



2020

**GOLDFIELDS
BUSINESS REPORT**





INTRODUCTION

The 2020 Goldfields Business Report is compiled to reflect business trends. This is not an economic assessment of Goldfields business. By producing the report in raw form, it is intended to reflect many conversations held with managers and owner operators in the Goldfields business network during the 2019/2020 Financial Year and beyond. From the information contained within the report, the region is on positive footing for growth, subject to residential population increasing and skilled labour supply.

The past year has had strong collaboration between key stakeholders from Local, State and Federal Governments, Kalgoorlie–Boulder Chamber of Commerce and Industry Inc (KBCCI), Chamber of Minerals and Energy (CME), Regional Development Australia Goldfields Esperance (RDAGE) and Goldfields Esperance Development Commission (GEDC). Throughout the year there have been a number of politicians who have visited the Goldfields. KBCCI continues to advocate on behalf of all businesses, bringing community issues to the forefront. Issues such as the labour shortage, liveability, airfares, local content, FIFO, health care, education, Payroll Tax, FBT and the housing shortage.

The KBCCI also continues to collaborate with key agencies throughout the Goldfields. Hosting the Retail and City and Regional Development Sub Committee meetings, Regional Stakeholder Group and Education Sub Committee meetings. KBCCI is represented on the Growing Kalgoorlie-Boulder Partnership Group meeting, Support Business and Industry Stakeholder meeting, Waterwise Taskforce, Watercorp Customer Advisory Panel, Goldfields Mining Regional Procurement Group, SEGRA Local Planning Committee, Vocational Education and Training Network Stakeholder Group, St Barbara’s Committee and Goldfields DAMA Partnership Group. Collaborating and working on common goals is important to the KBCCI and benefits the greater community.

The last half of 2019 in the Goldfields appeared to be trending the same as the previous period in the year before, with the resource mining sector extremely busy and optimistic with the same main obstacle of shortages in skilled labour.

At the start of December, a hotter, drier summer with strong winds led to the rapid spread of catastrophic bushfires across Australia in a season never seen before. With major fires peaking in January, the Goldfields was not spared with significant bushfires near Norseman shutting down the Eyre Highway for nearly two weeks causing a negative impact on tourism. As a main thoroughfare for essential transport to and from the Eastern States, it was certainly not anticipated that this would be a practice run for the hard border closure in April.

The identification of the global coronavirus COVID-19 in China on the last day of 2019 set off an unforeseen and unpredictable start to the 2020 calendar year. With most of the world’s population never experiencing a pandemic before, it seemed that this was only in a few countries and would not really affect Australia, let alone the Goldfields. Only when panic buying of toilet rolls in March resulted in supermarket shelves being stripped bare, did the pandemic seem to be affecting the region. Months on, it was clear that 2020 will be recorded as the year that a global pandemic disrupted and changed the world as we know it.

During April to June, the Goldfields experienced some of the devastating global impacts on the health and well-being of people, rises in unemployment, increased demand on health services and front-line health workers, disruptions in transport and revenue hits to businesses, causing some to pause trading or cease altogether. KBCCI staff telephoned and contacted local businesses on a daily basis during the first three months of the pandemic, gaining crucial insights into the effects of the crisis from the outset. Conversations varied from those who struggled through to those who were either relatively unaffected or were already adapting and moving forward.

With the first case of Covid 19 in Western Australia on 16 February from an international visitor, daily monitoring by the State Government led to implementation of the WA Government's Pandemic Plan on 15 March, with the intent on protecting the health of Western Australians. Further measures from that date by the State Government through to time of compilation of this report have culminated in a hard border closure of WA to other Australian States. The positive impact has been that there have been no cases of unidentified community transmission of COVID-19 since April, however industries such as travel, tourism and hospitality have been severely impacted. On the flip side, many businesses have reported that the hard border closure has impacted on recruitment of skilled labour and enticement (and ability) to relocate employees to the Goldfields.

During compilation of this report from businesses across the region, nearly all employers have reported that the second half of the financial year was understandably more challenging than the first half. Almost every business reported the hard work undertaken by all, their commitment to keeping themselves, each other and customers safe as well as adapting where they could to the crisis. While fashion and other discretionary categories suffered from concern over job losses and the declining economy, supermarkets, office supplies stores, furniture and homeware retailers and businesses selling books, puzzles and games saw record months, as many people went into self-isolation and started working from home. Local hospitality businesses that were able to adapt quickly using online platforms, takeaways and contact-free deliveries were in a better position than industries that were initially forced to close, such as beauty, massage and gyms.

Western Australian domestic tourism lost \$214 million in July 2020 compared with July 2019. Overall domestic visitors decreased by 12% and their spending decreased by 26%. While intrastate visitors increased by 9% and spending increased by \$72 million, it was not enough to cover the \$286 million loss from interstate visitor spending. As the first regional city that travellers encounter on the main highway from the Eastern States, the impact was severe with the only silver lining, some support through State and Federal Stimulus Packages, grants and tourism campaigns encouraging Western Australians who would normally holiday overseas or interstate to now holiday within the State. Pleasingly, Goldfields tourism operators were reporting a huge increase in the number of travellers from the start of September 2020.

The real estate industry has been under pressure since COVID-19 began, having to adapt to conducting home opens and property inspections through digital technology, relying on tenants taking photos and facing entry restrictions for contractors. The State Government extension on the emergency period for residential rentals until 28 March 2021 has also impacted local real estate agencies with many who view that only 1% of tenants in the Goldfields are impacted by COVID-19 and therefore the decision was not made in support of the majority and it has put unnecessary pressure on the local market. It is believed to have lowered the value of many investors properties ultimately causing them loss and potential hardship.

One of the earliest decisions the Federal Government made and working with the State Governments was to keep the resources sector operating in a way that was COVID-19 safe. There has been no question that much of the resilience of the economy through this period has been underpinned by the ongoing strong performance of the resources sector. Keeping a balance between suppression measures and economic growth has been a tricky path to tread by major mining operators within the Goldfields, however it is to their credit that adoption of new health and hygiene standards to prevent outbreaks on mine sites, led to minimal Western Australian and Goldfields transmission. To date the impact of the pandemic on Goldfields mining operations has been relatively muted, with production only slightly affected due to a need to comply to state restrictions with risk management plans. Access to mine sites by non-essential staff has been an obstacle raised by mining contractors with some main sites still denying access as at October 2020.

State restrictions on interstate travel have been challenges for industries employing FIFO workers, however essential workers in the energy and resources were initially exempt from 14-day isolation periods from March until the Victorian second outbreak in July led to mandatory 14-day isolation. Companies adopted various measures such as implementing 14-day rosters, set up isolation facilities and temporary camps to ensure continuous production. Those companies that chose to shift or relocate workers to WA before the restrictions came into effect were positioned well for the months ahead. Companies that were not as proactive are now juggling with smaller pools of talent as iron ore companies swallow up workers from other sectors to fill vacancies left by east coast workers who remained in their state.

Reduction of the availability of air flights from Perth to the Goldfields as well as hygiene protocols during travel has had a positive effect on the local housing market since August. A mindset shift by employers who prefer to employ locally and purchasing a house seems to be the cheaper option than either paying for flights or renting properties for employees.

Flights from Perth to Kalgoorlie-Boulder reduced in volume and passenger numbers, with most revenue from the movement of workers in the mining industry. Resident airfares introduced in 2019 have continued to be received positively by Goldfields residents, however fares are still considered to be high compared to other regions in addition to costs of last-minute flight fares. Australia Post has faced increased pressure due to an increase in volume of parcels and mail, combined with the reduced number of flights, delivery times have been delayed. Use of road freight has alleviated this, however it is expected to be an issue for some time.

The skilled labour shortage in the Goldfields has continued to be an issue for many businesses and the KBCCI has maintained its efforts in lobbying the State and Federal Government for more support. The KBCCI is constantly researching further initiatives and strategies for attraction and retention of skilled workers for the region. Many businesses are experiencing growth impeding issues by not being able to find a local workforce. The reasons for this range from candidates not having the right skills and experience, not receiving any candidates at all, to not enough accommodation to meet demand. It is to the detriment of the region that smaller businesses have begun to consider FIFO as an avenue because they do not have any other options locally.

KBCCI attended the Kalgoorlie Jobs Fair and Bunbury Jobs Fair with the City of Kalgoorlie-Boulder, representing the business community and taking over 250 vacant positions and showcasing the livability of the Goldfields. These events were a great success with many job seekers finding employment and bringing an awareness to the labour shortage. It is important, particularly to the productivity of the resource sector to gain the skilled workforce required to carry the Australian economy in these times.

Moving forward the Federal Government want to maximise investment and resources across the board and the announcement by the Federal Budget on 6 October, that business incentives such as the JobMaker Hiring Credit are a step in the direction to addressing labour shortages. Extension of the First Home Loan Deposit Scheme will also boost housing demand whilst supporting the residential construction industry.

Recognising the need for more housing, the City of Kalgoorlie-Boulder called for public consultation from 24 July 2020 on the proposed Local Planning Scheme 2. The KBCCI has goals to support the mining sector, create more residential zoned land for housing, create new industrial areas to support local business and to develop incentives to encourage investment in the CBD and suburbs.

KBCCI continues to respond to the issues of marketing liveability and combating the labour shortage, and have developed a series of liveability videos highlighting the availability of jobs. The videos have now been finalised and are being broadcast on social media and television. There has been a fantastic response to the videos, being shared over 110 times, over 20,000 people reached and posted on Facebook pages in Perth, Melbourne, Sydney, Canberra, Newcastle, Wollongong, Darwin, Ballarat and Logan.

With a focus on increasing liveability and attraction of additional residents to the region, the City of Kalgoorlie-Boulder released a number of initiatives and projects in their 2020/2021 budget. Significant investment of capital works with an expenditure of over \$40 million will enhance city assets and roads. Tenders were called in September 2020 for the City of Kalgoorlie-Boulder's \$18 million CBD Redevelopment and with construction due in early 2021. This much anticipated project will activate the centre economically, culturally and physically. Construction began in June on the \$16 million Coles complex in Egan Street with secured tenancies a good blend of corporate and local businesses and several specialist stores.

A number of local and national retailers closed their doors during the year mainly in the Kalgoorlie CBD, citing online competition, rising freight costs, FIFO, less foot traffic, antisocial behaviour, labour shortage and a shift in the shopping environment. An announcement in July that Target would close in September 2020 came two months after Target announced the closure or rebranding of more than 160 sites across the country due to unsustainable financial performance. Goldfields Money rebranded as BNK Bank in December 2019 and closed their Kalgoorlie branch in March which marked the end of an era for the institution which was opened in 1982. Several programs have been initiated by the KBCCI and the City of Kalgoorlie-Boulder to encourage residents to shop locally, are active and combined with a an emphasis on the use of local content by the State Government and mining companies, it has been pleasing to see that the message is coming through.

In December 2019, Lynas Corporation selected Kalgoorlie to host a new cracking and leaching plant for the processing of the company's rare earth materials. With an intent to deliver a long-term contribution to the community and city, Lynas aims to create a residential operation to attract more full-term residents in the Kalgoorlie-Boulder community whilst utilising local content. Opportunities for Goldfields businesses to supply chemicals, maintenance, engineering, parts and transport are expected to provide a flow-on effect into the local Kalgoorlie economy in terms of people working and living here, sending their children to local schools and shopping locally.

The support from Local, State and Federal Government, local businesses and major corporations throughout the pandemic has been invaluable. Although community support has always been strong in the Goldfields, the quick response by establishing community support initiatives such as grant programs provided immediate financial support to numerous local businesses, not for profits and members of the community.

KBCCI were pleased to be able to partner with KCGM, Saracen Mineral Holdings LTD and Northern Star Resources LTD to provide much needed grant funding up to \$10,000 for local businesses who had been adversely affected by the pandemic. The Small Business Support Grant pool of \$300,000 was able to assist 35 local businesses with financial support, easing the financial burden for many.

KBCCI also partnered with BHP who provided grant funding of \$120,000 for a Digital Innovation Fund, assisting businesses to establish online platforms or update their online presence. Regional Development Australia, Goldfields Esperance Development Commission provided \$10,000 each in funding to allow KBCCI to continue to assist and support the business community with general support and advise on the many stimulus packages that were available.

The release of the State Government's \$46 million Goldfields-Esperance Recovery Plan in August 2020

is expected to drive economic and social recovery. With significant investment in sectors including construction, manufacturing, tourism and hospitality, renewable energy, education and training, and agriculture, the plan looks to deliver a pipeline of short and long term jobs supporting and strengthening our existing industries, as well as laying the foundation for jobs of the future.

After months of consultation, the G.E (Goldfields-Esperance) Business Register was launched during Diggers and Dealers in Kalgoorlie-Boulder. A collaboration between Goldfields-Esperance mining companies, Chamber of Minerals and Energy of Western Australia, Goldfields-Esperance Development Commission, the WA Government’s Regional Local Content Initiative and KBCCI, the new online business capability register will boost local opportunities for Goldfields and Esperance businesses by connecting them with the region’s mining companies and major suppliers.

On compiling this report and speaking to our members there are a number of issues that came through that the KBCCI will continue to advocate for:

- Labour shortage continues to be an ongoing issue
- FIFO is hindering growth, however while there is a lack of skilled workers residing in the city, businesses are forced to choose FIFO or not grow their business in the Goldfields
- Price of water in Kalgoorlie-Boulder
- Upgrade regional incentives for attraction and retention of staff in regional capitals
- Marketing livability in Kalgoorlie–Boulder needs to be targeted
- Health services decline, FIFO specialists, lack of general practitioners, limited mental health services and extensive wait times
- Increase in Payroll Tax threshold
- Affordable airfares
- Decentralisation of Government Departments
- Review of Fringe Benefits Tax and Remote Area Allowances
- Addressing antisocial behaviour
- Inequity of State funding for the Goldfields Region
- Lack of State support for tourism in the Goldfields
- Promoting residential workforces
- Affordable housing and review of stamp duty in remote regional areas
- Assistance for people wanting to relocate to Goldfields

MINERAL EXPLORATION AND MINING

With rising gold prices and discoveries of nickel ore lodes, the region has experienced an exciting year. Where COVID-19 initially threatened the suspension of drilling programs in May, quick adoption of safety measures resulted in a strong turnaround and by July, the Department of Mines, Industry Regulation and Safety reported a 63% increase in the number of applications, including a record 323 applications in July and another 317 applications in August. By October 2020, the Department of Mines, Industry Regulation and Safety claimed activity in WA’s exploration sector hit a five-year high. With gold exploration booming again, geologists and experienced drillers are in short supply with many drill rigs booked up for months. Laboratories that test drilling samples are under pressure to keep up are reporting delays of up to six weeks for results.

The announcement of \$7 million in State funding to expand the capacity of the Joe Lord Core Library in Kalgoorlie-Boulder was well received in October 2020 as the world-class facility stores core samples that contain valuable geoscientific information for exploration companies seeking new petroleum and mineral discoveries. Combined with an extra \$5 million to the State Government’s Exploration Incentive Scheme, taking the total funding amount to \$15 million in 2020/2021, the boom in exploration is expected to continue.

It is anticipated that new projects will be able to commence sooner, due to the creation of new digital portal by the State Government in 2021. The portal, (Environmental Online) will reduce the time taken for major projects to navigate the State and Australian Government approval process by up to six to twelve months.

GOLD

Late last year, Northern Star Resources Limited and Saracen Mineral Holdings Limited joined forces purchasing Newmont and Barrick Gold's stakes in KCGM. Since the acquisition, the Super Pit operation has guided Saracen to record production seven months later, with the company producing 520,414 ounces across its operations in the 2020 financial year. Northern Star has also reaped the rewards of the acquisition, selling 115,825 ounces of gold from the Super Pit during the 2020 financial year, contributing to its record 900,388 ounces of gold sold.

By August 2020, an announcement of a 19 million-ounce gold resource at the Super Pit ensured operations will continue for another 15 years. As a result, a major expansion was announced which will see production increase from around 500,000oz a year to almost 675,000oz a year over the next eight years from a spend of billions of dollars to expand the mine, buy new equipment and secure increased supplies.

In October 2020, announcement of a proposed \$17 billion merger between the two companies to form a new top 10 global gold major with a world-class portfolio was significant. Further announcement that KCGM received approval from the Environmental Protection Authority two years earlier than expected for the \$600 million cutback of Fimiston South was received favourably, ensuring longer term continuation of the Super Pit and 700 jobs.

Silver Lake Resources shares surged by 7% in January due to reducing production and cost estimates for the December quarter owing to better grade-driven performances at both Mt Monger and Deflector Mines resulting in a second quarter production of 69,519 oz gold.

The first full quarter of production from new major goldmine Gruyere in January surprised the analysts when it produced 70,023 ounces of gold for the December quarter. By June 2020, the 50:50 joint-venture project with Gold Fields and Gold Road Resources celebrated one year of gold production producing 230,590 ounces and finishing off the 2019-20 financial year with net cash and equivalents of \$84.1 million.

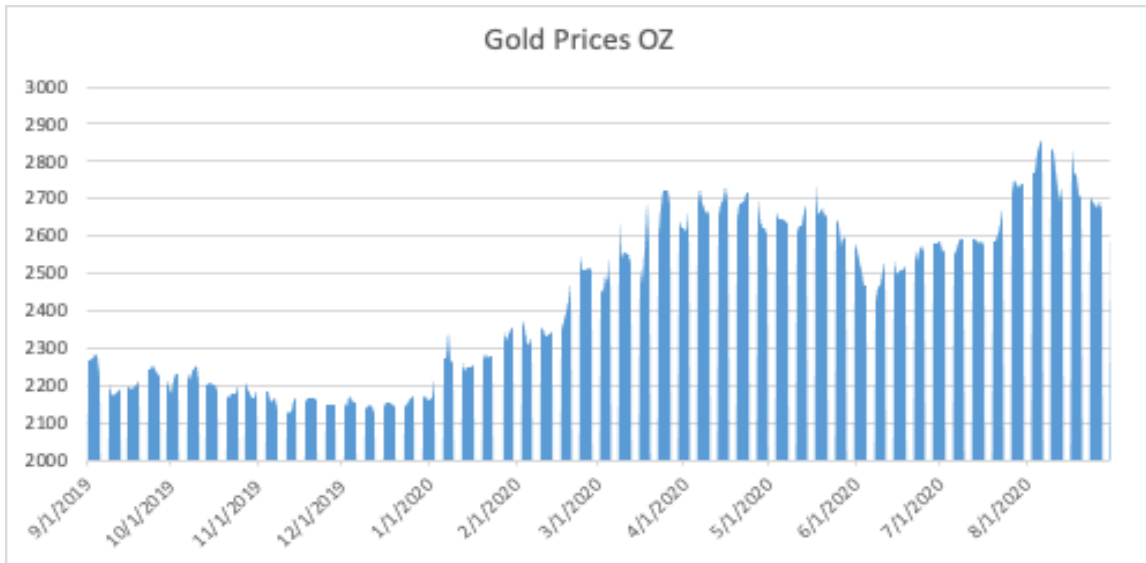
In October 2020, Bellevue Gold confirmed discovery of a new high-grade lode which has been defined as a previously undiscovered extension of the historic Bellevue lode near Leinster with results up to 1.9 metres at 58.0 g/t gold from 380.5 metres.

Exploration and expansions across the region have continued with Red 5 Limited's \$125 million expansion of its King of the Hills operations, Horizon Minerals completion of trial mining at their Boorara Gold Mine and Evolution's commencement of mining in February at Cutters Ridge Open Pit, just 5kms from the Mungari Mill.

Gold production from Tropicana for Financial Year 2019/2020 was 463,118 ounces at a cash cost of A\$806/oz and All-In Sustaining Cost of A\$1,171/oz.

In the Eastern Goldfields there has been notable developments with Bardoc Gold hosting a Total Mineral Resource Estimate of 49.4Mt @ 1.9g/t Au for 3.02Moz of contained gold, representing one of the largest consolidated gold resource inventories in the Eastern Goldfields.

GOLD PRICES



NICKEL

Interest in nickel sulphides, most commonly used in making stainless steel and batteries, has ramped up in the previous twelve months. An Indonesian nickel ore export ban in 2019 proved a boom for Goldfields nickel operators and positions the region well to grow its nickel production against a significant global slowdown for the commodity over the next decade. It is forecasted that electric vehicles will see significant production growth in the coming years, meaning the Australian nickel sector will likely attract further investor interest in the medium to long term.

In September 2020, news that emerging nickel miner Mincor had located a significant orebody at the Cassini deposit at Kambalda was met with excitement. With Kambalda nickel mines that were placed into care and maintenance in 2016 now scheduled to come back to life in early 2021 and a renewed focus on residential workforce and local procurement, it is expected that the operation will deliver 200 long term jobs. Supported by established local infrastructure from the BHP Kambalda Nickel Concentrator and the BHP Kalgoorlie Nickel Smelter, the \$179 million investment is expected to mine 71,100 t.

BHP confirmed in September 2020 that it will open its Nickel West sulphate plant at Kwinana, with the first product from the plant now expected in the second half of the 2021 financial year and is expected to produce 100,000 tonnes of nickel sulphate per annum during its stage one development.

The Mt Keith satellite mine, began full production in December last year and is now the primary source of feed to the Mt Keith concentrator, while the nearby Venus underground mine transitioned to full production in September last year, transporting ore to the Leinster concentrator. Nickel West's production during the 2020 financial year fell by 8 per cent to 80,000 tonnes per annum due to major maintenance shutdowns at the Kwinana refinery and Kalgoorlie smelter, as well as other routine planned maintenance.

In Financial Year 19/20, Nova achieved total production of 30,436 tonnes of nickel, 13,772 tonnes of copper, and 1,142 tonnes of cobalt at a cash cost of A\$2.41/lb Ni. Ongoing and planned exploration near the mine looks promising to deliver further discoveries.

Glencore owned Minara Resources's Murrin Murrin hydrometallurgical nickel and cobalt project continues to perform and has been in operation since 1999. Employing around 1000 workers, including contractors in April 2020, it welcomed new 350 t Dual Powered Road Trains (DPRTs) to site by transport contractor BIS. The site produced 36,600 tonnes of nickel metal in 2019 which is 3% (or 1100 tonnes) higher than the previous year. The site also provides 80% of the cobalt required by BMW for their batteries. BMW is the only carmaker with a direct-to-mine raw material sourcing approach.

RARE EARTHS, LITHIUM, POTASH

Lynas announced the signing of a sublease with the City of Kalgoorlie-Boulder for the site of its Kalgoorlie Rare Earth Processing Facility in December 2019. Securing the sub-lease for the site is a key milestone in the development of the planned facility with Lynas focussing on the design and engineering of the plant, in addition to completing environmental approvals and baseline studies for the project. Concentrate produced at their Mt Weld site will be cracked and leached in Kalgoorlie then sent to Malaysia for the rare earth's separation.

Lynas has been in production in the Goldfields since 2011, investing in over \$400 million in plant and equipment at Mt Weld. The plant is expected to create approximately 100 direct jobs, with other companies supporting Lynas, employing more workers, as well as other industries enjoying the flow-on effect, including transport, logistics and the chemical industry.

In September 2020, Mineral Resources reported that it's lithium production at Mt Marion was up 17% year on year. 394Kdmt (411Kwmt) spodumene concentrate has been shipped to date. Construction on what is expected to be the world's largest lithium refinery at Kemerton is on track for completion in late 2021. The construction of the 50Ktpa hydroxide plant currently has 750 people on site and is expected to have an initial capacity of 60,000 to 75,000 metric tons of LiOH, with an ability to expand to 100,000 metric tons over time.

After a couple of years of development, potash is finally moving towards the production stage within the region with several players all vying to be the first. With first production expected by March/April 2021, Salt Lake Potash's Lake Way project is expected to produce 245,000 tonnes a year over a 20-year mine life. Australian Potash Lake Wells project expects to produce 150,000 tonnes a year for the next 30 years and further north the Kalium Lakes Beyondie Project is expected to begin production in September 2021, tipping an annual production of 180,000 over 50 years once fully operational.

Value of Minerals and Petroleum by Region by Local Government Area	
Goldfields-Esperance	2019-20
Gold	\$ 10,383,210,350
Nickel, Platinum and Palladium	\$ 2,702,711,704
Tin Tantalum Lithium	\$ 337,389,120
Rare Earth Oxide and Cesium	\$ 264,120,432
Cobalt	\$ 283,022,225
Copper and Zinc	\$ 212,017,131
Silver	\$ 39,325,804
Construction Materials	\$ 19,478,417
Gypsum, Limesand Limestone Dolomite and Dimension Stone	\$ 11,133,245
Goldfields-Esperance Total	\$ 14,252,408,428

Value of Minerals and Petroleum by Region by Commodity	
Goldfields-Esperance	2019-2020
Laverton	\$ 3,675,188,884
Coolgardie	\$ 3,594,037,264
Kalgoorlie-Boulder	\$ 2,829,223,269
Leonora	\$ 2,264,283,820
Menzies	\$ 845,694,243
Dundas	\$ 813,444,552
Ravensthorpe	\$ 126,428,747
Esperance	\$104,107,650
Goldfields-Esperance Total	\$ 14,252,408,428

CHAMBER OF MINERALS AND ENERGY (CME)

Led by CME, the GE Business Register was launched in October 2020. A collaborative project involving CME, KBCCI, Department of Primary Industries and Regional Development (DPIRD), the Goldfields-Esperance Development Commission (GEDC) and a number of mining companies, the online portal will increase opportunities for mining companies and contractors to connect and collaborate. The new initiative will enable local businesses to highlight their core products, services, capabilities and capacity. This information will then flow through to mining companies and contractors via the register.

The GE Business Register will be supported for at least three years by the KBCCI, who will promote, support and advocate for local businesses to register their details online, and work in partnership with local businesses to identify and further develop the capabilities and capacities of local businesses.

The WA mining sector contributes to both the State and Federal economies. Royalty payments to the WA State Government in 2019-2020 totalled \$9.29billion, a record figure that accounted for 28% of all State revenue.

Within the region, CME is focussed on the regional skills requirements in:

- Mines rescue training
- Community development
- Safety legislation reform
- Taxation and government rates
- Environmental stewardship
- Essential infrastructure delivery

GOLDFIELDS VOLUNTARY REGIONAL ORGANISATION OF COUNCILS (GVROC)

GVROC Region - Statistical Profile at a glance	
Population as of Dec 2019	55,047
Employed as of Dec 2019	32,605
Economic Output as of 2019	\$21.526 billion
Gross Regional Product 2019	\$8.41 billion
Per Capita Gross Regional Product 2019	\$152,780
Per Worker Gross Regional Product 2019	\$257,938
Mining output as of 2019	\$12.4 billion
Agriculture, Forestry & Fishing output as of 2019	\$637 million
Residential building as of 2018/19	\$55 million
Non-residential building as of 2018/19	\$64 million
Overnight visitors 2016-2018	680,500 pa

Economic Policy Plan for the Region Priorities (September 2020)

- Taxation reform from both Federal and State Governments to encourage the retention and boosting of its regional populations, recognising the unique challenges of living outside of capital cities and urban centres.
- A dedicated State Government funding allocation towards implementing key infrastructure projects in the Goldfields Esperance Region that assist with potential for economic and industry growth.
- A dedicated road funding allocation from the Federal and State Governments towards implementing key roads of strategic importance in the region that unlock the economic potential for growth.
- A Federal and State Government economic stimulus package to GVROC local government authorities to support recovery in the region.

LOCAL GOVERNMENT (CITY OF KALGOORLIE–BOULDER)

The 2020–2021 Local Budget Includes:

- \$15.5m reduction in staff costs – this is what is paying for the CBD and golf course projects
- \$40 million for capital works, including \$12.1m for road renewals
- \$250k to stimulate arts and cultural activities
- \$250K to invigorate local retail economy
- \$5.9 million for sewerage upgrades for the City’s drainage and water systems
- 1500 new trees planted across Kalgoorlie-Boulder
- \$1m in capital works at the airport including new terminal air conditioning
- Further improvements to the Trans Access road
- Installation of WI-FI in Burt Street and Hannan Street CBDs
- Extensive renovation works at Boulder and Kalgoorlie Town Halls
- Ongoing improvements to parks and reserves including lighting and fencing

Strategic Projects:

- Kalgoorlie Water Bank - \$25 million upgrade of the City’s waste water treatment infrastructure
- CBD Residential Development - \$10 million CBD residential housing. Additional residential housing and land packages will soon be available
- Strategic Industrial Land Project - \$20 million to secure suitable landholdings for larger scale industrial development
- Childcare Centre - \$3 million City-led 129 place Childcare Centre project. 50% of placement secured for City staff
- Kal City Centre Economic Transformation Project - \$18 million City Centre redesign creating retail clusters and employment opportunities for local suppliers and Aboriginal businesses
- Tourism strategy – Prioritisation of growth in the City’s tourism economy and other creative industries

TOP 10 KEY AREAS OF PRIORITY To Deliver a Better Kalgoorlie-Boulder

Image and Branding

A key focus for the City is to increase the population from 30,000 to 40,000 by 2030 through improving the City’s image and branding. The City commenced the #DigaLittleDeeper campaign to showcase the real Kalgoorlie-Boulder. The City will continue to build a strong regional brand and reposition Kalgoorlie-Boulder as a modern, dynamic and sophisticated regional centre - the ideal location to live, work and invest.

Kal City Centre Economic Transformation

Kalgoorlie’s City Centre will undergo a radical transformation and revitalisation that will inspire investment, attractions and experiences in the historic heart of the City. Community feedback has been used to inform design work to deliver a City Centre that will have more shade and trees, open laneways with business opportunities in boutique hospitality and retail, alfresco dining and a water feature in St Barbara’s square.

Diversified Economy

The City is continuing to focus on diversifying the region’s economy beyond mining by prioritising growth in the City’s tourism economy and other creative industries. The City will drive the prospect of tourism and creative industry growth and evolve viable opportunities through governance, associations, asset management, funding, investment attraction and development of tourism strategy.

Community Engagement

Kalgoorlie-Boulder is a great place to live, work and raise a family, we are an active community who values participation. The City will continue to encourage community engagement in decision making.

Recreation Hubs

Creating a sustainable sport, recreation, leisure and wellness hub that enhances liveability, tourism and economic development opportunities. With possibilities including an outdoor pool or beach, creating a recreational community facility that the City can all be proud of.

Connectivity

Kalgoorlie-Boulder is a modern, thriving regional city, internationally connected trade hub. The City will continue to pursue initiatives for the community to have access to the latest technology with fast and reliable connections. Being connected is more than just the internet, for our regional City it means continuing to deliver infrastructure improvement to ease travel within the City and beyond. Better connectivity leads to increased liveability and connectedness to each other and the rest of the world.

Renewable Energy

Taking advantage of the abundant sun in Kalgoorlie-Boulder to safeguard a renewable energy precinct by enabling reliable and affordable green energy. With significant available land, geologically suited environment, favourable climate and high industry electricity demand, Kalgoorlie-Boulder provides ideal conditions for the implementation of renewable and alternative energy products.

Sustainable Practice

Keeping Kalgoorlie-Bouldere green is the City's main mission and having available water to service all the parks and gardens within the City is essential. Capturing and supplying enough water to sustain and grow Kalgoorlie-Boulder's population, the business community and mining industry has been an ongoing challenge since the City was founded in 1893. Our continued investments in recycled and wastewater treatment, providing the City with a sustainable supply of water requires innovation, long-term planning and investment in critical infrastructure.

Arts and Culture

Kalgoorlie-Boulder's identity as a region is best encapsulated through cultural, arts and heritage learning. The City has a vibrant history and local creative scene which needs to be nurtured. This plan seeks to support and add value to an Arts and Cultural Plan for the City, which will recognise and celebrate the social, cultural and economic impact of the creative sector to the City. This plan supports inclusion, capacity building, cultural infrastructure, celebration and support for the City's unique and vibrant Aboriginal arts industry.

Airport Masterplan

The Airport Masterplan has been developed to continue to keep the airport precinct relevant and sustainable with a diversified portfolio of uses that complement aviation growth. Complete with a solar farm and food-bowl opportunities, the City's Airport Masterplan has identified a range of exciting new development opportunities for Kalgoorlie-Boulder's busy airport.

STATE GOVERNMENT

State Budget and Goldfields-Esperance Recovery Plan

- Cleanaway securing the logistics and processing contract in January.
- 2020/2021 – Perth Transport Authority intention to invest approx. \$500k in Kalgoorlie train station to enable maintenance works for the 2020/2021.
- \$10m to Central Regional TAFE’s Kalgoorlie campus for a new Heavy Plant and Engineering Trades Workshop to expand training for mechanic and engineering trades, tailored to support resource sector needs.
- \$25m for free TAFE short courses to upskill thousands of Western Australians, with a variety of free courses available at Central Regional TAFE’s Kalgoorlie campus.
- \$32m to expand the Lower Fees, Local Skills program and significantly reduce TAFE fees across 39 high priority courses.
- \$4.8m for the Apprenticeship and Traineeship Re-engagement Incentive that provides employers with a one-off payment of \$6,000 for hiring an apprentice and \$3,000 for hiring a trainee, whose training contract was terminated on, or after, March 1, 2020 due to the economic downturn.
- \$500k for major refurbishments to the Performing Arts Centre at Kalgoorlie-Boulder Community High School as part of the Major School Upgrade package.
- \$5m through the Regional Road Safety Program to upgrade 275 kilometres of Goldfields-Esperance roads with shoulder sealing and installation of audible lines, creating around 25 local jobs.
- \$700k for upgrades to visitor facilities in national parks across the Goldfields-Esperance region including buildings, trails, camp sites and roads.
- \$400k to upgrade visitor facilities at Credo Station, Rowles Lagoon, Goongarrie National Park, Stokes National Park, Cape Le Grand National Park, Cape Arid National Park and Esperance Lakes Nature Reserves.
- \$7m to expand the capacity of the Joe Lord Core Library in Kalgoorlie that stores core samples that contain valuable geoscientific information for exploration companies and others seeking mineral discoveries.
- An additional \$5m to the Exploration Incentive Scheme in 2020-21 to help accelerate exploration investment in the Goldfields.
- \$3m for regional aviation support to ensure a minimum level of service to regional locations including Laverton and Leonora.

As well as supporting existing industries, the Goldfields-Esperance Recovery Plan includes a focus on driving investment in renewable energy and new technologies, to create sustainable jobs. It includes:

- \$4m of funding to transform 10 WA schools into virtual power plants, including Kalgoorlie-Boulder Community High School.
- \$600k to install a Battery Energy System in Menzies to allow more customers to install rooftop solar systems and reduce their power bills.
- \$9.92m for Horizon Power to deploy standalone power systems that use solar and battery technology to generate and store electricity, making power safer and more reliable for regional customers - including approximately 39 systems across the Goldfields-Esperance region.
- \$18.8m for Regional Renal Hostels including a new hostel in Kalgoorlie.
- \$1.5m for upgrades at Laverton Police Station.
- \$2.01m towards WA’s Police radio network at locations converting from analogue to digital including across the Goldfields.

- \$13m for urgent minor works and upgrades at Volunteer Emergency Services stations and units across the State, including \$400k for the Eucla Volunteer Fire and Emergency Services unit.
- \$2m to provide water tanks to volunteer bushfire brigades across the State.
- \$80m for targeted maintenance programs for regional social, remote and government workers housing properties, including approximately 100 homes in the Goldfields-Esperance region.
- \$141.7m to refurbish social housing across WA's ageing housing stock, including approximately 30 homes in the Goldfields-Esperance region.
- \$97m to build new social housing including around 5 to 10 properties in the Goldfields-Esperance region.
- \$9.77m for Aboriginal regional suicide prevention plans in each region of WA, prioritising Aboriginal led and locally endorsed initiatives that accommodate a culturally informed social and emotional wellbeing approach to suicide prevention.
- Establish a regional deployment pool of metropolitan clinical staff that can be deployed at short notice to regional locations across WA to support healthcare delivery.
- \$8.6m of funding for additional outreach workers across WA, including two workers based in the Goldfields-Esperance region, to provide support to women and children experiencing or at further risk of family and domestic violence.
- \$6.7m to bolster the State's family and domestic violence response teams, including one additional community sector team member in the Goldfields-Esperance region, to support victims of family and domestic violence after a police call-out.
- \$4.2m to continue the Aboriginal Governance and Leadership Development program to help increase economic participation of Aboriginal people in Regional WA.
- \$1.5m to deliver financial counselling services in the regions.

FEDERAL GOVERNMENT

2020 Federal Budget

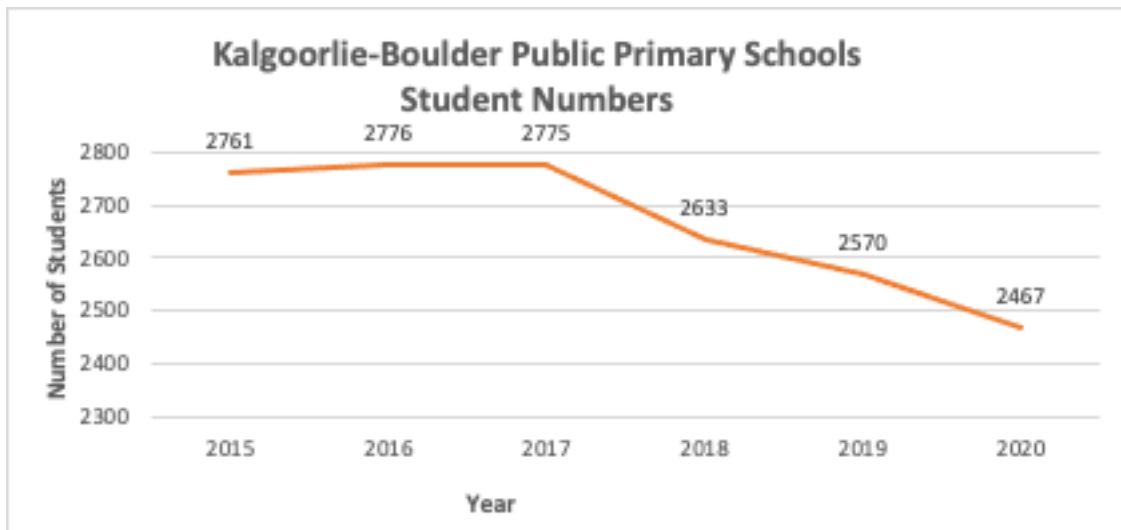
- Two-year interest-free drought loans up to \$2m available.
- \$2b funding for critical minerals industry under the Research and Development Tax Incentive.
- \$1.2b Allocation for 100,000 new apprenticeships and traineeships to subsidise their wage and fund a further 2000 Indigenous students through Clontarf.
- \$1b to flow to Councils through the Local Roads and Community Infrastructure Program on top of an existing \$500m fund announced in May.
- Financial Assistance Grants allocation of \$2.6b.
- \$200m injection into the Building Better Regions Fund.
- An extra \$400m will fund the Roads to Recovery program for another year.
- \$328m support package for agriculture.
- \$1.1b committed to WA transport infrastructure, including \$6m to seal 17km of the Wiluna-Meekatharra Road and \$9.6m for the Goldfields-Esperance Highway.
- Stronger Communities Programme will be funded for a sixth round with \$22.7m, offering grants of \$2.5k to \$20k to community projects.

EDUCATION

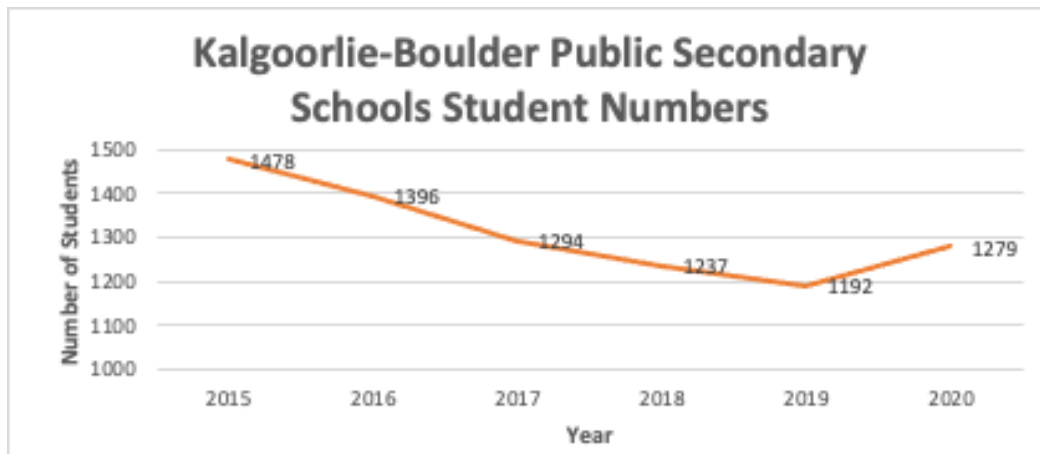
Childcare

- Federal Government free childcare period meant a rise in attendance numbers and most days were at capacity.
- Focus on educator training and development, and program alignment to the Early Years Learning Framework (EYLF).
- Waiting lists for spaces are up to a year.
- There have been several news articles recently highlighting the childcare shortage in the Goldfields.
- Shortage of qualified staff is an issue.
- There is a waiting list of at least 120 families reported by one centre. It is speculated that there is approximately 500 children overall waiting for care.
- The largest wait list is for children between 0-2 years of age.
- Lack of childcare is an issue for attracting staff and families to the Goldfields.
- City of Kalgoorlie-Boulder will be developing a local childcare centre to assist with the shortage.

Primary



- Many families have moved to Perth/coast and are now FIFO.
- FIFO from Perth has certainly affected enrolment numbers.
- Early childhood numbers are down which will flow onto classroom sizes as the children get older.
- On flip side – more enrolments from migrants with families who are also encouraging other family members across Australia to move to Kalgoorlie-Boulder.
- It is extremely important because education (and health) are the two biggest drivers for regional liveability.
- Programs to attract and retain are imperative for Kalgoorlie-Boulder.

Secondary

Kalgoorlie–Boulder Community High School

- Year 7-10.
- Approx. 835 students.
- Focus areas: A Culture that Promotes Learning, Systemic Curriculum Delivery, Differentiated Teaching and Learning.
- The school has a high level of state-of-the-art quality facilities and it is an extremely promotable school environment.
- Strong focus on engagement of students especially current year 7’s transitioning of students from primary school and Year 10’s into future career pathway.
- The school’s strong AFL program is positively received with high engagement by students and mentors.

Eastern Goldfields College

- Independent public-school catering to around 450 students in Years 11 and 12.
- Approx. 45 teaching staff plus 27 ancillary staff.
- College co-located with Central Regional TAFE and allows students to access ATAR (university), TAFE, apprenticeship, traineeship and employment pathways.
- Support through homework classes, revision seminars and Wednesday Workshops, Clontarf Academy, Girls Academy and Follow the Dream program.
- Current priorities are: Success for all Students, Education Partnerships, Quality Teaching & Learning and Health & Wellbeing.
- Less Y12 students transferring out in 2020 than in 2019 which was positive.

Goldfields Baptist College

- Kindergarten to year 12 registered educational facility (Year 11 students 2021, Year 12 students 2022).
- On 14 November 2019, commenced Stage 6, building an additional five learning areas including a new Hospitality Suite and Canteen. Officially opened on Friday 18 September 2020.
- Priorities: Effective Teaching and Learning, Student and Staff Wellbeing Professional Learning Community.
- 311 students in 2019.
- Staffing was relatively stable with 28% of our staff leaving the College, four of whom left during the year and another three at the end of the year. Most of the departing staff left the Kalgoorlie area. Teaching staff retention in 2019 was 95%.
- 32.28 FTE staff in 2019.

John Paul College

- In 2020, Year 7 - Year 12, approximately 700 Students.
- Priorities: Advance the mission of the college, build on our strengths, be consistent with our core values.

Key success measures:

- School Climate Survey – focus on increasing percentile for Professional Learning and Team based practices.
- Increased use of data walls and team discussions on student data.
- Greater consistency in teaching approaches across year groups.
- Student retention rate from Year 10 into Year 11 > 80% or 120 Year 11 students
- NAPLAN data – student gains from Year 7 through to Year 9 greater than those in ‘like’ schools.
- The number of boys holding student leadership positions in the College increases over the life of the plan.
- WACE Performance indicates > 25% of students are placed in the top 1/3 of the state.

Central Regional TAFE

In July 2020, the State Government has released a \$57 million recovery package for WA TAFE and training sector, highlights include free TAFE short courses and reduced TAFE fees. Courses will focus on current and emerging job opportunities.

Due to increased need in the industry, a \$10 million investment for construction of a new trades workshop has been approved.

In response to demands imposed by COVID-19, 45 TAFE trainers have adapted their facilitation to online models.

Despite the impacts of COVID-19, the Kalgoorlie Campus has experienced growth in enrolments in 2020, particularly in employment-based training (apprenticeships and traineeships).

In 2021, the College will continue to implement the recommendations made in the Report on the Review of Skills, Training and Workforce Development - a targeted training and skills roadmap for Western Australia’s economic recovery. As the report states, recommendations seek to shift displaced workers into new viable careers, increase diversity in the workforce, improve the employability of long term disadvantaged people, align with new employment opportunities for entry level workers, and invest in the pipeline of workers in areas of economic growth.

Curtin Medical School Rural Health Campus

Kalgoorlie Campus will soon house a Rural Health Campus which will boost regional training opportunities for medical and health science students and help meet challenges facing the rural health workforce.

The construction of the Rural Health Campus will include a simulation clinical hospital ward and rooms for clinical skills training and assessment, in readiness for the 2021 academic year.

ACCOMMODATION AND FOOD SERVICES

Hotels/Motels/Serviced Apartments

- The first half of the financial year was promising for most accommodation, with the mining sector performing strongly there was still high demand for services and tourism also performed well.
- Some establishments completed major renovations while most made minor investments in renovations, new linens and decor.
- As COVID-19 set in, confidence dropped and the industry began to take a hit, culminating in the closure of services, restrictions of others and drop in both business and leisure travel.
- Most accommodation had to adapt with rigorous hygiene and safety plans, changed operations, room capacity limits and quarantine/isolation options.
- Some businesses were able to start 'pick up only' takeaway options, running out of the onsite restaurants during the closure and lock down period.
- Once restrictions lifted things began to pick up and accelerated to the point that now most businesses do not have the staff to keep up with demand.
- Now operating at an average of 90% capacity.
- Reliance on seasonal workers and backpackers has begun to cause issue as borders remain closed while tourism and many industries in town increased.

Cafes/Restaurants/Takeaways

- The financial year started out strongly with businesses reporting between 10% and 30% growth on the previous year.
- COVID-19 hit many sectors of the industry, some were able to adapt within guidelines and carried on through the lockdown while others were forced to close and operate under heavy restrictions once opened.
- Many businesses altered the way they did business, starting up no contact delivery options, creating new menus to suit the changes and altering opening hours.
- Certain produce became difficult or too expensive to source.
- Finding staff has now become a problem as borders remain closed and the industry relies on seasonal workers to get through the busy period. Even full-time positions such as Chefs have become hard to fill.
- Post restrictions most businesses have reported strong uplift in foot traffic and turnover with some being able to offset the losses made earlier in the year entirely.

ADMINISTRATIVE AND SUPPORT SERVICES

Pest and Weed Control

- Availability of mine site work increased dramatically with some businesses reporting up to 50% increases in bookings.
- Pre-construction work decreased with Perth based builders utilising Perth based trades in lieu of local suppliers.
- Many pest treatments increased considerably this year, with some recording 20% to 100% increases in jobs. This was contributed to increased movement through rentals, seasonal conditions and more people staying home and becoming aware of maintenance issues.
- Bee treatments reported a significant reduction of between 30% and 40% and pre-purchase termite inspections rose significantly, a reflection of the busy housing market.
- Some contracts and businesses suspended treatments while the pandemic was at its peak, however they recommenced quickly and made little impact.
- The industry continues to suffer from larger organisations utilising nation-wide contracts to service their facilities.

Human Resource Services

- The skills shortage has been further exacerbated by the hard border closure and upswing of activity within the mining and resources sector. Savvy employers are reviewing recruitment and compensation and benefits strategies in order to remain relevant.
- There has been a renewed push towards having a fully residential workforce. The logistics in moving groups of people in and out of the community throughout the COVID-19 period has revealed significant flaws in the FIFO business model.
- Progressive business owners have embraced building employer brands through digital content to reduce turnover and recruitment expenses.
- Within the next five years millennials will make up 75% of the Australian workforce. Business leaders are increasingly looking to strategies to attract and retain this demographic, customising their approach based on different segments of their workforce as opposed to a one size fits all approach.

Apprenticeship Services

- As a result of COVID-19 wage subsidy, there is a higher demand for apprentices. Employers are investing in training new employees and existing employees.

Labour Hire

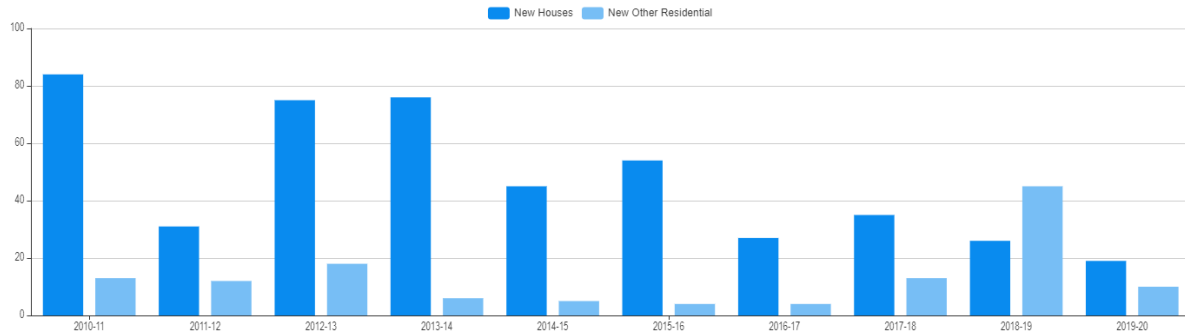
- Various government funded programs have assisted with the ability to meet performance expectations for the financial year.
- The labour shortage continues to affect the industry strongly with high staff turnover and not enough applicants with sufficient skills or experience.
- The industry is in a position to potentially grow significantly, given there were the people available to meet demand.
- High cost of travel to regional and remote locations continue to negatively affect the industry.

Small Business Development Services

- As a combination of the services provided through NEIS (New Entrepreneurs Incentive Scheme), ASBAS (Australian Small Business Advisory Service) and Business Local, the KBCCI assisted 943 clients and delivered 25 one-to-many workshops throughout the Goldfields region. In comparison to the 785 clients and 17 one-to-many workshops delivered throughout the 2018/2019 financial year the KBCCI's business advisory services increased almost 20%.
- Most clients had an average of three appointments and information and advice was given on a range of topics with the most popular being digital marketing, business planning, and COVID-19 information. Most start-up businesses were women providing a service-based business model.

BUILDING AND CONSTRUCTION INDUSTRY

Building Statistics



<https://app.remplan.com.au/kalgoorlieboulder/community/trends/building-approvals-value?state=wMYqIK!rnL7uoAq2upXYyoI2vNNYCLCrtvraUZtmtbpTETQuNFyKL>

Registered Builders

- The industry had a strong start to the financial year but COVID-19 brought some delays to planned projects.
- The delays did not last long however, with things picking up quickly and exceeding expected levels.
- The industry is always looking for workers, carpenters and hired labour.
- There was an increase in home renovation projects and restoration with more people at home and wanting to undertake projects during the onset of the pandemic.
- Cash reserves over time have proven to be the key in getting through economic periods like COVID-19 going forward.
- Hygiene standards increased dramatically, especially in regard to modular buildings.

Heavy Engineering

- Local suppliers and contractors have been used increasingly for projects and planning throughout this financial year and going forward.
- The industry is transitioning to a more modern approach of paperless internal and external systems which have previously remained the norm for most businesses.
- Businesses are more and more interested in creating and maintaining a strong digital footprint.
- Strong results and forecasts in the mining sectors give a positive outlook for the future with growth expected year on year.
- COVID-19 brought some changes to procedure, predominately around hygiene practises but it also caused some delays in the sourcing and manufacturing of specific items.

Steel Fabrication

- The industry has had a buoyant and overall very busy financial year, growing by roughly 5% across areas.
- COVID-19 did not bring much change, hygiene standards and social distancing measures were standardised across the board, but no restrictions affected productivity.
- Staff numbers have stayed strong throughout the year, though vacancies remain difficult to fill when they do arise.

FINANCIAL AND INSURANCE SERVICES

Banks and Credit Unions

- Overall, the industry had a good financial year. Although COVID-19 had its effects with customers deferring loan repayments on home and personal loans, Kalgoorlie customers were not affected as much as the bigger cities with the majority of employment continuing here.
- There has been an increase in business accounts, meaning a number of new start-ups and entrepreneurs identifying business opportunities.
- Most businesses did report a decrease in the first half of 2020, and therefore lowered dividends were paid to shareholders.
- The industry continues to shift more and more into the online space. COVID-19 further encouraged people who may have previously been set on heading into a branch, to bank online.

Mortgage Broking and Financial Planning

- This year the industry has performed mostly on par with the previous financial year.
- Business did slow considerably through COVID-19, however things improved as restrictions lifted and are continuing to be busier than ever.
- There has been a higher than usual number of enquires and sales in real estate through the second half of the financial year.
- COVID-19 caused a fairly low level of disruption to the industry – most businesses worked by appointment only and working remotely was relatively easy, there was no requirement to close.
- Guidelines from the banks changed through the COVID-19 period which in turn effected some applications and business.

Settlement Services

- The 2019/2020 financial year finished very strongly with considerable growth on previous years.
- Profits are reported to be up from 20% to 40% across the industry.
- The labour shortage continues to affect businesses, training must be done inhouse to ensure people have the right skills.
- COVID-19 brought with it a huge slump in business due to the massive uncertainty in the economy. As of May onwards the industry underwent an upswing so strong that any losses from that period were negated and resulted in a positive year over all.

Business Operations Consulting

- The financial year ended slightly down when compared to the previous period. The loss was predominantly due to COVID-19 related reduction in face-to-face meetings, workshops and other business requiring in-person engagement.
- There was an increased need for leadership coaching and wellbeing support due to the impact of COVID-19 on businesses around the world.
- The restrictions opened opportunities to expand online presence and moving into the virtual consulting space. This enabled businesses to operate globally with very little investment required on their end.

Insurance

- Insurance slowed through the peak of COVID-19 but picked up as restrictions eased in WA. Many businesses and home owners looking at cancelling insurance cover to save money.
- The industry was able to work remotely when required and maintain service levels throughout the year.
- Much of the industry returned to normal quickly post COVID-19 and had little interruption.
- New business insurance enquiries increased substantially towards the end of Financial Year 19/20.
- The swell in the local housing market has contributed to the increase in business.

PROFESSIONAL AND TECHNICAL SERVICES**Accountants**

- The 2019/2020 financial year was relatively stable from a financial perspective.
- The emergence of COVID-19 early in 2020 increased the workload and stress levels of staff as it did in many industries.
- The additional support required for clients and ongoing support with JobKeeper and other stimulus measures proved to be challenging.
- There were significant write offs in March and April for additional work undertaken and not charged, as goodwill gestures to clients to support them in their viability.
- Staff hours increased considerably throughout this period.

Lawyers and Solicitors

- Business travelled in line with previous years through the financial year until COVID-19 peaked in March.
- From the COVID-19 lock down period until the end of the financial year courts effectively closed, ceasing most work.
- Turnover was down between 10% and 20% overall for the year, it predicted that 2021 will bounce back.
- Finding qualified people to fill roles remained difficult, as with previous years.

Veterinary Services

- The financial year has been up and down throughout, with the last few months being reported as busier than ever.
- Overall profits increased by between 5% and 10% across businesses.
- It remains difficult to attract qualified people to the region and training and retaining staff continues to be the number one priority. Work life balance is important and is easily thrown out when there are not enough available skilled people to meet the demand.
- There is the potential for the town to support a 24/7 service, however it is not viable with current availability of workers.

IT Services

- This financial year has maintained good year on year growth, additional financial assistance has left the industry in a healthy position.
- The labour shortage has affected the industry, skilled IT people are difficult to source and there are long standing vacancies waiting to be filled.
- Initial impact of COVID-19 saw a number of businesses set staff up to work from home. Lap top and webcam sales increased.
- COVID-19 has affected the supply of stock, retail sales were up and down due to changing customer confidence.

RETAIL, RENTAL AND REAL ESTATE SERVICES

Car Hire

- The car-hire industry slowed right down through COVID-19 however has now risen steeply as restrictions ease around the state.
- Some businesses have the capacity to increase their fleet and expand however a supply of suitable vehicles has been difficult to find.
- Staff levels have been maintained throughout the year with no concerns finding new employees when required.
- Some of the improvement can be related back to the push for local travel and the high tourism rates being seen all over the state.

Real Estate

- Business in general during 2019/20 was very good, COVID-19 brought some challenges but overall, the industry trended upwards.
- The restrictions placed around rent increases, evictions, home viewings and other processes caused significant concern and shifts in operations.
- House inspections were conducted virtually for a period of time, relying on tenants to take pictures and videos as required.
- A large percentage of the industry shifted online. Holding online property viewings and meetings eliminated nearly all need for in person contact and allowed operations to run nearly as normal throughout the height of restrictions.
- For the first half of the financial year real-estate sales were somewhat stagnant but coming out of COVID-19 things began to take off.
- The residential rental vacancy rate sat below 1% consistently and house sales skyrocketed leaving a positive impression for what the next year will bring.

Office Supplies

- Financially the year went very well with exponential growth occurring in the second half.
- With the increased demand for printers and printing needs sourcing supplies has been challenging as the industry faced global shortages.
- Since the beginning of COVID-19 sales doubled as demand for product increased. People began setting up home offices and the focus on working remotely grew.
- Not only did supplies reduce but time taken to receive shipments also increased. Freight times both for receiving goods and shipping to customers nearly tripled, causing delays across multiple industries.

Printing Services

- Overall, there was an increase in business for the financial year.
- The last quarter of the financial year was a struggle as COVID-19 took hold, but most businesses managed to stay open to support clients.
- There was a significant increase in requests for new websites or to improve existing sites and increase in interest in creating eCommerce stores.
- Demand for home educational schooling tools increased.
- There was an impact on revenue due to no printing with the closures of restaurants, hotels and gyms etc and with people not able to have birthdays, weddings and other celebrations, this was offset in some areas by increases in printing for the mining companies.

Building and Garden Supplies

- COVID-19 dramatically changed demand and supply in the second half of the financial year.
- Demand for all products increased as more customers spent time at home and required essential products for urgent home repairs, construction and maintenance, as well as home projects to occupy their time.
- There was an increased demand for food bearing plants such as vegetables and strawberries, bags of soil, gardening equipment.
- Shelves emptied during panic buying of toilet paper, face masks, cleaning products, batteries, garden sprayers, storage containers, methylated spirits, turps, gas bottles, generators, fuel cans resulting in temporary limits on purchase.
- Increased demand on outdoor play range including sandpits, swing sets, cubby houses.
- Changes were made to trading hours to accommodate tradies, health and emergency services workers and to allow staff to re-stock shelves and clean.
- Digital presence increased with a range of initiatives introduced to enhance customer experience, click and collect, click and deliver, apps and websites.

Supermarket

- The financial year showed growth compared to previous years with a spike occurring from March onwards due to COVID-19.
- Supply issues occurred due to relying on overseas manufacturing (China) after the shift away from branded product to self-branded in order to reduce cost.
- Stock levels depleted through COVID-19 due to increased demand on people working from home resulting in customer complaints and higher levels of online ordering.
- Capacity limits were introduced along with delay or closure of various services inline with health recommendations and government restrictions.

Motor Vehicles and Parts

- Westland Autos dealership closed at the end of January, reporting that the dealership had been losing money for two years. It had been in the region for fifty years.
- Many local people have been reported to prefer purchasing their vehicles from out of town, this has a strong negative impact on the local dealerships.
- The skill shortage continues to affect the industry with mechanics being difficult to find and keep.
- Mid-February, Golden City Motors advised that General Motors was retiring the Holden Brand.
- Changes to the instant asset write off has increased vehicle sales in the Goldfields.
- Supply and demand has now become an issue, with new vehicle stock unavailable.
- Second hand vehicles are being traded at increased prices.

Pharmaceutical

- COVID-19 caused a massive spike in demand and subsequently a shortage in supply.
- Panic buying set in and over the counter medications became scarce as everything was bought up, limits were introduced to try and ensure availability to those who needed it.
- The industry moved towards increasing its online presence, offering Zippay and Afterpay and utilising e-scripts which will be the new norm.
- New suppliers had to be sourced as sanitisers, cleaning products, pain killers, Ventolin and a range of other products disappeared from shelves across the country.
- A considerable increase in vaccinations was seen in the second half of the financial year.

Fitness

- Gyms and fitness services were required to greatly alter their business models this financial year due to COVID-19 restrictions.
- Fitness enthusiasts were quickly forced to adjust their workout habits as gyms and classes were required to close. Some providers switched to running online classes and offering virtual coaching.
- Most providers paused their membership fees for the closure period, resulting in considerable losses for the period.
- Fitness equipment retailers immediately saw tremendous growth in sales of dumbbells, benches, resistance bands and other items.

Beauty, Hair and Wellbeing

- The industry trended positively for the year, even with the short closure through the COVID-19 restrictions.
- We saw investment in workforce, capital and premises across a range of businesses with renovations and new owners at several locations.
- One of the biggest challenges for the industry continues to be people who miss appointments with no notice.
- The labour shortage has also affected the industry with a shortage of qualified hairdressers and bookings lining up for weeks in advance.

TRANSPORT, POSTAL AND WAREHOUSING

Airport

- The COVID-19 crisis caused a 50% reduction in City of Kalgoorlie-Boulder airport income, totalling around \$1.7 million.
- 60,000 fewer passengers travelled through Kalgoorlie-Boulder airport last financial year due to the pandemic.
- 246,464 passengers travelled through the Kalgoorlie-Boulder airport during the 2019-20 financial year, down 19 per cent from a record 305,102 the year before.
- Most of the revenue that was made for the Kalgoorlie-Boulder Airport came from the movement of workers in the mining industry, which sustained operations throughout the restrictions.

Rail

- Macarthur Minerals' Lake Giles project applied to the Department of Mines, Industry Regulation and Safety to develop a 93-kilometre haul road to a proposed rail siding, next to the existing Perth to Kalgoorlie line.

Rail– Prospector

- Over the year a screen was installed at Kalgoorlie Train Station with up to date information on train arrival and departure times.
- The developed app now offers live online tracking.
- The project to look at the long-term maintenance of the station was completed in May 2020.
- 18 permanent employees on the Prospector, Avonlink and Merredinlink services will be directly employed by the State Government from February 2021.
- The State Government has contracted a feasibility report into installing WIFI on the Prospector from February 2021.

Freight

- The financial year was tracking well until COVID-19 hit in February - business then dropped by 5-10% across the industry.
- As restrictions eased and borders around the world opened operations showed improvement.
- Reductions in manufacturing, slow supply and border restrictions reduced efficiency and utilisation of freight companies for several months.
- Even with these reductions in activity there was a growth in enquires and usage over-all for the town.

Post

- Postal services operated as expected until COVID-19 reached Australia and restrictions were introduced.
- With people suddenly isolating and staying home the use of online shopping increased dramatically, resulting in increased parcels moving through the system.
- When the stores inevitably sold out of essential items, home office supplies and other high demand products people looked online to meet their requirements.
- The influx of parcels in the system paired with restricted air and road travel left people waiting weeks for orders, this continued well into the next financial year.
- Workers are in high demand and several new roles were filled this year with room to take on more employees.

Bus Domestic and Minesite Charters

- The year trended well overall, private charters and school runs continued in town through the COVID-19 period meaning it had little effect on business.
- Cleaning standards were increased across the board in line with the current health advice, most businesses have reported they will continue the processes going forward and they will become the new normal.
- The industry is continuously looking for drivers and qualified workers. It is common to lose people to the mining industry and vacant roles do come up regularly.

Flight Services

- The year began steadily up until Feb 2020, operations slowed down considerably once COVID-19 hit.
- Overall turnover dropped by approximately 15%-20%.
- Staff numbers were reduced and positions were made redundant throughout the commercial and private industries.
- The Esperance base of Goldfields Air Services ceased operation and operations were diverted to Perth and other areas. Broome utilised the aircraft as they remained consistently busy.
- The Esperance base is looking to recommence as of mid-November.
- Investment in aircraft and additional staff is on the horizon if local tourism continues to increase the way it has post COVID-19.

HEALTH AND FITNESS

Kalgoorlie Health Campus

- Once COVID-19 hit the campus it became incredibly busy with increased staff required to keep up with new and changing protocols and general public demand.
- As with hospitals around the world the need to find staff to meet that demand, both in medical and support roles, was escalated and proved difficult.
- PPE supplies became restricted and different approaches needed to be taken to source products and ensure that they were being utilised efficiently.
- Various learnings have been made throughout the pandemic and some changes to procedures will remain going forward.

Bega Garnbirringu Health Services (BEGA)

- Throughout the COVID-19 period office staff were able to work from home and remote support was provided to the teams.
- Staff levels had been maintained throughout the year with no requirement to reduce, allowing continued support to clients.
- Health concerns created higher stress levels for staff and clients, but this eased towards the end of the financial year as the situation improved.
- The clinic is still maintaining the same strict screening processes and hygiene standards going forward.

Aged Care

- The year was busy overall, finding staff was relatively easy in the first half of the financial year however became very difficult during the COVID-19 period and afterwards.
- Many workers were lost through February to May and those vacancies were still open well after the end of financial year.
- The COVID-19 period was demanding, clients were gained and staying on top of the most recent health advise and protocols required additional resources.
- Additional training and management of the staff was required, especially regarding stress management and team welfare.
- PPE and sanitation requirements increased and suppliers struggled with demand, the issues surrounding supply did ease towards the end of the financial year.

Royal Flying Doctor Service (RFDS)

- RFDS WA covers 2.5 million square kilometres, the largest health jurisdiction in the world.
- In 2020 the RFDS achieved the following; 9,012 emergency aeromedical retrievals were conducted, 15,612 patients were seen at primary healthcare clinics, 7.96 million kms were flown in total and over 50,000 telehealth consultations were completed.
- An average of 135 calls per day come to the RFDS WA Coordination Centre.
- For the Goldfields alone 1,621 patients were transferred, averaging 31 transfers per week, 691 patients attended primary healthcare clinics and 85 medical checks were in remote locations including mine sites.
- The third Rio Tinto LifeFlight PC-24 jet is set to join the RFDS WA fleet in 2022. This will be a six-year, \$15 million partnership extension with the long standing and highly valued corporate partner, Rio Tinto.
- The third jet will strengthen and expand their aircraft assets for the future, enabling RFDS WA to continue to be a vital link in the health network of WA.
- RFDS WA has been an integral part of the WA Government's State Health Emergency Response Plan during the COVID-19 pandemic. As of 1 September, RFDS WA has aero medically retrieved 105 patients with confirmed or suspected COVID-19.

RFDS WA's COVID-19 Response:

- Services were increased by 10% from April through until June 2020.
- Essential health workers, equipment, supplies and pathology samples were transported across the State during lockdown.
- The surge capacity of their people and planes was increased to account for up to a 25% increase and investment in critical capital was approved to ensure rapid, safe response for the regions.
- Doctors and Nurses received training to be able to work in WA Country Health Service locations and bolster regional medical capacity.
- One Rio Tinto LifeFlight PC-24 jet was relocated to the Broome base for faster COVID-19 aeromedical retrievals.
- Resources were helicoptered onto ships in the northwest ports to conduct COVID-19 swab testing for seafarers.
- Plans were put in motion to trial a High Acuity Retrieval Unit (intensive care unit on wheels), a telehealth app and an online diagnostic tool.
- Leading practices were developed, evolving aeromedical infection control standards and intubations guidelines for COVID-19.
- Decontamination zones at the bases were established, aircraft decontamination protocols put in place and washable storage for vital equipment were introduced.
- A supply chain for Personal Protective Equipment (PPE) was confirmed and all frontline staff were trained in new PPE and decontamination protocols.
- Response capabilities were tested during scenario exercises with our key partners.

Health Private

- It continues to be difficult to attract GP trainees, West Australian graduates and other Australian trained doctors to the region.
- The industry is relying more and more on overseas trained doctors and it is becoming harder to source them.
- Not allowing local GP's hospital admitting rights for medical patients has made business hard.
- COVID-19 created need for an increase in telehealth usage and a reduction in the number of people attending practices. Telehealth appointments will continue going forward as a quick, cost effective way to manage basic consultations.

Disability Services

- The income injected from the NDIS schemes and other government initiatives maintained the industry while overall client income decreased.
- These initiatives led to being able to invest in capital and increase staff numbers across the board.
- The industry is still affected by workforce supply shortages, especially for male support workers.
- Sourcing PPE was a problem nationally throughout COVID-19 although Kalgoorlie was not as largely affected as major cities and other regions.
- Travel restrictions imposed through COVID-19 for very remote areas impacted heavily on service delivery.

Chiropractors/Physiotherapists/Remedial Therapists

- The financial year had mixed results for businesses, some being heavily affected by COVID-19 while others were able to expand and invest.
- Some areas have been heavily affected by the labour shortage, struggling to find long term workers with the appropriate skills.
- International and domestic border closures has been an issue in attracting skilled workers.
- All businesses experienced high demand throughout the year with appointments booked out well in advance.
- Missed appointments and limited notice periods continued to cause scheduling and expense issues across businesses.
- Expenditure rose notably due to the additional COVID-19 hygiene and cleaning protocols, there were some supply issues for PPE and other equipment.
- There have been supply issues with some products now being unavailable in Australia. This has resulted in having to diversify and introduce alternative solutions to the business.

TOURISM AND TRAVEL

- The Bushfires early in the season slowed tourism with widespread road closures and public concern for travel.
- As COVID-19 restrictions came in to play tourism came to a standstill, flights were grounded, and people were urged to stay home and leave only to work and buy essentials. Local accommodation services, tours, museums and other places of interest either closed or heavily reduced their operations.
- Both the State and Federal government kicked off initiatives to support and encourage local tourism.
- The 'Wander Out Yonder' initiative picked up in Spring and packed regional Western Australia. With the hard border to the east still in place and most restrictions lifted the only travel option available was to go local.
- The region saw a huge spike in tourism with accommodation booked out and tours seeing a years' worth of bookings in a matter of months.
- Due to travel restrictions the region did not receive the normal influx of seasonal workers leaving businesses such as hotels and restaurants desperately understaffed.

MINING SUPPORT INDUSTRIES

Mining Maintenance

- The financial year remained steady with an increase in revenue across the industry.
- Border closures and travel restrictions effected the ability to source workers and fill vacant roles.
- The labour shortage continues to affect the industry.
- Some sourcing and supply chains were affected by a drop in manufacturing and delayed shipping times. This caused some interruption in finalising jobs.

Mining and Civil Works Contracting

- There were positive commercial results through the Financial Year 2019/2020 with works continuing throughout COVID-19.
- The industry continues to create jobs and invest as it grows.
- Some adjustments were required to meet COVID-19 procedures and mine site restrictions through the first half of 2020.
- Restrictions did slow proceedings in some areas as businesses postponed projects however, that picked back up quickly once they eased.

Civil and Structural Engineering

- Overall Financial Year 2019/2020 profit increased by 10-15%.
- Initial impact of COVID-19 caused a slow down in site works, as restrictions limited access to mine sites.
- Lifting of restrictions meant site based work could continue and work quickly increased.
- Government stimulus packages increased work considerably in construction.

Testing

- The Financial Year 2019/2020 was busy giving a very positive outlook on how the region is gaining traction in development.
- Revenue doubled and as a result allowed capital investment and approximately 20% more jobs to be created.
- The labour shortage continues to affect the industry and sourcing skilled workers locally or within Australia that are willing to relocate is increasingly difficult. Most businesses look to overseas to fill this gap but that has mostly been put on hold due to COVID-19 restrictions.
- COVID-19 did affect freighting times and some sourcing availability.

Hydraulics

- The industry maintained steady growth throughout the financial year.
- There has been a labour shortage due to the increased workload and skilled labour being hard to source.
- The industry is continuously on the lookout for heavy duty fitters and mechanics.
- There have been issues with large corporate companies from out of town under-cutting smaller local suppliers with quoting.
- Freight delays are ongoing due to COVID-19 complications and restrictions.
- Stock holdings have been increased at a local level to avoid running out in future.

Blast and Paint Services

- There was an increased demand for services over this financial year.
- The increased profit and turn over enabled many businesses to invest in capital and expand to new premises.
- A shortage of staff has made businesses reliant on labour hire and pay rates have been increased in an attempt to keep workers.
- Sourcing became more difficult as suppliers ran short on materials and border closures restricted movement.

Crane Hire

- The industry remained profitable over the last financial year though there was drop caused by projects being cancelled or postponed in relation to COVID-19.
- Businesses were still able to invest with new equipment being purchased and new jobs created.
- Several businesses have plans to expand over the next twelve months and moves to bigger premises on the horizon.
- The labour shortage has affected the region with people from Perth being brought in to relieve demand in the short term.
- The highest demand roles have been crane operators, riggers, MC drivers and heavy diesel mechanics.
- There was a huge impact on volume of work with many clients needing to postpone work as contractors could not supply the required numbers to continue projects.
- Finding workers to relocate to the region remains to be the most difficult obstacle.

Plant Hire and Contracting

- The financial year was mixed with overall growth occurring despite a dip due to COVID-19.
- Businesses were able to invest in new equipment and capital as many projects were unaffected by COVID-19.
- The drop through the height of COVID-19 restrictions was quickly recouped as client confidence increased and postponed work was reinstated.

Environmental

- Revenue and available work remained consistent compared against previous years.
- Remote working arrangements were possible during the height of restrictions and no staffing reductions were required.
- COVID-19 continues to create uncertainty and the need to stay connected to clients, holds far more importance than in previous times.

Electrical Engineering

- The industry fared well through COVID-19 and was predominantly unaffected. Reported profits were similar to previous years.
- Quality labour is in short supply, plenty of applications are flowing through but the level of skillsets, work ethic and general calibre of candidates has fallen.
- Adapting to mine site restrictions caused the biggest hurdle with some sites closing entirely to contractors and others maintaining strict scheduling rules and procedural guidelines.
- Most sites relaxed measures as the state restrictions eased, however they are expected to return should a second wave of the virus occurs.

Refrigeration, Heating and Cooling

- The year started well with COVID-19 bringing a sharp drop but recovering quickly to round out fairly on par with previous years.
- Growth across the industry has led to an ability to expand and develop larger projects.
- The labour shortage continues to be a problem with licenced and experienced workers difficult to source.
- It can take months to fill a vacancy which stunts the ability for businesses to grow.
The most common required roles are refrigeration air-conditioning technicians and electricians.

Mining Energy Supplies

- The gold industry continues to be buoyant, but product lines continue to see downward pressure on pricing with increased competition from out of town. Overall, it was a positive financial year even with reduced margin.
- Increasing market share and promotion throughout the region is key to combating external competition.
- While demand continues to be high businesses are investing in capital and in expanding.
- The labour shortage continues to affect the industry and pay rates also continue to rise. Poly welders and mechanical fitters are the most in demand roles.
- The restrictions on interstate travel reduced the numbers of temporary staff available. This reduced ability to meet the requirements of customers and applies pressure on labour rates.
- COVID-19 led to the need to split shifts in some areas to reduce possible transmission.
- Reliance on good quality telephone and internet services became critical as video conferencing and utilising virtual options became the norm.

Electrical Supply and Repair

- Turnover increased consistently across the sector, there has been a noticeable improvement in client numbers and a continuous flow of work.
- The push for local sourced products and services has been a contributor to this result.
- Consistent growth has meant staff retention through COVID-19 and the ability for capital investment.
- Profit margins are reduced in smaller organisations to compete with large scale Perth based and national companies.
- COVID-19 related delays in overseas manufacturing and shipping affected the ability to supply at full capacity.
- Perth based businesses continue to undercut local quotes and contracts meaning smaller businesses must run at lower margins and absorb costs to remain competitive.

Telecommunications

- The financial year tracked on par to previous years with a slight decrease in revenue for some areas.
- Government initiatives allowed the purchase of equipment and capital for some businesses allowing room for growth in the future.
- Keeping costs low and attracting staff to the region continue to be key issues across the board.

Auto Electrical

- Trade has been on par with previous years results staying steady and consistent even throughout COVID-19.
- The labour shortage has been an issue, finding qualified workers has historically been a concern for the industry but post COVID-19 even less applications are being received than before.
- Most businesses in the area could take on another 2-3 auto electricians.
- There have been some delays accessing parts resulting in longer wait periods to complete work.

Site Concreting Contractors

- Business for the current financial year has been fairly consistent and on par with the previous period.
- There was no need for businesses to cease work through COVID-19. Work was able to carry on as usual with the only changes being around increased cleaning and distancing procedures.
- Labourers were in high demand and difficult to find leading to some delays.
- Post COVID-19 the demand for construction rose considerably as client confidence increased leading to a rise in business that continued through the end of financial year.

Modular

- The industry lost staff through COVID-19 however picked back up towards the end of the financial year.
- Cleaning standards increased substantially industry-wide and are expected to continue going forward.
- All shipped items began to be quarantined for 14 days before they are opened or entered. This has required substantial work around management to ensure delays are not created.
- Enquiries have more than tripled, creating room for expansion going forward.

Mining Supply Industry

- Business was steady across the industry with some sectors declining slightly through COVID-19 and some picking up as the financial year ended.
- As with most businesses supporting the mining industry COVID-19 had a limited financial impact.
- Consistent demand has led to increasing many businesses ability to invest in new capital, staffing and locations.
- Expansion and growth have been a common theme and there has been labour available to keep up in most instances.

AGRICULTURE

Pastoral and Livestock Farming

- In Mid-April, the State Government issued a plea to farmers in water deficient regions to stop accessing emergency water unless it was for livestock. Grain farmers in the water deficient areas responded stating they desperately needed water for spray rigs.
- After an unprecedented two-year dry spell, ten regions in WA have been declared water deficient, including Salmon Gums and Grass Patch. For these regions water is shipped in by the government to give livestock farmers emergency supplies for livestock.
- The Regional Investment Corporation cut interest rates creating some relief.
- While the drought relief packages have eased strain in many areas it has been reported as very difficult to qualify for and receive them.

 **KBCCI**

