infrastructure	2,550,000	2,550,000	29,260	
Capital - Sewer Construction	1,810,144	1,810,144	894,136	
Capital - Parks Effluent Construction	0	0	7,800	
Total Capital Expenditure	4,480,144	4,480,144	931,196	



City of
Kalgoorlie
Boulder

Waste Services

COMMERCIAL BUSINESS COMMITTEE REPORT
APRIL 2023 to JUNE 2023



City of Kalgoorlie-Boulder
WASTE SERVICES
COMMERCIAL BUSINESS COMMITTEE REPORT
APRIL 2023 TO JUNE 2023



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Operational and Strategic Highlights

Regulatory Authority

The City delivers services within the conditions required by all relevant agencies. Notably, this includes the Waste Authority and the Department of Water and Environment Regulation (DWER). The terms of approvals are structured to ensure the objectives of the regulatory agencies are met.

The Waste Authority prepares the State's Waste Strategy and provides strategic and policy guidance on the provision of waste services. DWER is responsible for licensing of landfills in Western Australia and ensuring that waste does not detrimentally impact the natural environment.

Ongoing reporting obligations of each agency reflect the importance of waste services to the community, and the need for diligent control measures to protect public interests and the environment.

Although the Yarri Road landfill is run under strict licence conditions by DWER, good operational management allows the City to utilise airspace to the maximum. Any new landfill development will be met with stricter conditions and much higher development cost to the City.

The facility operates under Licence: L5979/1993/11, issued by the Department of Water and Environmental Regulation (DWER) for the following categories:

57 - Used tyre storage (general)	
62 - Solid waste depot, and;	
64 - Class II or III putrescible landfill site	
Date issued	2016-04-07
Date commenced	2016-04-14
Date of expiry	2036-04-13

A licence renewal initiative from DWER is to be expected prior to the date of expiry. These renewals are common occurrences where licences are due to expire.

Performance Summary

Other than normal operations, the focus of Waste Services this quarter has been to increase awareness on the recycling of waste. Q4 FY2023 has seen the Waste team hosting a variety of waste education activities, including several free community workshops and school visits. Community workshops encouraged residents to engage in home composting and /or worm farming to reduce the organic waste at the source of generation.

Landfill operations have been normal and as expected, but with the occurrence of several small fires. These fires have been attributed to the disposal of batteries in the household bins by residents, which often causes electrical sparks and consequently fires are started. In



response, the City has initiated community education on the proper disposal of batteries at the various collection points across the City.

Daily Operations

Waste Administration

The operating expenditure included under Waste Administration consist of employee costs of CKB Waste Services employees, vehicle cost, professional consulting fees and other expenses relating to Waste Services in general.

Kerbside Bin Collections

The City provides residents with a weekly household waste (rubbish) collection and fortnightly household recycling collection by means of 240-litre mobile wheelie bins.

In May 2023, the Waste team launched a new range of wheelie bins for use in our waste and recycling kerbside collections. Made from 100% recycled materials, these bins are both durable and sustainable. The bins meet all Australian safety standards and are even tougher than the older style. But just as importantly, at the end of their life cycle, the black bins can be recycled again, closing the loop and conserving resources.

A black (or charcoal) bin with a red-coloured lid is used for household waste collection and a black (or charcoal) bin with a yellow lid is used for household recycling collection. Older green and blue bins are still in circulation and will only be replaced once the old bins become unserviceable.





The kerbside bin collection service is currently run by a contractor, Cleanaway Waste Management Pty Ltd, on a multi-year contract. The cost of providing this weekly service to approximately 12,172 households is \$328,000 per annum.

	Monthly Ave	Apr-23	May-23	Jun-23
Refuse bins collected	57,208	53,491	57,762	49,378
Recycle bins collected	16,283	15,246	20,875	15,997
Tonnes Refuse (tons)	803.9	735.8	734.4	687.1
Tonnes Recycle (tons)	116.9	152.4	220.9	150.6
Average bin weight Refuse KG	14.1	13.8	12.7	13.9
Average bin weight Recycle KG	7.2	10.0	10.6	9.4

Bulk Verge Collections

The City provides an on-demand bulk bin collection service to each household once per year. This service replaced the traditional "from the verge" collection and ensures that household rubbish is kept contained in the bulk bin for safety and tidiness. Residents pay a small administrative fee for the service, except for concession and pension card holders, who receive the bulk bin at no charge. The annual cost for providing this service is approximately \$62,000.

Figures for this quarter remain consistent with the previous quarter, averaging 86 bins collected per month.

Month	Tonnes	No. of bins collected	Average weight per bin (KG)
April	24	85	282.35
May	29	87	333.33
June	25.9	86	301

Illegal Dumping

During this period, the City received 35 complaints in regards to the dumping of rubbish illegally. From the investigations completed by the Rangers, 17 infringements were issued for illegal dumping. Additional covert cameras were also deployed in high-risk locations, which has provided great assistance to investigations.

Illegal dumping hotspots continue to include the following bushland areas:

- Opposite the Yarri Road Refuse Facility;
- Adjacent to the airport;
- Near the old golf course; and
- Several sites along Western Road.



The most frequently dumped items include general household waste, whitegoods, tyres, green waste and construction waste, despite all of these categories remaining free of charge for residential customers at the landfill.

Waste Education

Workshops

Purpose: In order to raise more awareness in the community and align with the City's Sustainable value: *A green ecologically sustainable City for current and future generations.*

Date	Activity	Details	Location	Attendance
Tuesday 4 April	Free community workshop – <i>How to reduce your food waste through composting.</i>	<ul style="list-style-type: none"> • Guest Presenter - experienced Waste Educator Peg Davies (Lessen with Peg). • Peg presented a 1-hour hands on workshop about compost, with a focus on keeping food and garden waste out of landfill. 	Kalgoorlie-Boulder Community Garden.	All 50 allotted tickets were sold.
Goals				
<ol style="list-style-type: none"> 1. Raise awareness of the City's new worm farm and compost rebate. 2. Encourage residents to keep organic waste out of their bins and the landfill. 				
Outcome				
<ul style="list-style-type: none"> • Very well attended. Attendance was capped due to smaller venue and session, so we did "free tickets" via the Humantix platform. This session totally booked out. • Feedback was very positive, with people commenting on how much they appreciated Peg's down-to-earth presentation style. 				





Date	Activity	Details	Location	Attendance
Tuesday 4 April	Free community workshop – <i>How to reduce your food waste through worm farming.</i>	<ul style="list-style-type: none"> • Guest Presenter - experienced Waste Educator Peg Davies (Lessen with Peg). • Peg presented a 1-hour hands on workshop about worm farms, with a focus on keeping food and garden waste out of landfill. 	Kalgoorlie-Boulder Community Garden.	All 50 allotted tickets were sold.
Goals				
<ol style="list-style-type: none"> 1. Raise awareness of the City's new worm farm and compost rebate. 2. Encourage residents to keep organic waste out of their bins and the landfill. 				
Outcome				
<ul style="list-style-type: none"> • Very well attended. Attendance was capped due to smaller venue and session, so we did "free tickets" via the Humantix platform. This session totally booked out. • Feedback was very positive, with people commenting on how much they appreciated Peg's down-to-earth presentation style. 				





Date	Activity	Details	Location	Attendance
Wednesday 14 June	Staff lunchtime workshop - Recycling and where does it go!	<ul style="list-style-type: none"> • Guest Presenter - Candice Myers, head waste educator at Cleanaway Waste Management Pty Ltd. • Candice came and spoke to City staff for an hour. She presented an eye-opening slideshow about the origin of waste, the process of recycling, what happens when loads are contaminated, how to create less waste and the impact of waste on the future. 	CKB Admin Staff Room	24
Goals				
To encourage staff at the City to take a greater interest in recycling and waste reduction.				
Outcome				
Reasonable turn out. Staff were very interactive and asked Candice a number of questions and engaged in discussions. Feedback was that the session gave attendees some new information to consider.				

Date	Activity	Details	Location	Attendance
Saturday 17 June	Community Open Session - Recycling, where does it go and ask me anything	<ul style="list-style-type: none"> • Guest Presenter - Candice Myers at Cleanaway Waste Management Pty Ltd • Candice gave attendees a virtual tour of the Perth Materials Recovery Facility (MRF) and spoke about where the recycling goes after sorting. • She offered tips on how to create less waste. And gave attendees a chance to ask her any waste related questions 	Eastern Goldfields Community Centre	9
Goals				
<ol style="list-style-type: none"> 1. Create transparency with residents about the kerbside waste and recycling process. 2. Encourage the correct use of recycling bins and reduce contamination. 				
Outcome				
Small turn out. May have been the time it was held (Saturday morning) or the marketing did not reach enough people or maybe it just a topic that people were not interested in. Those who did attend said it was highly informative and there were a number of lively conversations held amongst the group.				



Date	Activity	Details	Location	Attendance
Tuesday 27 June	Free community workshop – <i>Living Lightly: Sustainable living on a budget</i>	<ul style="list-style-type: none"> We were lucky enough to secure the popular Guest Presenter Peg Davies again, before she headed into a full month of workshops for July. A 1.5-hour workshop about reducing single-use items and living more sustainably, using items you already have or can get for free. Demonstrated that sustainable living doesn't have to be picture-perfect or expensive. Participants were able to make their own toothpaste to take home. 	CKB Admin Building	17 of 50 allotted tickets were sold.
Goals				
<ol style="list-style-type: none"> Increase awareness about alternatives to single use plastics Breakdown the stigma that living sustainably has to be expensive or fancy Encourage residents to divert as much as possible out of their recycling and waste wheelie bins, and the landfill. 				
Outcome				
<ul style="list-style-type: none"> Small turn out. Experience some issues with advanced marketing the workshops which may have impacted attendance and have noted improvements for future events. Was the coldest night of the year and got dark very early which also may have impacted attendance. 				



Date	Activity	Details	Location	Attendance
Wednesday 28 June	Free community workshop – <i>Worms, compost and instant garden beds</i>	<ul style="list-style-type: none"> • Presenter Peg Davies • A 1.5-hour workshop about creating your own compost or worm farm. • Hands-on demonstration about how to create an instant garden bed using free, readily available materials. (Encouraging people to grow their own food at home to save on plastic and transport emissions) 	CKB Admin Building	22/50 allotted tickets were sold.
Goals				
<ol style="list-style-type: none"> 1. Raise awareness of the City's Worm Farm and Compost rebate. 2. Encourage residents to keep organic waste out of their wheelie bin and the landfill. 				
Outcome				
<ul style="list-style-type: none"> • Slightly better turn out. Experience some issues with advanced marketing the workshops which may have impacted attendance and have noted improvements for future events. • People found the hands-on nature of this workshop to be very engaging and many lively discussions and sharing of information followed the demonstration. • Comments on social media asked for online or recorded sessions for those who cannot attend workshops in person. Noted for future consideration. 				





School Visits

Date	School	Who attended	Topics covered
5 April	Hannans PS	Peg Davies, Monique Newton (Waste Officer) and Melissa Cains (Health & Wellbeing Officer).	Wonderful world of worms and Where does it go? (interactive workshop where kids separate "trash" items and work out which bin they go in).
12-16 June	Kalgoorlie PS, O'Connor PS, South Kalgoorlie PS, Hannans PS	Candice Myers (Cleanaway Waste Educator) Monday-Friday. Shadowed by Monique at Hannans PS on the Thursday.	The lifecycle of waste and recycling (Varying grades at each school)
28 June	North Kalgoorlie PS	Peg Davies, Monique Newton (Waste Officer).	Wonderful world of worms (All three pre-primary classes).

Compost and Worm Farm Rebate

As part of an alternative to a formal Food Organics Green Organics (FOGO) system, this scheme was developed in response to the call to offer an alternative for residents to process their own organic household waste.

It was decided to offer a \$50 rebate towards the purchase of a worm farm or compost bin, pending attendance at one of our sustainability workshops (so that residents know how to properly use their compost unit or worm farm correctly, and don't become easily discouraged).

Battery Collection Buckets

This scheme was developed in response to a number of fires which broke out across a span of 4 months at the Yarri Road Refuse Facility. Each time it was found that the cause of the outbreak was batteries which had been incorrectly disposed of in the landfill. The Waste Team produced educational material and constructed clearly labeled collection buckets for batteries, which have been delivered to all units across the City, including Oasis, Depot, Boulder Town Hall, Library, Community Centre, Arts Centre and several throughout the City Admin building. It was decided to trial the buckets within the organisation to gauge the success of the scheme, and also to provide targeted education to City employees, in the hopes they would share the knowledge with family and friends.

Clean Up Australia Day - Keep Australia Beautiful WA (KABCWA)

The Waste Team and staff from the Depot provided support to Kalgoorlie Boulder Urban Landcare Group and their annual Clean Up Australia Day project. The Waste team provided planning and logistical support prior to the event, manned registration booths and collected rubbish on the day. The event took place on Sunday, 21st May 2023 and was well attended by community members, who all pitched in to clean up a site at the base of the Mt Charlotte lookout.



Yarri Road Landfill & Recycling Facility

The Yarri Road Refuse Facility is a Class II Putrescible landfill, accepting up to 150,000 tonnes of waste per annum, including mixed municipal solid, commercial, industrial and construction waste. The site was opened in May 1993 and operation of the facility was handed to Grosvenor Lodge AFC via contract on 1 July 1999.

The site is located 7 kilometres north-east of the City centre, with the closest neighbours being the Goldfields Aeromodellers Club Inc. approximately 200 metres south-west, and some rural properties at 900 metres south-east. The closest residential premises are located at Ninga Mia, being approximately 2.5 kilometres to the south-west. The site occupies approximately 64 hectares. The landfill is clay lined and the water table depth varies between 20 and 26 metres below ground level.

The following activities are carried out at the landfill:

- Receipt and disposal of household and commercial waste;
- Receipt and disposal of Special Waste Type 1;
- Receipt and disposal of Special waste type 2;
- Receipt and disposal of Inert Waste Type 1;
- Receipt and disposal of Inert Waste Type 2;
- Receipt of unprocessed greenwaste;
- Mulching of received greenwaste;
- Stockpiling of scrap metal car bodies;
- Stockpiling of tyres;
- Stockpiling of daily cover material; and
- Stockpiling of white goods.



Waste received at the Yari Road Waste Management Facility:

04 APRIL 2023 – 30 JUNE 2023

04 APRIL 2023 – 30 JUNE 2023	Transactions	Tonnes
RESIDENTIAL CUSTOMERS	11,448	5,643.21
COMMERCIAL WASTE	4,383	10,286.97
STEEL	1	0.76
TYRES	235	91.18
CONTAMINATED SOIL	61	555.54
TOTAL	17,761	23,293.96

Whitegoods Received	No. of Items
Commercial Fridges, Freezers & Air conditioners	37
Commercial Washers, Dryers etc	12
Domestic Fridges, Freezers & Air conditioners	111
Domestic Washers, Dryers etc	101

The expenditure components of this work area consist mainly of Contract & Consultants services, licences & permits, environmental monitoring and site maintenance.

Strategic Opportunities

Yarri Road Transfer Station

As part of the Yarri Road Master Plan, one of the capital investment projects is to construct a transfer station at the Yarri Road Landfill & Recycling Facility. This transfer station may allow residents to drop off the following items:

- General waste;
- Green waste;
- Recyclables;
- Tyres (small quantities);
- Household hazardous waste;
- Asbestos (only if packaged and wrapped to the prescribed standard);
- Whitegoods (e.g., fridges, freezers and washing machines);
- Scrap metal including small amounts of wire, rinsed steel and aluminium cans;
- Car batteries;
- Cardboard/packing boxes;
- Glass bottles;
- Small household appliances;
- Computers and televisions; and
- Polystyrene.



The transfer station will be focussed on utes, cars and trailers. Trucks and commercial operators are to be diverted directly onto landfill for disposal. Commercial quantities of recyclables are to be diverted directly to the commercial recycling companies.

It is proposed to construct the transfer station, waste education centre and new weighbridge/s in the area between the current landfill fence and Yarri Road Reserve boundary as indicated in Figure 1.



Figure 1 – Proposed new transfer station location.

Landfill Capping and Rehabilitation

No financial reserve provision has currently been made for the final landfill capping and rehabilitation of the landfill once it reaches its final profile (full capacity). Forward planning and a series of calculations has indicated that filling over the top of the current landfill footprint would yield 10,211,632 m³ of saleable airspace. Figure 2 below indicates the footprint of the final profile with a 1:5 slope.



Figure 2 – Landfill footprint

At an average density of 0.85 tonne/m³ the landfill has a remaining capacity of approximately 8,679,887 tonne and at a fill rate of the current 100,000 tonne per year the landfill has a remaining lifespan of approximately 86.8 years. At an estimated cost of \$100/m² the total cost for capping and rehabilitating the final profile of the landfill it is calculated at \$49,000,000.

The following diagram is typical detail of a landfill cap.

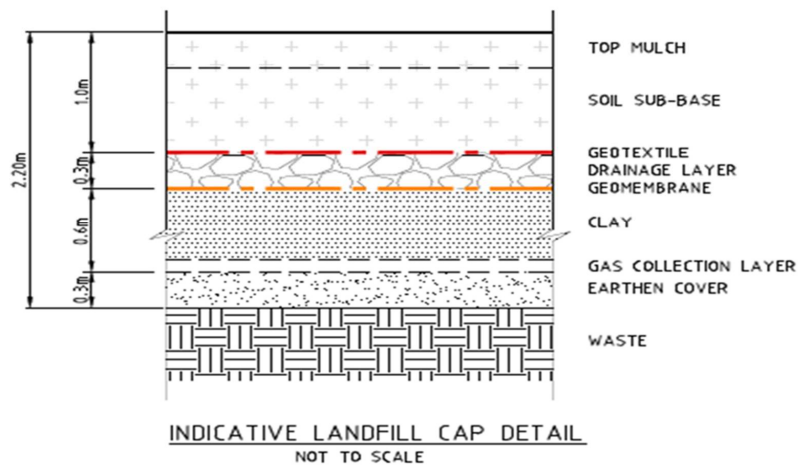


Figure 3 – Indicative detail of a landfill cap



For the City to accumulate sufficient funds to cap and rehabilitate the landfill at different stages of filling an amount of \$5.65 / tonne of waste entering the landfill should be transferred into a Reserve or approximately \$565,000 per annum, calculated on the 100,000 tonnes deposited into landfill annually.

By postponing the provision for landfill capping and rehabilitation, the City will increase the intergenerational financial burden on future generations as the legal requirement to properly close a landfill when it reaches final profile will remain.

The 2024 budget currently accounts for putting aside \$500,000 in to the Waste Initiatives Reserve for this purpose.

The Cost of Airspace

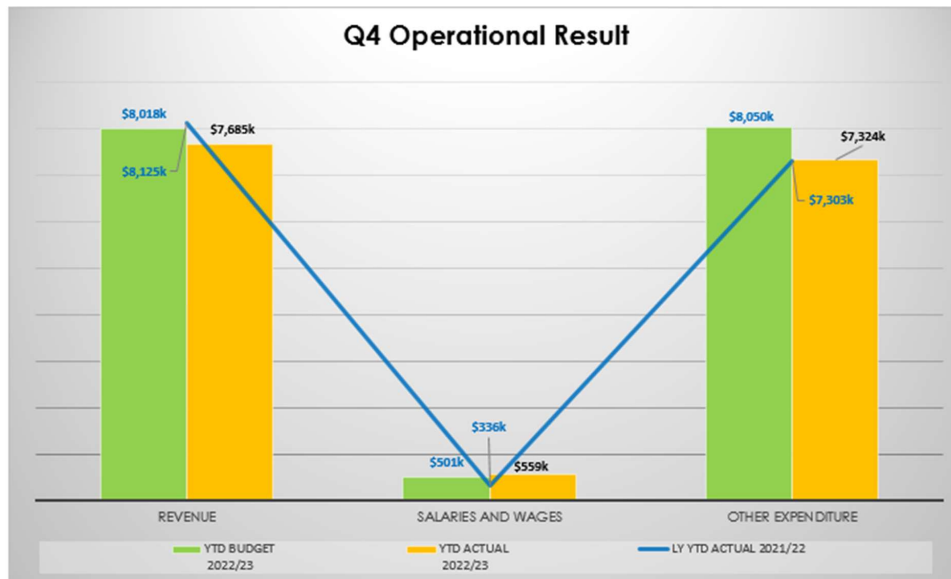
For each tonne of waste that is buried at the landfill there is an associated cost to:

- Provide the opportunity to deposit waste at the landfill; and
- Provide a final cap over the top of the waste and rehabilitate the landfill once it is full.

Currently the operational cost at the landfill has been calculated (FY23) at \$30.45 per tonne of waste received at the landfill and \$5.65 for the final capping component. Therefore, each tonne of buried waste at the Yarri Road landfill attracts a cost of \$36.10 for processing and future capping.



Financial Performance



Graph - Depreciation & Corporate O/H Inclusive

Financial Commentary

Waste Services for the year ending 30 June 2023 came in at a loss of (\$498k). This is lower than the expected loss position of (\$835k).

Overall revenue was \$7.68M, however this was (\$333k) less than the budgeted amount of \$8.02M. Revenue from the waste facility was the main contributor being \$205k less than budgeted.

Total expenditure was \$8.18M, this was (\$671k) less than the budgeted amount of \$8.85M. Operational expenses (\$791k) and depreciation \$86k were the main factors.

Note: All figures reported are unaudited



Profit & Loss Statement

Waste Services Profit and Loss Statement

April - June 2023

Category	FULL YEAR BUDGET 2022/23	YTD ACTUAL 2021/22	YTD BUDGET 2022/23	YTD ACTUAL 2022/23	BUDGET VS ACTUAL 2022/23
Operating Revenue					
Bins - Revenue	27,619	8,270	27,619	30,714	3,095
Waste Facility - Revenue	2,435,730	2,328,146	2,435,730	2,231,188	(204,542)
Other - Revenue	30,000	58,473	30,000	8,830	(21,170)
Refuse Collection - Revenue	5,525,000	5,732,500	5,525,000	5,414,004	(110,996)
Operating Revenue Total	8,018,349	8,125,389	8,018,349	7,684,735	(333,614)
Operating Expenditure					
Corporate Overheads - Admin	302,676	0	302,676	323,082	20,407
Operations - Salaries and Wages	501,073	328,027	501,073	534,756	33,683
Operations - Expenditure	5,307,209	4,565,961	5,307,209	4,515,776	(791,433)
Maintenance - Salaries and Wages	90	7,503	90	385	295
Maintenance - Expenditure	44,847	39,210	44,847	23,781	(21,066)
Depreciation	2,698,002	2,697,480	2,698,002	2,784,939	86,937
New					
Operating Expenditure Total	8,853,897	7,638,181	8,853,897	8,182,719	671,178
NET PROFIT / (LOSS)	(835,548)	487,208	(835,548)	(497,984)	337,564
Add back :					
Depreciation	2,698,002	2,697,480	2,698,002	2,784,939	86,937
Corporate Overhead	302,676	0	302,676	323,082	20,407
NET PROFIT / (LOSS) (Excl Depreciation and Corporate O/H)	2,165,130	3,184,688	2,165,130	2,610,038	444,908

Nature & Type Analysis

Waste Services Nature & Type Breakdown


April - June 2023

Description	FULL YEAR BUDGET 2022/23	YTD ACTUAL 2021/22	YTD BUDGET 2022/23	YTD ACTUAL 2022/23	BUDGET VS ACTUAL 2022/23
Income					
Fees And Charges	7,988,349	8,066,916	7,988,349	7,676,067	(312,282)
Operating Grants, Subsidies & Contributions	0	5,000	0	0	0
Other Income	30,000	53,473	30,000	8,668	(21,332)
	8,018,349	8,125,389	8,018,349	7,684,735	(333,614)
Expenditure					
Depreciation	2,698,002	2,697,480	2,698,002	2,784,939	(86,937)
Employee Costs	501,163	335,530	501,163	535,127	(33,964)
Materials & Contracts	5,308,209	4,562,141	5,308,209	4,522,565	785,644
Other Expense	341,523	36,950	341,523	336,705	4,818
Utilities	5,000	6,079	5,000	3,369	1,631
	8,853,897	7,638,181	8,853,897	8,182,719	671,178
NET PROFIT / (LOSS)	(835,548)	487,208	(835,548)	(497,984)	337,564

Capital Expenditure Analysis

Waste Services Capital Expenditure Breakdown

April - June 2023

Description	FULL YEAR BUDGET 2022/23	YTD BUDGET 2022/23	YTD ACTUAL 2022/23	% of YTD BUDGET
Sanitation - Plant and Equipment Purchase	140,000	140,000	52,525	
Total Capital Expenditure	140,000	140,000	52,525	