



# **MINUTES**

of the

**ALL PURPOSE COMMITTEE MEETING**

**Held at 6:30PM**

on

**15 APRIL, 2019**

in the

**Councillor's Conference Room**

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**1 DECLARATION OF OPENING/ANNOUNCEMENT OF VISITORS**

The Chairman declared the meeting open at 6:34pm welcoming those present.

**2 RECORD OF ATTENDANCE/APOLOGIES/LEAVE OF ABSENCE (PREVIOUSLY APPROVED)**

**IN ATTENDANCE:**

Mayor John Bowler  
Cr Deborah Botica  
Cr Lisa Malicky  
Cr Laurie Ayers  
Cr Gary Brown  
Cr Suzie Williams  
Cr Glenn Wilson  
Cr Natalie Coxon  
Cr Pam O'Donnell  
Cr Nardia Turner  
Cr Linden Brownley

**MEMBERS OF STAFF:**

Mr John Walker	Chief Executive Officer
Mr Stuart Devenish	General Manager Infrastructure & Environment
Ms Ivana Castle	Chief Financial Officer
Ms Holly Phillips	General Manager City Living
Ms Karen Theaker	Governance Officer
Mr Alex Wiese	Executive Manager Economy and Growth
Mr Brett Killen	Manager Information Communication and Technology

**VISITORS:**

0

**PRESS:**

0

**APOLOGIES – ELECTED MEMBERS:**

Cr Allan Pental

**APOLOGIES – MEMBERS OF STAFF:**

Nil

**LEAVE OF ABSENCE:**

CR MANDY REIDY

**3 PETITIONS/DEPUTATIONS/PRESENTATIONS**

**3.1 KALGOORLIE GOLF COURSE RESORT AND CLUBHOUSE**

A PRESENTATION WAS GIVEN BY MR JOHN ZENDLER (PACIFICA DEVELOPMENTS) AND MR DAVE CONSTANTINE (WA GENERAL MANAGER HILTON).

**4 DECLARATIONS OF MEMBERS' AND OFFICERS' INTEREST**

**4.1 INTEREST AFFECTING IMPARTIALITY CITY OF KALGOORLIE-BOULDER CODE OF CONDUCT**

Nil.

**4.2 FINANCIAL INTEREST LOCAL GOVERNMENT ACT SECTION 5.60A**

Nil.

**4.3 PROXIMITY INTEREST LOCAL GOVERNMENT ACT SECTION 5.60B**

Nil

**5 CONFIRMATION OF MINUTES**

**MOVED BY: CR BROWN**  
**SECONDED BY: CR BROWNLEY**

[Minutes of All Purpose Committee Meeting held on 18 March 2019](#)

That the minutes of the **All Purpose Committee** meeting held on 18 March 2019 be confirmed as a true record of that meeting.

**CARRIED**  
**(11/0)**

**6 URGENT BUSINESS APPROVED BY THE PERSON PRESIDING OR BY DECISION**

Nil.

**7 MOTIONS OF WHICH PREVIOUS NOTICE HAS BEEN GIVEN**

Nil.

## 8 REPORTS OF OFFICERS

### 8.1 CHIEF EXECUTIVE OFFICER

#### 8.1.1 ECONOMIC DEVELOPMENT BUY LOCAL STRATEGY UPDATE

<b>Responsible Officer:</b>	<b>John Walker</b> <b>Chief Executive Officer</b>
<b>Author:</b>	<b>Alex Wiese</b> <b>Executive Manager Economy and Growth</b>
<b>Disclosure of Interest:</b>	<b>Nil</b>

#### VOTING REQUIREMENTS

Simple

#### OFFICER RECOMMENDATION / COMMITTEE RESOLUTION

**MOVED BY: CR WILSON**  
**SECONDED BY: CR MALICKY**

**That Council receive an update on initiatives implemented as part of the Economic Development Buy Local Strategy.**

**CARRIED**  
**(11/0)**

#### EXECUTIVE SUMMARY

The City's Economy and Growth Business Unit has provided valuable support for local business through the ongoing implementation of the City's Buy Local Strategy and Small Business Friendly Initiatives. These initiatives aim to support and increase the capacity of local businesses, whilst also working with the Kalgoorlie-Boulder community to promote the social and economic benefits of shopping locally. Recent initiatives include a Procurement Workshop for local businesses, activation of the CBD during the Christmas period, and ongoing #shoplokalwa communication which have been incredibly well received by both local businesses and consumers.

To further support local businesses, a range of initiatives are scheduled for implementation over the next three months. These include the launch of the Kalgoorlie-Boulder Grant Finder, a City Pass Rewards Program, research into an online business-to-business networking platform, local business showcase videos, space activation activities and ongoing #shoplokalwa community engagement to support local business with the introduction of Sunday trading on 24 March 2019.

#### COMMUNITY STRATEGIC PLAN LINKS

This report links to the Strategic Community Plan through the Community's Guiding Principles to cultivate a strong and vibrant local business environment.

#### BUDGET IMPLICATIONS

There are no financial implications resulting from the recommendations of this report.

## REPORT

### Procurement Workshop

A 'How to Do Business in Kalgoorlie-Boulder' workshop was held on 8 December 2018 in partnership with the Goldfields Esperance Development Commission (GEDC). The workshop aligned with the City's Buy Local Strategy, aiming to increase local purchasing and to support local employment. The workshop is part of a series of steps being undertaken by the City's Economy and Growth Business Unit to proactively connect local business with government, major industry and mining, and to assist local businesses to secure more work.

The event attracted more than 70 representatives from local small and medium enterprises who were eager to connect with local procurement professionals, gain insight into upcoming City and regional opportunities and learn about procurement process and compliance information. Feedback from both presenters and attendees was overwhelmingly positive and most participants expressed interested in participating in a similar future event.

A post-event survey also revealed local business needs and areas in which businesses are needing more support, with participants indicating they would like future workshops to focus more on early tender notification and specific information for upcoming local projects. This feedback is being used to develop the next procurement Workshop to be held in the second quarter 2019.

Through the workshop local businesses also reported that the biggest encumbrance to becoming a supplier was not knowing who or how to connect with relevant personnel. This was particularly applicable for larger organisations where it is difficult to discover who is responsible for purchasing, as well as where to find important information and requirements for suppliers. For this reason, the Economic Development team is currently researching and assisting with the development of a local Business to Business (B2B) platform and capability register

### B2B Platform and Capability Register

The City of Kalgoorlie-Boulder (CKB) in partnership with the Goldfields Esperance Development Commission (GEDC) and the Kalgoorlie-Boulder Chamber of Commerce and Industry (KBCCI), have recently investigated the viability and benefits of establishing an online business-to-business (B2B) networking and capability register platform. The platform is a place-based business network that advances local economies by connecting businesses to each other. It gives suppliers the ability to list their services, expertise, capabilities and capacity in a central online platform, encouraging B2B communication and relationships.

Research into potential platforms has been conducted, with Localised emerging as the preferred provider. Localised has been specifically designed for Local Governments and/or relevant Chambers of Commerce to deliver in partnership with their local business community. It is a low cost, fully hosted and digitally managed procurement platform focused on connecting local suppliers to local procurement opportunities in regional economies. It gives suppliers the ability to list their services, expertise, capabilities and capacity on one central online platform, encouraging networks and collaboration within the local business community.

Consultation with local mining companies has revealed a strong desire to procure local content, indicating there is significant demand for the platform. Several representatives from the local companies have also expressed interest in supporting the resource's development through sponsorship during a three year trial period.

This project is currently being pursued with relevant stakeholders, with a possible funding and operational model still in development phase. The City's Economic Development team will continue to advocate and facilitate stakeholder collaboration on this project with the target of securing a model that collectively supports the local business community. *Refer to Attachment 1 for more detail on Localised.*

### **Launch of the Kalgoorlie-Boulder Funding Finder, in partnership with GrantGuru**

The City of Kalgoorlie-Boulder's Economic Development team has identified a real need to address the substantial gap in transparency that exists for local businesses and community groups when discovering and accessing funding opportunities. For this reason, the City has partnered with Australia's most powerful grant search engine, GrantGuru, to bring the Kalgoorlie-Boulder Funding Finder to local businesses and community groups.

The Kalgoorlie-Boulder Funding Finder will be a localised grant finding service which supports Council staff, local businesses and community groups to quickly search and identify appropriate grants and funding opportunities, in turn supporting economic growth. This initiative aligns with the City's aspirations to boost opportunities for economic development and tourism by supporting the growth of local businesses and enhancing community led projects.

The 'Funding Finder' will be launched in April 2019, supported by a communications campaign and a series of grant writing capacity building workshops for both businesses and community groups. The 'Get Funded' workshops are scheduled for the 6th and 27th May 2019. *Refer to Attachment 2 Get Funded event flyer.*

This initiative is anticipated to decrease dependency on the Economic Development Sponsorship Program, allowing for a more broad range of local activities to be supported by the City. *Refer to Attachment 3 to review the GrantGuru Business Case*

### **Local Business Showcase**

To celebrate the significant contributions local businesses make to the Kalgoorlie-Boulder economy and community, the Economy and Growth Business Unit is currently working to produce a series of local business showcase videos. The program has received positive interest from local business owners, with the development of this content aimed to be used as a multi-faceted approach to business development.

This initiative aims to provide positive exposure of local businesses, promote the City's strong business community and to encourage Kalgoorlie-Boulder residents to buy locally. Once complete, the clips will be shared via social media and played at a range of local and non-local forums. The videos will also support the #shoplokalwa campaign by connecting community to the faces behind local business, creating

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positive online content featuring Kalgoorlie-Boulder and to demonstrate an alternative approach to business marketing.

The pilot series is planned to be launched at a forum that is targeted at local businesses. *Note: the Local Business showcase video has been provided for preview at this meeting.*

### **2018 Buy Local Christmas Campaign**

The City of Kalgoorlie-Boulder's Christmas Buy Local campaign provided residents with a unique local shopping experience throughout December 2018. The street activation program delivered over 100 hours of street activity that encouraged community interaction and engagement within our City.

Feedback from local businesses about the initiative was incredibly positive, with reports of increased visitation and a vibrant, busy feeling in the main streets. 96% of businesses surveyed expressed they are feeling more optimistic for the year ahead and would also support a year-round street entertainment program as part of the future development of this initiative.

Whilst not designed to directly increase local business profitability, the activation program demonstrated a dramatic improvement to the vibrancy of the City and significantly enhanced the local shopping experience. Activation activities have also been scheduled for the first month of Sundays to support the introduction of Sunday Trading. Due to the success of the campaign the Economy and Growth Business Unit will work collaboratively with local business to design a yearlong activation program. *Refer to Attachment 4 to view the Christmas programs image collection, activation timetable and media snapshot.*

### **Kalgoorlie-Boulder Local Spend Analysis and Campaign**

The Kalgoorlie-Boulder Local Spend analysis campaign has been positively received from both businesses and the community. An analysis conducted by REMPLAN revealed that for every \$100 spent at a local small business, an incredible 64% stays in the local economy and community. This is compared with only 3% for online purchases.

This data has formed the concept of a comprehensive radio marketing campaign which coincided with the activation initiatives implemented in the Kalgoorlie and Boulder CBD's through December. The campaign shared the local spend data in an engaging way, aiming to make residents more aware of how local spending supports Kalgoorlie-Boulder.

As a result of raising awareness, it is hoped that consumers are able to make informed choices, understanding the direct impact their dollar has when earned and spent in the same place.

A yearlong radio marketing campaign has since been scheduled to share the voice of local businesses, encouraging Kalgoorlie-Boulder residents to develop a connection with the people behind the counter. This campaign will focus on how spending locally enables businesses to give back to the community, demonstrating that we all play an important role in keeping our economic ecosystem alive.

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### **#shoplokalwa Community Engagement Activities**

The Economy and Growth Business Unit, in partnership with the Kalgoorlie-Boulder Chamber of Commerce, has planned a number of community engagement activities over the next three months as part of the #shoplokalwa campaign and to encourage local spending. These include:

- Sponsorship of the #shoplokalwa Kalgoorlie Community Fair Float Parade – All float winners will be receiving Kal Dollars, a voucher available through the KBCCI which can be spent at a range of local participating businesses.
- Supporting the Southern Cross Austereo East Hunt – Families will be able to hunt for several Kal Dollar prizes as part of this year's East Hunt. Banners with the local spend data will also be displayed at the event, promoting the importance of supporting small businesses and will then be rotated throughout Kalgoorlie-Boulder. *Refer to Attachment 5 to view the banner design.*

### **#shoplokalwa Rewards Program**

To support local businesses, the Economic Development Team is currently working to develop and launch a #shoplokalwa Rewards Program which will reward consumers who spend at local small businesses and create an opportunity for local business to thank shoppers for their continual support. There will be no cost for businesses to participate, the program managed by the City and prizes are to be provided as an incentive to visit City's facilities including the Golf Course, Goldfields Oasis and Goldfields Arts Centre. This initiative is planned to launch before the end of the second quarter 2019.

### **The Sponsorship Program**

As well as supporting local business, The Economy and Growth Business Unit oversees the implementation of the City's Sponsorship Program. The 2018/19 program has supported a vast range of events and projects that contribute significantly to the local economy and provide opportunity for the City of Kalgoorlie-Boulder to be promoted positively outside of the region. This year's program has supported a range of economic development events that contribute an estimated total impact of \$6,961,783 into the local economy. *REMPPLAN analysis 2019. Refer to Attachment 6 for the 2018/2019 list of sponsored events and programs.*

### **STATUTORY IMPLICATIONS**

There are no statutory implications resulting from the recommendations of this report.

### **POLICY IMPLICATIONS**

There are no policy implications resulting from the recommendations of this report.

### **COMMUNITY ENGAGEMENT CONSULTATION**

No community consultation was considered necessary in relation to the recommendations of the report.

## ATTACHMENTS


Localised FAQs 

Get Funded Event Flyer 

GrantGuru Business Case 

2018 Buy Local Christmas Campaign 

Local Spend Campaign Banner 

2018/19 Sponsorship Program 

## 8.1.2 GROWING KALGOORLIE-BOULDER UPDATE

<b>Responsible Officer:</b>	<b>John Walker Chief Executive Officer</b>
<b>Author:</b>	<b>Alex Wiese Executive Manager Economy and Growth</b>
<b>Disclosure of Interest:</b>	<b>Nil</b>

### VOTING REQUIREMENTS

Simple

### OFFICER RECOMMENDATION / COMMITTEE RESOLUTION

**MOVED BY: CR O'DONNELL**  
**SECONDED BY: CR BROWN**

**That Council receive the Growing Kalgoorlie-Boulder update and note and endorse the initiatives outlined below.**

**CARRIED  
(11/0)**

### EXECUTIVE SUMMARY

This report provides an update on the implementation of the Growing Kalgoorlie-Boulder economic growth plan (the Plan) that aims to:

1. Strengthen the capability of the City to drive long run investment, business and employment growth;
2. Deliver population growth that is generated by economic growth; and
3. Support the efficient and effective delivery of development effort and investment.

Ten (10) priority initiatives from the Plan are being progressed or reviewed by the project owners with support from the appointed stakeholder group.

These include: Centre of Excellence, Hard Rock Processing and Engineering Training Facility, Fringe Benefit Tax (FBT) Reform, CRC ORE Mining Innovation Hub, Strategic Industrial Land, Solar for the Goldfields, Kal City Centre, Place Manager, Marketable Brand and Strategy for Kalgoorlie-Boulder and Reconciliation Action.

### COMMUNITY STRATEGIC PLAN LINKS

This report links to the Strategic Community Plan through the Community's Guiding Principles:

- Be a friendly city that is a safe place to live work and play
- Be a strong and vibrant community that plans for a diversified future
- Foster a growing population
- Be a city that is a dynamic, diverse, and attractive place for tourists
- Support diverse and growing industries
- Cultivate a strong and vibrant local business environment
- Deliver a safe and integrated transport network
- Gain increased support and recognition from State and Federal governments

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## BUDGET IMPLICATIONS

There are no financial implications from the recommendations of this report.

## REPORT

### Background

The 'Growing Kalgoorlie-Boulder' (the Plan) is a strategy for attracting business and investment, supporting the growth of competitive industries, and building a better place to live for existing and new residents.

### Plan Themes and Governance

Three (3) strategic themes are identified in the Plan being:

1. Building on our competitive strength in mining;
2. Economic diversification; and
3. Enhancing community liveability.

The themes are being delivered through seven (7) priority focus areas covering tourism, aboriginal economic development, energy, knowledge, connectivity, business and the built environment.

The Growing Kalgoorlie-Boulder partnership (GKBP) representing the City, GEDC, Kalgoorlie-Boulder Chamber of Commerce and Industry, Chamber of Minerals and Energy, Regional Development Australia Goldfields Esperance and two rotating members provides overarching governance for the implementation of the Plan.

Stakeholder groups have been established to inform and provide advice on the ongoing prioritisation, review and delivery of more than 150 initiatives identified in the Plan. They are made up of more than 80 local area experts, with Chair as follows:

- Build the Knowledge Economy - Bill McKenzie
- Provide Energy Solutions - Ian Taylor
- Connect Kalgoorlie-Boulder with the World - Sam Spearing
- Develop and Promote Tourism - Arianne Web
- Support Business Industry Development - Garry Symonds
- Develop the Built Environment and Sense of Place - Robert Hicks
- Support Aboriginal Economic Development - Trevor Donaldson

### Status of Priority Initiatives

Six (6) of the seven (7) Stakeholder Groups have met during 2019 to assist with the review and implementation a program of action. The programs as acknowledged by GKBP, contains ten (10) initiatives and are being progressed or reviewed by the relevant project owners.

A summary on the status of each of the initiatives is provided below:

- Centre of Excellence – This project is under review by the Western Australian School of Mines (WASM) and Curtin. Many elements of the initiative are being explored with industry to determine demand and alignment with future teaching, training and research strategies.
- Hard Rock Processing and Engineering Training Facility –The GEDC have taken on the role of project owner and are working with the Department of Training and Workforce Development to review the initiative as part of a Goldfields Labour Market Review to be undertaken in April – June 2019.
- Solar for the Goldfields – The Department of Primary Industries and Regional Development has held a number of working group meetings (with Synergy, Western Power and other key stakeholders) to progress the Virtual Power Plant (VPP) project for Kalgoorlie-Boulder. The VPP is a distributed rooftop solar and battery system that collects energy and dispatches it in a similar way to a power station. A detailed updated is scheduled for May 2019.
- Fringe Benefit Tax Reform (FBT) – The City has been working closely with local, state and national stakeholders to determine issues for inclusion in a City of Kalgoorlie-Boulder submission to the Productive Commissions review on Remote Area Tax Concessions and Payments. This consultation has also sort to alignment themes across submissions.

The City's submission includes a FBT Policy and will cover:

1. Why the City and regional Local Governments have an interest in remote area assistance.
2. Rationale for continuing remote area assistance:
  - a. Economic development - ensuring access to a suitable workforce.
  - b. Access to essential services and infrastructure – ensuring remote areas can access an essential services workforce; encouraging population growth to create scale.
  - c. Sustainable population – the impact of FIFO on remote communities and cites.
  - d. Liveability – the importance of assistance to help address the high cost of regional airfares, medical travel and general living.

3. Options for revising current arrangements:
  - a. The expansion of FBT housing concessions to 100 percent for residential rent and mortgages in remote communities.
  - b. Restoring the value of the Zone tax offset and ensuring this is based on contemporary measures of remoteness.
  - c. Methods for focusing concessions on remote regional Australia.
- Strategic Industrial Land – Updates are below. To view the locations of the Strategic Industrial Area refer to *Attachment 1*.
  - Kalgoorlie Strategic Area 1 – Tenure and deployment of this land parcel remains on hold while the Department of Jobs Technology Science and Innovation continues discussions with BHP regarding the possible expansion of the Kalgoorlie Nickel Smelter.
  - Strategic Industrial Area 2 (Lot 500) - The City has created a Local Development Plan for the site and obtained a clearing permit. The project is development ready by early 2020. Proactive engagement with major industry has also continued with the two new enquires being progressed for Lot 500. Enquiries have also been received relating to intensive agriculture and algae production.
  - Kalgoorlie Strategic Industrial Area 3 - The enquiry lodged with Department of Planning, Lands and Heritage to secure tenure is progressing and the City has commenced consultation with prospecting licence holders and applicants.
- CRC ORE Mining Innovation Hub (KalHub) – The KalHub has continued to engage with businesses on research and innovation projects. Three (3) significant projects are underway and progressing:
  - i. A Grade by Size project - this project will allow characterisation of preferential deportment of grade by size across mine or orebody and has the potential to decrease the amount of low value feed sent to a processing plant. Ten mine sites are involved.
  - ii. An Integrated Screening and Particle sorting project – this project evaluates the integration of screening and sorting technologies as a means of improving feed grade. Five mining companies are involved.
  - iii. Research opportunities for WASM, including remediation of mercury contaminated sites.
- Rail Realignment Project – PricewaterhouseCoopers was engaged late December 2019 to complete a preliminary business case. The research, analysis and consultation components of the project have been completed. The final business case is scheduled to be handed to the City the week of the 15 April 2019. Strategy will now be developed to advance the project.

- Kal City Centre – The City is in the final phases of Stage 1 of the Project and has received draft schematic designs and artist perspectives of key precinct areas as informed by the community to support early design.
- Marketable Brand and Strategy for Kalgoorlie-Boulder – The City has launched a campaign to develop a competitive brand positioning for the City focused on liveability and tourism. The priority focus of the Group has been to prepare an actions and projects document and progress initiatives related to events, collaboration, networking and product development opportunities.
- Place Manager – The City has appointed a Manager of Place and Activation, commencing on 20 May 2019. The role of the Manager is to provide leadership in the creation of spaces and places which enable economic, cultural and social outcomes and exceptional public experiences.
- Reconciliation Action Plans – In October the City released its inaugural Reflect Reconciliation Plan which was applauded by Reconciliation Australia. The Plan will support strengthened relationships, respect and opportunities between the City and Aboriginal and Torres Strait Islander people for a more prosperous future for the City. The administration of the Group is currently under review having not met since mid-2018.

### **STATUTORY IMPLICATIONS**

There are no statutory implications resulting from the recommendations of this report.

### **POLICY IMPLICATIONS**

There are no policy implications resulting from the recommendations of this report.

### **COMMUNITY ENGAGEMENT CONSULTATION**

No community consultation was considered necessary in relation to the recommendations of the report.

### **ATTACHMENTS**

Strategic Industrial Land Map 

**8.2 GENERAL MANAGER – INFRASTRUCTURE AND ENVIRONMENT****8.2.1 ADOPTION OF NEW TYRE DISPOSAL CHARGES FOR YARRI ROAD REFUSE FACILITY**

<b>Responsible Officer:</b>	<b>John Walker Chief Executive Officer</b>
<b>Author:</b>	<b>Stuart Devenish General Manager Infrastructure and Environment</b>
<b>Disclosure of Interest:</b>	<b>Nil</b>

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Following the stakeholder meeting on Friday 12 April 2019 (the purpose of which was to discuss this item), the Committee consider any matters that may have arisen resultant to Friday's meeting. In accordance with the Council resolution on 8 April 2019, this item will be returned to Council at the next Ordinary Council Meeting on 13 May 2019.



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## 8.3 CHIEF FINANCIAL OFFICER

### 8.3.1 ICT STRATEGY

<b>Responsible Officer:</b>	<b>Ivana Castle Chief Financial Officer</b>
<b>Author:</b>	<b>Brett Killen Manager Information Communication and Technology</b>
<b>Disclosure of Interest:</b>	<b>Nil</b>

#### VOTING REQUIREMENTS

Simple

#### OFFICER RECOMMENDATION / COMMITTEE RESOLUTION

**MOVED BY: CR WILLIAMS**  
**SECONDED BY: CR MALICKY**

**That Council accepts the Information Communication and Technology (ICT) Strategy document for 2018-2021.**

**CARRIED  
(11/0)**

#### EXECUTIVE SUMMARY

The purpose of this report is for Council to accept the Information Communication and Technology (ICT) Strategy document for 2018-2021.

#### COMMUNITY STRATEGIC PLAN LINKS

This report links to the Strategic Community Plan through the Community's Guiding Principles to incorporate innovative technology into the City's operations.

#### BUDGET IMPLICATIONS

There are no financial implications resulting from the recommendations of this report.

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## REPORT

The City has developed an ICT Strategy document which is a deliverable of the City's corporate business plan (2017-2021).

The strategy document focuses on six (6) themes being:

- Good Governance;
- Innovation;
- Financial Sustainability;
- Customer Focus;
- Collaboration; and
- Risk Management.

These themes feed into the six (6) Strategic Objectives which will guide ICT decisions.

They are as follows:

#### *Server Infrastructure – Cloud*

The City will develop and work within a cloud first framework. This approach will see the City evaluating cloud offerings in the first instance.

#### *Applications and Systems*

Considerable efficiencies can be gained through the standardisation and streamlining of existing systems. The City will work to ensure existing systems are fit for purpose, and where appropriate a consolidation and/or rationalisation process will be undertaken.

#### *Data and Systems Security*

The City will develop and implement a set of contemporary policies and procedures that will ensure its data and infrastructure assets are protected from accidental loss and targeted attacks.

#### *Service Maturity*

A suite of policies and procedures will be developed to ensure best practice governance of ICT is achieved. Supporting the team with this governance framework will enable it to shift to the target operating with a proactive mindset.

#### *Smart Cities*

Smart Cities is an initiative to increase efficiencies, sustainability, enhance quality of life and economic development while reducing costs. This initiative involves the implementation of smart devices to streamline processes.

The Department of Local Government and Communities Information Technology Framework provides a way to benchmark the City's ICT Governance and Infrastructure against a common framework. This benchmarking has enabled the Strategy to be developed with clear measurable KPI's at each 12 month milestone.

### **Corporate Business Plan**

The ICT department and its services play a critical role in enabling the City to deliver on its corporate business plan.

Aspiration	CBP Objective	IT Strategic Objective
Infrastructure	Incorporate innovative technology into the City's operations	Server Infrastructure - Cloud
		Applications and Systems
		Smart Cities
Environment	Implementing water efficiency measures across Council facilities Maximising Solar PV, alternative energy and energy efficiency measures	Smart Cities
		Smart Cities
Leadership	Managing the integrated planning and reporting in accordance with the local government regulations	Applications and Systems
		Data and Systems Security
		Service Maturity

In addition to the ability to deliver on these specific objectives, when the department reaches a proactive state they will be better positioned to assist the wider organisation implement efficiencies and cost savings.

Ensuring the ICT department has the bandwidth, and intention, to fully understand the challenges and opportunities presented across the organisation will enable it to identify and implement innovative solutions.

### **STATUTORY IMPLICATIONS**

There are no statutory implications resulting from the recommendations of this report.

### **POLICY IMPLICATIONS**

There are no policy implications resulting from the recommendations of this report.

### **COMMUNITY ENGAGEMENT CONSULTATION**

No community consultation was considered necessary in relation to the recommendations of the report.

### **ATTACHMENTS**

ICT Strategy Document 

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## 8.4 GENERAL MANAGER – CITY LIVING

### 8.4.1 COMMUNITY EXPENDITURE PROFILE 2018/19

**Responsible Officer:** John Walker  
Chief Executive Officer

**Author:** Holly Phillips  
General Manager City Living

**Disclosure of Interest:** Nil

#### VOTING REQUIREMENTS

Simple

#### OFFICER RECOMMENDATION

That the Committee:

1. Review the individual and total expenditures listed in the report and its associated attachment;
2. Consider its ongoing approach in making payments to the community and whether current practices represent the best and most effective way to expend money;
3. Give consideration to the effect on community groups, if any, of such financial outlays; and
4. Determine whether to maintain the status quo or vary the areas, method and quantum of expenditure.

#### COMMITTEE RESOLUTION

**MOVED BY:** CR BROWN  
**SECONDED BY:** CR BOTICA

That the Committee:

1. Review the individual and total expenditures listed in the report and its associated attachment;
2. Consider its ongoing approach in making payments to the community and whether current practices represent the best and most effective way to expend money;
3. Give consideration to the effect on community groups, if any, of such financial outlays;
4. Determine whether to maintain the status quo or vary the areas, method and quantum of expenditure; and
5. Conduct a more detailed review of strategy and areas of expenditure at a dedicated meeting to be held within three (3) months, and in the interim retain the same quantum of funds in the 19/20 budget as for 18/19.

**CARRIED**  
**(11/0)**

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## **EXECUTIVE SUMMARY**

The City has undertaken a desktop review of expenditure on grants, sponsorships, donations, events and special projects planned or in progress for the 18/19 financial year.

The purpose of the report is to outline the extent of investment in community activities to generate discussion on whether current practises represent the most effective use of resources.

## **COMMUNITY STRATEGIC PLAN LINKS**

This report links to the Strategic Community Plan through the Community's Guiding Principles to be a strong and vibrant community that plans for a diversified future.

## **BUDGET IMPLICATIONS**

There are no financial implications resulting from the recommendations of the report, albeit the purpose of the report is to highlight the extent of community expenditure.

## **REPORT**

Council as part of its municipal deliberations allocates annual expenditure to community activities.

Allocations are made either through the adoption of the annual budget or as opportunities materialise during the course of the year; under the delegated authority of Council or the Chief Executive Officer.

The City's traditional finance practises however focus on program-based allocations within the budget structure rather than an assessment of cumulative impact of expenditure across different functions of the organisation.

Further, many historical commitments are being 'rolled-over' year to year and accepted as ongoing activities without regular review or holistic impact evaluation.

It has become increasingly difficult to answer the question 'How much do we spend on community activities?'

## **Scope of the Review**

As a step towards understanding the extent of expenditure, a desktop review has been undertaken of the following areas:

- Sponsorships;
- Memorandums of Understanding;
- Community Assistance Scheme;
- Event and Partnership Expenses; and
- Other.

### Out of Scope

There are many areas which require detailed analysis to assess the full extent of expenditure which fall outside the scope of this review:

- Wages;
- Labour overheads;
- Administration costs;
- Capital expenditure;
- Income sources;
- In-kind expenditure;
- Core service delivery/operations;
- Goldfields Arts Centre programs;
- General maintenance activities; and
- Grant schemes such as the Heritage and Kidsport programs.

Given the exclusion of these areas the full extent of expenditure far exceeds that profiled.

### Description of Areas Considered

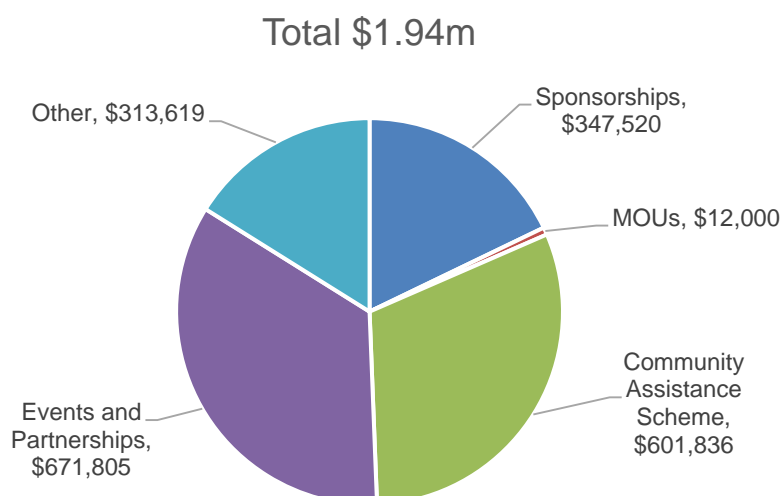
For the purpose of the report, expenses have been collated and categorised under the following areas:

- Sponsorships – event sponsorship, sporting and community donations, economic development sponsorships, charity golf days.
- Memorandums of Understanding – commitments covered by agreements with community groups.
- Community Assistance Scheme – the City’s annual, community and outstanding individual grants programs.
- Event and Partnerships – events, partnerships and initiatives coordinated by the Arts and Cultural Development and Healthy Communities Teams.
- Other – all other special contributions, subsidies and fee waivers.

### Total Expenditure

Sponsorships	\$347,520
MOUs	\$12,000
Community Assistance Scheme	\$601,836
Events and Partnerships	\$671,805
Other	\$313,619
<b>Total</b>	<b>\$1,946,780</b>

Figure 1.1 Expenditure by Area



Detail on the expenditure relating to each area are outlined in the attachments to this report.

### Matters for Discussion

There are many factors which warrant discussion on the extent of the City's current expenditure such as:

- Future influence of the City's new Strategic Community Plan on decision making and resource allocation;
- Expectations of existing grants and sponsorship recipients for funding continuance;
- Suitability of current delegations for discretionary contributions;
- Community expectations for 'value for money' expenditure;
- Realignment of expenditure to strategic objectives in the areas of liveability and economic diversification;
- Outdated and resource-intensive events and grants programs; and
- Lack of best case monitoring and evaluation of holistic expenditure.

### STATUTORY IMPLICATIONS

There are no statutory implications resulting from the recommendations of this report.

### POLICY IMPLICATIONS

There are no policy implications resulting from the recommendations of this report.

## **COMMUNITY ENGAGEMENT CONSULTATION**

No community consultation was considered necessary in relation to the recommendations of the report.

## **ATTACHMENTS**

Community Expenditure Profile 



**9 CONFIDENTIAL ITEMS**

Nil.

**10 DATE OF NEXT MEETING**

The next All Purpose Committee Meeting will be on Monday 20 May 2019.

**11 CLOSURE**

There being no further business, the Chairman, Mayor John Bowler , thanked those present for their attendance and declared the meeting closed at 8:39PM.