



**City of
Kalgoorlie
Boulder**

MINUTES

of the

ALL PURPOSE COMMITTEE MEETING

Held at 6:30PM

on

18 NOVEMBER, 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 18:33pm welcoming those present.

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

IN ATTENDANCE:

Mayor John Bowler
Cr Lisa Malicky
Cr Laurie Ayers
Cr Gary Brown
Cr Glenn Wilson
Cr Nardia Turner
Cr Linden Brownley
Cr Dave Grills
Cr Robert Hicks
Cr Terrence Winner

MEMBERS OF STAFF:

Mr John Walker	Chief Executive Officer
Ms Holly Phillips	General Manager City Living
Mr Alex Wiese	Executive Manager Economy and Growth
Ms Karen Theaker	Governance Officer

APOLOGIES – ELECTED MEMBERS:

Nil

APOLOGIES – MEMBERS OF STAFF:

Mr Stuart Devenish	General Manager Infrastructure & Environment
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LEAVE OF ABSENCE:

Cr Deborah Botica
Cr Mandy Reidy
Cr Pam Townsend

3 PETITIONS/DEPUTATIONS/PRESENTATIONS

3.1 Update from Pwc on FIFO and Tourism

Phoebe Huigens and Craig Shepherd of PricewaterhouseCoopers (PwC) provided an extensive update to Council on the feasibility and options study

on Hannans North Tourist Mine, and the impact of FIFO employment arrangements on the Kalgoorlie-Boulder economy and community.

3.2 EPIC KB (Entrepreneurs, Projects, Innovation, Community Kalgoorlie-Boulder)

John Grohovaz from EPIC KB presented to Council seeking sponsorship for the not for profit organisation which could provide a co-working space, entrepreneur, business and community development hub in the City.

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

COMMITTEE RESOLUTION

MOVED BY: CR LISA MALICKY

SECONDED BY: CR LINDEN BROWNLEY

[Minutes of All Purpose Committee Meeting held on 19 August 2019](#)

That the minutes of the All Purpose Committee meeting held on 19 August 2019 be confirmed as a true record of that meeting.

**CARRIED
(10/0)**

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 COUNCIL COMMITTEES 2019-2021

Responsible Officer: John Walker
Chief Executive Officer

Author: Michelle Todd
Manager Governance and Legal Services

Disclosure of Interest: Nil

VOTING REQUIREMENTS

Absolute

OFFICER RECOMMENDATION

That the Committee recommend Council:

1. Endorse the membership structure of the following Council Committees:
 - a) All Purpose Committee;
 - b) Finance and Audit Committee;
 - c) Commercial Businesses Committee; and
 - d) Walk of Fame Committee.
2. Endorse a Kalgoorlie-Boulder Youth Council Committee Council Delegate; and
3. Endorse the nominations to represent Council on the External Committees.

COMMITTEE RECOMMENDATION

MOVED BY: CR GARY BROWN
SECONDED BY: CR LAURIE AYERS

That Council:

1. Endorse the following nominations for membership of the All Purpose Committee, Commercial Businesses Committee, Finance and Audit Committee and Walk of Fame Committee for the period 2019-2021:

All Purpose Committee

Members: All Councillors

Finance and Audit Committee

Members: Mr Allan Pental (Independent Chair), Mayor John Bowler, Cr Gary Brown, Cr Glenn Wilson, Cr Nardia Turner, Cr Robert Hicks and Cr Laurie Ayers (Deputy)

Commercial Businesses Committee

Members: Mayor John Bowler, Cr Laurie Ayers, Cr Gary Brown, Cr Glenn

Wilson, Cr Nardia Turner, Cr Robert Hicks (Deputy) and Cr Terrence Winner (Deputy)

Walk of Fame Committee

Members: Mayor John Bowler, Cr Mandy Reidy, Cr Pam Townsend, Cr Linden Brownley and Cr Lisa Malicky (Deputy)

2. Endorse the following nominations for a Kalgoorlie-Boulder Youth Council Committee Council Delegate for the period 2019-2021:

Kalgoorlie Boulder Youth Council

Members: Cr Lisa Malicky and Cr Terrence Winner (Deputy)

3. Endorse the following nominations to represent Council on the External Committees for the period 2019-2021:

Liquor Accord

Members: Mayor John Bowler and Chief Executive Officer John Walker

Boulder Promotions

Members: Cr Nardia Turner and Cr Pam Townsend (Deputy)

Cemetery Board

Member: Mayor John Bowler (continuing member as nominated by the City and appointed by the Minister)

Goldfields Voluntary Regional Organisation of Councils (GVROC)

Members: Mayor John Bowler, Cr Dave Grills, Chief Executive Officer John Walker and Cr Terrence Winner (Deputy)

RoadWise

Members: Cr Dave Grills and Cr Glenn Wilson (Deputy)

Regional Roads Group

Members: Cr Dave Grills and Cr Glenn Wilson (Deputy)

Kalgoorlie-Boulder Urban Landcare Group

Member: Cr Lisa Malicky (plus staff member as nominated by the Chief Executive Officer)

Local Emergency Management Committee

Members: Cr Lisa Malicky, Cr Dave Grills and Cr Terrence Winner (Deputy)

Kalgoorlie-Boulder Visitors Centre

Member: Cr Terrence Winner

(Joint) Development Assessment Panels (DAP)

Members: Cr Lisa Malicky, Cr Gary Brown, Cr Nardia Turner (Deputy) and Cr Terrence Winner (Deputy)

Palace Theatre Recreation Centre

Member: Cr Nardia Turner

Art Gold

Members: Cr Pam Townsend and Mayor John Bowler (Deputy)

Loopline Committee

Member: Staff member as nominated by the Chief Executive Officer

WA Museum**Member: Cr Mandy Reidy****Reconciliation Action Plan****Member: Cr Lisa Malicky, Cr Linden Brownley and Cr Terrence Winner****CARRIED BY ABSOLUTE MAJORITY
(10/0)****EXECUTIVE SUMMARY**

In accordance with Section 5.8 of the *Local Government Act 1995*, the City of Kalgoorlie-Boulder establishes committees of three or more persons to assist the Council to exercise the powers and discharge the duties of the City of Kalgoorlie-Boulder. Council also provides representation to external committees and working groups.

Following each Local Government Election, all positions on the internal and external committees become vacant and Elected Members now have the opportunity to nominate for committees they wish to represent Council for the next 2 years.

Council internal committees are; All Purpose, Commercial Businesses, Finance and Audit and the Walk of Fame. The external committees (including outgoing representatives) is listed within this report and the attachment, Council Committees 2019-2021.

Council recently endorsed new Kalgoorlie-Boulder Youth Committee Guidelines which require a Councillor delegate to fulfil a two year term, to be nominated every two years following the elections, during other committee delegations.

The Commercial Businesses Committee was formed in consideration of prospective Local Government Act changes. Those changes have not occurred.

Following the last Information Session Councillors were asked to indicate their preferences, if any. A spreadsheet of responses will be tabled at the meeting to assist the Councillors.

COMMUNITY STRATEGIC PLAN LINKS

This report links to the Strategic Community Plan through the Community's Guiding Principles to demonstrate a transparent and inclusive local government.

BUDGET IMPLICATIONS

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

REPORT

Section 5.23 of the *Local Government Act 1995* provides that any committee that has delegated authority must be open to members of the public and the schedule of meeting dates and times must be publicly advertised. The reason for this, is that where a committee has the sole authority to decide upon an item, the report does not get considered at full Council.

None of the internal committees have delegated authority and as such, meetings are not open to the members of the public. The Council at its Ordinary Meeting considers all of the reports that are presented to the internal committees and members of the public are entitled to attend these Council meetings.

All Purpose Committee

Meets: 2nd Monday of each month
Membership 2017 – 2019: All Councillors

All Councillors 2019 – 2021 – Council to determine whether to move to a membership basis rather than all Council.

Finance and Audit Committee

Meets: Quarterly Membership

2017 – 2019: Mayor John Bowler, Deputy Mayor Allan Pental, Cr Gary Brown, Cr Suzie Williams. Cr Pam O'Donnell, Cr Glenn Wilson (Deputy Cr Laurie Ayers)

2019 – 2021: All positions vacant

Membership of the Finance and Audit Committee has always included Councillors only, best practice suggests having an independent member is beneficial.

Finding someone who understands Local Governments' audit and finance processes is difficult and without this knowledge, can be a hindrance to the operation of the Committee.

This is an opportune time to reconsider the appointment of an independent member to the Committee and Council are requested to consider appointed the retiring Chair, Allan Pental, as a member.

Commercial Business Committee

Meets: Quarterly

Membership 2017 – 2019: Mayor John Bowler, Deputy Mayor Allan Pental, Cr Laurie Ayers, Cr Gary Brown, Cr Natalie Coxon (Deputies Cr Suzie Williams and Cr Nardia Turner)

2019 – 2021 All positions vacant

Walk of Fame Committee

Meets: As required to determine nominations

Membership 2017 – 2019: Mayor John Bowler, Cr Deborah Botica, Cr Mandy Reidy, Cr Natalie Coxon and 3 community representatives

2019 – 2021: All positions vacant

Kalgoorlie-Boulder Youth Council

Council recently endorsed new Kalgoorlie-Boulder Youth Committee Guidelines which require a Councillor delegate to fulfil a two year term, to be nominated every two years following the elections, during other committee delegations.

External Committees

Council also provides representation to external committees. These committees are not presented to Council meetings however Elected Members are encouraged to provide Council with updates.

All positions on the external committees are declared vacant, however the list below provides the previous representatives for information as at 2017.

Liquor Accord Committee

Cr Mandy Reidy
Cr Deborah Botica (Deputy)

Boulder Promotions Development Association

Cr Suzie Williams
Cr Pam O'Donnell (Deputy)

Cemetery Board

Mayor John Bowler

Goldfields Tourism Network

Cr Pam O'Donnell
Cr Glenn Wilson (Deputy)

Goldfields Voluntary Regional Organisation of Councils

Mayor John Bowler
Cr Suzie Williams
Cr Linden Brownley (Deputy)

Kalgoorlie-Boulder Urban Landcare Group

Cr Pam O'Donnell
City staff member as nominated by the CEO

Kalgoorlie Goldfields Visitors Centre

Cr Pam O'Donnell

Development Assessment Panel (DAPS)

Deputy Mayor Allan Pental
Cr Lisa Malicky
Cr Glenn Wilson (Deputy)
Cr Gary Brown (Deputy)

Western Australian Museum – Kalgoorlie-Boulder

Cr Linden Brownley

Palace Theatre Recreation Centre

Cr Suzie Williams

Regional Road Group

Cr Suzie Williams
Mayor John Bowler (Deputy)

Roadwise

Cr Glenn Wilson
Cr Suzie Williams (Deputy)

Loopline Committee

City staff member as nominated by the CEO

Arts Gold

Cr Suzie Williams
Cr N Coxon (Deputy)
City staff member as nominated by CEO

Local Emergency Management Committee (LEMC)

City staff member as nominated by the CEO

The attached document Council Committees 2019 – 2021 has all the committees listed as vacant and Elected Members can nominate for the committee they wish to be a council representative or a deputy representative.

The Committee document will then be endorsed by Council and each of the external committees will be notified.

STATUTORY IMPLICATIONS

In accordance with Section 5.8 of the *Local Government Act 1995*, the City of Kalgoorlie-Boulder establishes committees of three or more persons to assist the Council to exercise the powers and discharge the duties of the City of Kalgoorlie-Boulder.

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

Council Committees Membership 2019-2021 

8.1.2 DESERT COLLECTOR SERIES FUNDING REQUEST

Responsible Officer: John Walker
Chief Executive Officer

Author: John Walker
Chief Executive Officer

Disclosure of Interest: Nil

VOTING REQUIREMENTS

Simple

OFFICER/COMMITTEE RECOMMENDATION

MOVED BY: CR LISA MALICKY
SECONDED BY: CR ROBERT HICKS

That Council decline the funding request for \$50,000 for series 2 of the Desert Collector Series.

**CARRIED
(10/0)**

EXECUTIVE SUMMARY

On 19 August 2019, Nigel Quick presented to the All Purpose Committee for the Desert Collectors Series.

The purpose of the presentation was to seek Council support for a funding request in the amount of \$50,000 towards the cost of producing series 2 of Desert Collectors.

Following the presentation, Council requested Mr Quick provide a budget to the CEO to assist in considering the funding request.

Following consideration of the budget provided, the City's recommendation is for Council to decline the funding request on this occasion.

COMMUNITY STRATEGIC PLAN LINKS

This report links to the Strategic Community Plan through the Community's Guiding Principles to ensure a financially stable local government.

BUDGET IMPLICATIONS

There are no budget provisions in place for funding for the project.

REPORT

On 18 July 2016, Nigel Quick presented to Council at the All Purpose Committee Meeting seeking Council support for a funding request towards the first Desert Collectors Series.

Council resolved, subject to conditions, to provide funding in the amount of \$30,000. This amount was always considered as seed funding and a second request was not anticipated.

Series 1 of Desert Collectors aired in 2018.

On 19 August 2019, Nigel Quick again presented to the All Purpose Committee for the Desert Collectors series 2. Mr Quick sought a funding contribution from the City in the amount of \$50,000. This request is a \$20,000 increase of the previous funding contribution by the City.

This support does not meet the criteria for any Council's funds and is therefore a discretionary request.

Following the presentation, Council requested Mr Quick provide a budget to the CEO to assist in considering the funding request. Council raised concerns around the measurable benefit for the City from the contribution to funding the series and whether Mr Quick had sought funding from other Councils who may benefit from the series.

Following consideration of the budget provided by Mr Quick for Desert Collectors series 2, the concerns raised by Council on 19 August 2019 remain and the City's recommendation is for Council to decline the funding request on this occasion.

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.

8.1.3 SUPPORTING LOCAL BUSINESS UPDATE

Responsible Officer: Alex Weise
Executive Manager Economy and Growth

Author: Katie-Jane Anderson
Economic Development Coordinator

Disclosure of Interest: Nil

VOTING REQUIREMENTS

Simple

OFFICER RECOMMENDATION

That the Committee receive an update on initiatives implemented as part of the Economy and Growth Buy Local Strategy and recommend they be noted by Council.

COMMITTEE RECOMMENDATION

MOVED BY: MAYOR JOHN BOWLER
SECONDED BY: CR NARDIA TURNER

That Council:

1. Note the update on initiatives implemented as part of the Economy and Growth Buy Local Strategy; and
2. Request the CEO to package the initiatives involved in this strategy under a newly developed brand and prepare a marketing plan to promote them.

**CARRIED
(10/0)**

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 the How to do Business with the City Procurement workshop, Small Business Over Coffee series, Kalgoorlie Boulder Means Business Newsletter, management of the Growing Kalgoorlie-Boulder and #shoploKalwa social media pages and launch of the Kalgoorlie Boulder Education and Training guide. To further support local businesses, a range of initiatives are scheduled to support local retail businesses in the lead up to Christmas.

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

Friday the 6th of September 2019 saw the delivery of the City's second procurement workshop, with a different approach. Again aligning with the City's Buy Local Strategy and aiming to increase local purchasing and support local employment, this workshop primarily focused on how to procure with the City of Kalgoorlie-Boulder.

Workshop presentations conducted by the Economy and Growth Business Unit and Project Management Office highlighted the steps that the City is taking to increase local content and make it easier for local businesses to procure City work. The presentation also displayed key statistics taken from the 2018/19 financial summary including categories of spend and outlining the City's plan to provide more opportunity through adapting the way the procurement tool vendor panel is operated.

The event attracted more than 40 representatives from local small and medium enterprises who were eager to; connect with local procurement professionals, gain insight into upcoming City opportunities, and learn about changes being made to procurement processes. All with the aim of removing overcomplicated prequalification and compliance and making city processes easier to follow.

*Refer to **Attachment 1**, How to do Business with the City of Kalgoorlie-Boulder Presentation.*

Small Business over Coffee

Hosted every month since July this year, held at a different location and featuring a diverse range of local and non-local business professionals as presenters, Small Business over Coffee is a networking event that provides the opportunity for small and home based businesses to connect within an informal environment.

An average of 30 local small and home based business owners attend each event signifying how strong the small and emerging business sector is here in Kalgoorlie-Boulder. Topics covered so far include Goal Setting and Business Planning, Maintaining Motivation and Social Media Marketing, Commercial Leasing and Launching a Business, Finance Essentials with ASIC and the ATO and Business Leadership.

Post event surveys conducted each month have indicated that people who attend value to opportunity to network with other businesses. These events have aided the Economy and Growth Business Unit in forming positive relationships with the local business community as well as the opportunity to work with an array of business related stakeholders. This strong relationship aids in making the right decisions when it comes to the development of initiatives that support and promote local business growth.

Refer to **Attachment 2**, *Small Business over Coffee Image Gallery*.

Kalgoorlie Boulder Means Business Newsletter

Launch in August 2019, the Kalgoorlie-Boulder Means Business newsletter is just one of the many initiatives the City is implementing to foster a strong connection between local businesses and promote the benefits of why Kalgoorlie-Boulder is a great place to start and grow a business.

Published monthly to over 900 local business subscribers, the newsletter promotes all things Kalgoorlie-Boulder Business related including Martlet Updates, Business News, Grants a Funding opportunities, what's on and much more.

You can subscribe to the newsletter by visiting the Economic Development section of the City of Kalgoorlie-Boulder website.

The Face behind the Business

To celebrate the significant contributions local businesses make to the Kalgoorlie-Boulder economy and community, the Economy and Growth business unit has produced a series of #shoploKalwa Face behind the Business articles, featuring local business owners and their unique stories.

The purpose of creating this content was to cultivate an emotive connection between local businesses and the community in order to further emphasise that buying local supports real people and keeps the money in town.

The short 150 word snapshots and a picture of the owner(s) where posted every Saturday morning over a six week period. These posts generated over 8,000+ engagements with the Kalgoorlie-Boulder community about the importance of supporting local businesses.

Refer to **Attachment 3**, *The Face behind the Business*.

2019 Buy Local Christmas Campaign

After the success of the 2018 program and due to positive feedback from both the community and business owners, the 2019 street activation activities have now started to roll out across both Kalgoorlie and Boulder CBDs.

Through the delivery of the program, in partnership with social enterprise E13 Pty Ltd, the City's Economy and Growth business unit aim to create a vibrant and positive experience for shoppers throughout the Christmas trading period, in support of local retail businesses.

National spending trends indicate that Christmas shoppers start purchasing gifts as early as late October and with that in mind this year's program commenced on the first weekend of November and will run from 10am to 1pm on both Saturday and Sundays, in the lead up to Christmas. This year's program will contain over 120 hours of street activity and include a variety of interactive pop up activities ranging from the beloved Santa's grotto, artist demonstrations, chalk sidewalk art, buskers, face painting and much more.

Whilst not designed to directly increase local business profitability, last year the activation program demonstrated a dramatic improvement to the vibrancy of the City and significantly enhanced the local shopping experience. It is believed that this will be achieved again in 2019.

Kalgoorlie-Boulder Local Spend Analysis and Campaign

The intention of the #shoploKalwa local spend campaign is to highlight how the statistics stacks up in favour of the community when it comes to spending locally in comparison to purchasing online.

Kalgoorlie-Boulder local spend analysis campaign successfully has informed the thinking behind how we continue this message to shoppers into the festive season. According to Deloitte Holiday Retail Survey, on average each household spends a total of \$1500 on presents every Christmas. Although not everything is available locally, we concluded that roughly half of all goods and services can be sourced without touching a device. Using this data a further REMPLAN analysis revealed if every household spends even half the average Christmas present budget in town - as a community, it will inject 5.7 million dollars back into Kalgoorlie-Boulder.

This data will be publicised in a comprehensive radio, print and online marketing campaign which will coincide with the activation initiatives implemented in the lead up to Christmas. The campaign will share the local spend data in an engaging way in the hope that people will think local this Christmas.

Hey Big Spender

The Hey Big spender campaign is a buy local competition that has been run by the Kalgoorlie Miner since 2013 and has proved to be a very successful in supporting local businesses throughout the Christmas Trading period. This year with the decline in retail, the City of Kalgoorlie-Boulder under the banner of #shoploKalwa have partnered with the Kalgoorlie Miner to deliver another positive campaign, for the benefit of local businesses.

This partnership includes full #shoploKalwa cobranding and additional print opportunities to further push the buy local message. By working collaboratively we can achieve greater outcomes for Kalgoorlie-Boulder businesses and promote further awareness of the #shoploKalwa message.

*Refer to **Attachment 4**, Hey Big Spender 2019.*

#shoplokalwa Rewards Program

In close consultation with local businesses the Economic Development Team have developed the #shoploKalwa Rewards Program. This program is designed to reward shoppers who spend at local small businesses and create an opportunity for local business to thank shoppers for their continual support.

Managed by the Economic Development team, under the banner of the #shoploKalwa campaign, the rewards program is delivered at zero cost to business. The programs marketing material will be continually promoted in the Kalgoorlie-Miner and pushed through the #shoploKalwa Facebook, Instagram and the City of

Kalgoorlie-Boulder Facebook Pages throughout November and December. Point of sale postcards and flyers have also been distributed in person to local retail business providing an opportunity for the team to engage with business owners directly. This campaign has been very well received by local business owners and shopper participation is slowly increasing every week as people become more aware of the competition.

Two lucky shoppers have been rewarded so far with their choice of prize. One receive a one month pass to the Goldfields Oasis pool/water slide and the other a Kalgoorlie Golf Course Nine and Dine Voucher for two. This program not only supports local businesses, it is also a valuable marketing tool and incentive to attract people to the City's facilities.

Refer to **Attachment 5**, #ShoploKalwa Rewards Point of Sale Insert.

Kalgoorlie-Boulder Education and Training Guide

On Friday the 8 November, the City launched the Kalgoorlie-Boulder Education and Training Guide at the Goldfields Arts Centre. The Education and Training Guide had been developed to promote Kalgoorlie-Boulder's quality education and training offerings, recognising the significant way education contributes towards liveability and economic growth.

In addition, the purpose of the Guide is it; Help parents settle their children into primary school or transition to high school; Assist school leavers and those wishing to undertake higher education and training to discover and connect with local providers; and Make it easy for parents and students to discover scholarships and funding opportunities available locally.

The resource features all of Kalgoorlie-Boulder's Primary and Secondary schools, vocational education and training providers, universities, and organisations offering jobs and skills support.

As part of the Launch, the City hosted a "Teach Meet" for local teachers and trainers in partnership with Teach for Australia. More than 50 educators participated in this event, sharing their experiences teaching in the Goldfields.

The Education and Training will be distributed to all large employers across Kalgoorlie-Boulder throughout November. The resource is also available at the City's Administration Building, the William Grundt Memorial Library and online.

Tourism Council of WA Customer Service Workshop

Customer service has always been a big focus for small business and is often not prioritised of buy those who aren't in the retail or hospitality sector. Every year the Tourism Council of WA bring a series of workshops to Kalgoorlie-Boulder that cover a range of different topic relative to all business. In particular they run a customer service workshop with highly trained workshop facilitators.

This year with local business capacity building in mind, the Economic Development Business unit and the City's Tourism Coordinator have joined forces to sponsor this

workshop to ensure that it is well attended and promoted to not only Tourism businesses, but any local business that has front line staff.

The workshop is being held on Wednesday 13 November and has been booked to full capacity. From this we hope to develop a closer working relationships with the Tourism Council of WA and help work to ensure that the professional training they bring to Kalgoorlie-Boulder is supported to its full potential.

Business Leadership & Goal Setting Workshop

To help local businesses get ready for the New Year, the City has partnered with local business development consultancy, Switch Directions for Business, to host a Goal Setting and Leadership workshop on Tuesday 3 December. Taking place at the Goldfields Arts Centre, this free workshop will help Kalgoorlie-Boulder businesses to:

- Reflect on what they have achieved throughout 2019;
- Set goals, objectives and the direction for their business in 2020;
- Understand the importance of leadership in business; and
- Connect with other professionals locally.

The workshop will also assist attendees to prepare a Business Plan for 2020, devising strategies for how to achieve their desired goals.

This will be the final business development workshop hosted by the City in 2019. Over the past 12 months, Economic Development has hosted a series of workshops build business skills and capacity, including Introduction to Project Planning and Grant Writing for Business.

Economic Development Achievements

The City of Kalgoorlie-Boulder's commitment to supporting local businesses, driving economic growth, and enhancing liveability has been recognised at a national level. The City took out a finalist position in two categories for Economic Development Australia's (EDA) 2019 Economic Development Awards for Excellence, including:

- Marketing and Promotion and Economic Development Initiatives – Rural and Remote Areas for the Dig a Little Deeper campaign; and
- Economic Development Initiatives – Rural and Remote Areas category for the delivery of the Buy Local program.

The Awards aim to recognise innovative approaches to economic development in communities across Australia, celebrating local governments who demonstrate industry best practice.

Through both the implementation of the Buy Local program and the establishment of the #DigaLittleDeeper campaign, the City has worked hard to support local businesses and promote Kalgoorlie-Boulder throughout the State as a great place to live, work and invest.

Being recognised as a Local Government leader in economic development, marketing and promotion only enhances our commitment to supporting economic growth and business development in Kalgoorlie-Boulder.

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

1. How to do Business with the City of KB Presentation 
2. Small Business Over Coffee 
3. The Face Behind the Business 
4. Hey Big Spender 2019 
5. #Shoplokalwa Rewards Point of Sale Insert 

8.2 GENERAL MANAGER – CITY LIVING

8.2.1 LORD FORREST & KINGSBURY PARK DEVELOPMENT CONCEPT

Responsible Officer:	Holly Phillips General Manager City Living
Author:	James Pervan Team Leader Healthy Communities
Disclosure of Interest:	Nil

VOTING REQUIREMENTS

Simple

OFFICER RECOMMENDATION

That the Committee recommend Council:

1. Receive the update on considerations for future development of the Lord Forrest and Kingsbury Park precincts; and
2. Consider a commitment to funding future priority works and strategies at the precincts in future budgets.

COMMITTEE RECOMMENDATION

MOVED BY: CR LISA MALICKY
SECONDED BY: CR LAURIE AYERS

That Council:

1. Receive the update on considerations for future development of the Lord Forrest and Kingsbury Park precincts;
2. Consider a commitment to funding future priority works and strategies at the precincts in future budgets; and
3. Invite the Youth Council to a joint workshop with Councillors to discuss ideas and developments within the Lord Forrest Park precinct and how they could be delivered.

**CARRIED
(10/0)**

EXECUTIVE SUMMARY

Ongoing vandalism, graffiti and antisocial behaviour in the Lord Forrest and Kingsbury Park precincts have necessitated action by City officers to find effective solutions that address the social and infrastructure issues of the sites.

By conducting a holistic assessment of both the Lord Forrest and Kingsbury Park precincts, the objective is to establish a safe, inclusive and better developed facility that meets the needs of the community now and into the future, thereby reducing the opportunity for vandalism and antisocial behaviour.

This report provides an overview of the current issues and approaches under consideration by City officers to resolve them.

COMMUNITY STRATEGIC PLAN LINKS

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

- Be a family friendly city that is a safe place to live work and play
- Invest in the children and youth of the community
- Value our strong social fabric including local culture and heritage
- Provide functional and appealing parks, gardens and streetscapes

BUDGET IMPLICATIONS

There are no financial implications resulting from the recommendations of this report, however future commitments may be necessary.

REPORT

The Lord Forrest and Kingsbury Park precincts have undergone significant change over the past three years. The opening of the new Lord Forrest Precinct in 2017 delivered a public open space and venue to host a range of events for all ages. The annual YouthFest event for example attracts between 800 to 1,000 young people aged 12-25 and has now twice been held there, filling Kingsbury Park as well.

The progressive development approach to infrastructure in Kingsbury Park saw the inclusion of the skate park in the 2018 HeARTwalk project, and upgrades to the path network and landscaping. Most significantly the installation of the youth shipping container (managed by City officers) has increased the activation of the area and partnerships with community organisations such as headspace Kalgoorlie, YMCA, Bega Garnbirringu, Kalgoorlie PCYC, WA Police and others are occurring more regularly.

The increased presence over the past few years of local Youth Agencies, City officers and Police Youth Officers has aided in shifting the social atmosphere of the skate park and Kingsbury Park.

Antisocial behaviour has noticeably declined and a healthier attitude exhibited by regular users of the park which has created an inclusive environment between the younger and older users. While improvements have been witnessed in Kingsbury Park, a series of incidents in Lord Forrest are cause for concern necessitating action be taken to proactively address and improve the situation.

Current Challenges

In 2019 an escalation in vandalism, graffiti and antisocial behaviour has been experienced within the Lord Forrest Precinct. Excessive vandalism and graffiti to the heritage listed facility is frequently being reported for:

- Broken windows;
- Damage to the water fountain;
- Damage to the garden reticulation system;
- Flora destruction; and
- Graffiti.

More extreme instances over the past year include setting bins alight, carving of graffiti into heritage concrete, brickwork and rendering, destruction of the old change room building infrastructure and cutting of the interpretive panels. This has periodically led to the facility being fenced off in places or closed to the public while repairs were completed.

In response to the situation, City officers have collaborated with staff from Eastern Goldfields College and WA Police to target offenders and remove the opportunity for destructive behaviour. Through increased patrols by WA Police and the City's Safer Streets Patrol, persons likely to offend were dissuaded and moved on, with progress attained by WA Police in laying some charges.

This strategy worked and was sufficient for a short period of time, however as of July 2019 there has again been an increase in incidents occurring. This has led City officers to explore a more holistic approach to the issues such as alternative panel replacements, lighting upgrades, increased CCTV cameras, activation strategies and planning with a youth focus.

Lord Forrest Panel Replacement

The most damaging and costly incidents of vandalism were carried out on the interpretive panels that wrap around the old change room buildings in the Lord Forrest Precinct. Being of aluminium construction they were easily cut apart with a pair of tinsnips, while other panels have also been permanently indented from having rocks thrown at them.

The sixteen panels are replaceable at a substantial cost, however the nature of the current design facilitates antisocial behaviour. The panels are ineffective in that they act as a barrier for people to hide. They are not clearly visible from anyone outside of the facility looking in at them yet have a sufficient field of view to anyone approaching them. It is of little coincidence that the vast majority of problems experienced have occurred within these change room areas of the Lord Forrest precinct.

To correct this issue and provide a clearer line of sight into the facility it is proposed that the panels be removed and replaced by either a stronger stainless steel panel with a more transparent design, however this is a considerably more costly solution at approximately \$4,000 a panel. An alternative solution could be the installation of a heritage handrail. The handrail is anticipated to be a more cost-effective option that will tie in harmoniously with its surroundings and be easier to repair and maintain if damaged.

Quotes for the above options are currently being sourced for consideration and review. To avoid repeating the same mistakes, and to encourage investment from the community, a further option is being considered to seek input from either a

professional artist or community group, working in with youth to come up with a creative design for the panels in response to the issues. This has the potential to establish a unique design that is fitting to the heritage value of the facility and achieved in a way that reduces the security risk, and encourages input and ownership from the community. Any of the removed panels that are still in good condition can then be repurposed elsewhere in the precinct.

CCTV Network Expansion

The existing network of CCTV cameras have proven to be ineffective in capturing incidents that occur. This is often due to the incidents occurring out of the camera's view or in its periphery. For this reason City officers are currently investigating options for how best to expand on this network to provide better coverage across incident hotspots and known blind spots. This expansion will also look to encompass key areas of Kingsbury Park.

The objective is to have an effective CCTV network in place that captures incidents where they are known to occur as well as providing quality footage that clearly identifies those responsible for the vandalism, graffiti and antisocial behaviour. A visible network of cameras will also serve as a stark deterrent for members of the community considering committing any of the aforementioned offences.

Facility Lighting Upgrade

A passive approach to design-out crime in public spaces at night is to create a well-lit space that removes places for people to hide or carry out acts unseen. At present the Lord Forrest Precinct is insufficiently lit through the centre grass area and the entirety of the stage/diving board area.

Developing a plan to light up the entire precinct at night will create not only a safer space for the community to utilise in the evenings but also provide a more functional venue for when events or activities are being held. The current lack of sufficient lighting hampers community and City initiatives from easily taking place due to the necessity of bringing in external lighting towers at considerable cost.

Activation Strategy

Securing funding and preparing for the undertaking of each task identified requires time for processes and due diligence to be effective. To have a more immediate impact in the Lord Forrest Facility, City officers are looking to establish a flexible work station for staff and casual hang out space for young people in the main building on the corner of MacDonald and Cassidy Street. This will serve as a trial over the upcoming summer holiday period and assist in determining future needs for how that space can be effectively developed.

Youth Precinct Design Panning

The above mentioned panel, CCTV and lighting development ideas aid in alleviating the immediate practical concerns. A more comprehensive approach to develop both the Lord Forrest and Kingsbury Park precincts into a more purposeful and unified facility is necessary though to ensure that the needs of the community are being met now and in the future. Presently there is considerable potential to expand on works already invested in the area with ideas and conceptual plans identified through the

Kal City Centre project and extensive community consultation that was conducted in 2018.

City Officers are in the process of exploring options to continue what was started in the Kal City Centre project and see it to completion through the contracting of a consultant to establish a detailed design for how ideas such as (but not limited to) the following can eventuate:

- Junior pump track to compliment the skate park and better cater for younger users;
- Multipurpose court for basketball, netball, tennis, soccer and more to occupy the large open space where grass struggles to grow;
- Nature play or adventure playground that consolidates the two smaller play areas currently in place into a larger and exciting attraction;
- Café and youth hang out space that provides employment and development opportunities for local young people;
- Seating and shade upgrades for the skate park;
- Upgrades to the Lord Forrest stage that allow for easier rigging of audio/visual equipment and greater protection from the elements; and
- Ablution facilities that better cater for larger crowds at events held in either facility.

Project Funding Opportunities

Due to the ambitious nature of what has been identified above as being integral to improving safety, historical preservation and healthy usage of the facility, significant external funding opportunities are being explored. At present a grant has been identified to have potential in delivering each of the above items and City officers are working to prepare an application.

When funding has been successfully secured, each identified element will be prioritised and acted on accordingly as part of a staged approach. It is imperative that the panels be attended to with priority which can then allow for the CCTV and lighting to be actioned. Lastly will be youth precinct design planning which will require considerable time be invested into it for a quality plan to be established and future tasks identified.

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

Engagement with the community was achieved through the Kal City Centre project and the resulting concept designs based on the community's input have been utilised to identify the proposed path forward as detailed in this report.

8.2.2 EVENTS REVIEW

Responsible Officer: Holly Phillips
General Manager City Living

Author: Jane Menzies
Manager Place and Activation

Disclosure of Interest: Nil

VOTING REQUIREMENTS

Simple

OFFICER RECOMMENDATION

That the Committee recommend Council:

1. Receive the findings of the events review;
2. Approve the recommended changes to the events program; and
3. In approving the recommendations contained in the report, agree to the discontinuation of the Goldfields Kidsfest and Christmas Street Party from 2020 onwards.

COMMITTEE RECOMMENDATION

MOVED BY: CR LISA MALICKY
SECONDED BY: CR GLENN WILSON

That Council:

1. Receive the findings of the events review;
2. Request the CEO to prioritise the development of an Events Policy;
3. Continue to review the events program, however, until this review is completed, make no significant change to that program; and
4. Approve the concept of relocating the 2020 Christmas Street Celebration to Boulder due to the proposed works in the Kalgoorlie CBD and subject to discussions with Boulder Promotions.

CARRIED
(10/0)

EXECUTIVE SUMMARY

On 22 July 2019 Council, upon recommendation by the All Purpose Committee, resolved to review its events calendar to ensure it is relevant to the current needs of the community.

This review forms part of broader recommendations to revise strategies and policies on community expenditure to determine whether current practices represent the best and most effective use of the civic budget.

COMMUNITY STRATEGIC PLAN LINKS

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

- Be a strong and vibrant community that plans for a diversified future
- Be a City that is a dynamic, diverse, and attractive place for tourists

BUDGET IMPLICATIONS

There will be financial implications resulting from decisions made in relation to the recommendations of this report.

REPORT

On 22 July 2019 Council, upon recommendation by the All Purpose Committee, resolved to review its events calendar to ensure it is relevant to the current needs of the community.

This review is part of broader recommendations to revise strategies and policies on community expenditure to determine whether current practices represent the best and most effective use of the civic budget.

Confronted with the challenges of a transient population and workforce and the imminent introduction of the City's new Strategic Community Plan, it is timely for the City to reassess its respective commitment to events.

An objective review will ensure opportunities are maximized, innovations delivered and sustainable outcomes achieved, particularly where they relate to catalyst projects such as the Kal City Centre development.

This review is focused on the planning, coordination and delivery of the City's major events and does not extend to its general civic responsibilities such as citizenship ceremonies, civic receptions, Council functions, sponsorships or events led by commercial business units.

Of the outlined recommendations listed below, for immediate consideration of the Committee will be the City Officers' recommendation for the immediate discontinuation of two major events in the 2020 events program, Kidsfest and Christmas Street Party.

The following is an abridged report of the Events Review. Please refer to the full Events Review attachment for comprehensive methodology and review metrics.

Strategic Alignment

The City of Kalgoorlie-Boulder invests in a dynamic annual schedule of events and programming.

This program is guided by a suite of Integrated Planning and Reporting¹ documents including the City of Kalgoorlie-Boulder Strategic Community Plan 2015-2025 and Corporate Business Plan 2017-2021.

Relevant event objectives outlined in these plans include:

- Support the growth of cultural and creative industries as contributors to innovation, economic diversity and liveability;
- Lead in the attraction of large-scale events, festivals, conferences and exhibitions to the City;
- Promote the arts and culture sector by integrating public arts into the City's centres;
- Work in collaboration with local community groups to host significant events and festivals such as the annual Multicultural Fest, Youth Fest and KidsFest; and
- Provide free community and family-friendly events including KidsFest and Multicultural Festival.

Additional informing plans and documents guiding the City's events include the Growing Kalgoorlie-Boulder Growth Plan, Reconciliation Action Plan, and Youth Strategic Action Plan 2018-2021.

Background

The City is about to deliver a new Strategic Community Plan to guide its activities and effort over the next ten years. The plan will seek to align priorities to the City's 2018 Strategic Statement;

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

This statement, and the draft plan's priority themes of Safe, Connected, Empowered, Capable, Sustainable and Futuristic is the 'lens' used to examine the way the City delivers its events to ensure relevance to the needs of the community.

Ensuring Relevance In a Changing Landscape

While events are an important part of life in Kalgoorlie-Boulder, they are not a core regulatory function of Council.

The event program has grown considerably in the past decade. Originating from a few select events the program has developed into a large-scale resource intensive program, with limited growth in community-led events.

Overarching issues with the current approach include:

¹ Government of Western Australia Department of Local Government and Communities Integrated Planning and Reporting Framework and Guidelines, September 2016.

- Outdated event concepts absorbed as ongoing practice;
- Established community expectations to be regularly entertained for free;
- A 'rinse and repeat' approach to delivery with large-scale events dominating the program;
- 'Short burn' events which are resource intensive, and logistically difficult to administer;
- 'Muscling in' on community groups, who could be supported to establish their own events;
- Increasingly complex risk and regulatory processes;
- Lack of progress on strategic imperatives such as positioning the City as a major event destination; and
- Regular turnover of event staff due to burnout and fatigue.

Predominantly the event program is not structured. There is opportunity to direct a program towards growing the population and economy or leveraging opportunities for social impact, community development and tourism.

Kal City Centre Project

The Kal City Centre Project is scheduled to commence construction with the next year. When areas of the City Centre enter into construction phase, existing events on the calendar such as the Christmas Street Party will require review and/or reformatting for 2020.

In addition to the Strategic Community Plan, the events program should align itself to key objectives within the Kal City Centre Project. The events program should not operate in isolation to key City developments, precincts (including Boulder CBD) and activation planning.

Event Profile

Below is a table of major City events along with duration and allocated budget to each event providing insights into the City's level of investment per event.

Table 1.1 – Event Summary

Event	Attendance	Duration	Budget	Cost P/H
Australia Day Festival/Concert	6,000	6 hours	\$147,840	\$12,320
Sunset Concert 2	3,000	3 hours		
Sunset Concert 3	3,000	3 hours		
Goldfields KidsFest	12,000	12 hours	\$170,676	\$14,223
Multicultural Fest	5,000	5 Hours	\$31,671	\$6,334
Kalgoorlie-Boulder Art Prize	1,700	Opening night and month-long exhibit	\$97,907	N/A
Seniors Christmas Lunch	320	3 hours	\$25,000	\$8,333
Youth Fest	1,500	6 hours	\$35,000	\$5,800
Christmas Street Party	5,000	3.5 hours	\$48,000	\$13,714
Total	37,520	256.5 hours	\$556,094	\$11,040 Average exc Art Prize
		Wages (salaried officers)	\$212,726	\$16,166 Average inc wages
		Total Annual Event Costs	\$768,820	

Based on rudimentary calculations, the cost of coordinating the major events program is approximately \$3,000 for every hour of entertainment offered to the community. This does not include staff, administrative and operational overheads.

This includes the entire Art Prize exhibition, which is largely a passive program, except for the opening event. Not accounting for Art Prize, the current program costs the City upwards of \$16,000 per hour for events. The majority of these events have an average duration of five hours.

The Current Events Program

A summary of the current events program and the challenges therein are highlighted in the full report attachment.

Appendix A provides a SWOT analysis of the specific events coordinated by the City.

The Clear Need For Change

Whilst there are a number of opportunities for refreshing each event, there are two major events which officers recommend for immediate discontinuation given the high cost of delivery, intense short-term resource requirements and limited community outcomes.

KidsFest

KidsFest is delivered at cost of \$170,000 per year, with approximately 20 per cent of the cost offset by industry and grant contributions. The City has received confirmation from Tourism Western Australia of its discontinuation of a \$15,000 per annum grant for 2020.

It is a high-risk, high-cost event delivered at an unsuitable site. The event requires a full marquee set-up for shading and weather protection which is brought in from Perth at considerable expense (logistical costs account for 80 per cent of event expenditure). There is currently no potential to build in tourism opportunities, due to the short nature of this event and its restrictive audience profile.

The event in 2019 had to be cancelled on day two due to severe weather. Consequently, the City received only half of the return on its investment. The City spends more on this event than any others, yet it appeals directly to less than 16% of the City's population.

Whilst it is a popular and well-loved event, it is unsustainable from the perspectives of economy, resources, and outcomes given it could not be scaled back to a smaller budget and still deliver the same production content. To put this into perspective, the two-day event costs \$85,000 per day to deliver with a cost of upwards of \$14,000 per hour.

Funding attributed to this event could and should, be delivered in a much more sustainable format with multiple outcomes over multiple days throughout the year. This would deliver greater social impact for youths to increase social

inclusion and engagement and reduce antisocial behaviours.

Christmas Street Party

The Christmas Street Party is delivered at a cost of \$45,000 for its 3.5 hour duration.

This expense is additional to the \$187,500 spent on the City's various Christmas-related initiatives including:

- \$135,000 for installation of Christmas trees, garlands and banners in Hannan and Burt Streets;
- \$20,000 for Christmas business activations;
- \$2,500 for Christmas in the Park and \$2,500 for Carols by Candlelight from Annual Grant Program; and
- \$27,500 for the Seniors Christmas Lunch

To deliver the Christmas Street Party requires the full closure Hannan Street. Hannan Street is a Main Roads controlled asset, causing major disruptions to trade which is duplicated the following weekend when the annual St Barbara's Parade occurs.

Demands on work crews are high and the costs of running this event are expected to continue to rise further due to excessive requirements from Main Roads to coordinate security planning, preparedness and response for hostile vehicle management (bollards, weighted trucks etc.).

While the event is intended to mark the start of the Christmas retail trading period, it is in fact impacting upon its key objectives namely increasing economic benefits to retail traders. The large attendance, albeit a festive occasion, does not have a causal relationship with increased retail trading opportunities.

Another factor to be considered is the future construction works for the Kal City Centre project. This will see St Barbara's Square undergo a significant transformation over the next two to three years. With the project advancing the format, location, scope and resources required to facilitate temporary events will need to be reconsidered.

Officers recognise the discontinuation of Kidsfest and the Christmas Street Party is likely to attract negative community sentiment, and may impact the many community groups and vendors that attend these events.

However the removal of these events, given that they have the highest cost per hour of delivery, will provide an opportunity for officers to allocate time to revitalising the event program, and to deliver a sustained program of family entertainment throughout the year, not just for three-days per annum.

Recommendations

City Officers are committed to quality event delivery. However, with a limited amount of resources consideration needs to be given to what will deliver the best results and benefits for the community, whilst utilising all cultural assets at the City's disposal.

Below are series of event recommendations for Council's consideration.

- Develop an Events Vision and Policy;
- Return Event Decision Making Capability to Officers;
- Shift the Focus from Large Scale Events to Sustained Placemaking and Programming;
- Actively Pursue Tourism and Economic Development Opportunities;
- Establish an Event Community; and
- Deliver Diversity in Venues.

Please review the full report for the accompanying methodology and rationale on each recommendation.

CONCLUSIONS

It is evident that the City's events program needs a refresh to meet current community expectations but also to increase social and genuine economic impacts. The primary focus of this refresh is not about cutting costs, but creating a larger impact from current efforts, providing genuine business opportunities and working towards a sustainable future.

To be sustainable, futuristic and empowered, the City needs to develop a program which enables community-led engagement, be it through shared-risk partnerships or by providing scope to try new things.

For the City to meet the future needs of the community and the market the City's program needs to provide autonomy to officers to innovate and adapt. To provide a sustainable program for the City's future, the City needs to adopt a plan to utilise the most of the vast resources available to deliver events efficiently and effectively.

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 further community consultation was considered necessary, other than what has been sought and referred to in relation to the recommendations of the report.

ATTACHMENTS

Events Review 

8.2.3 COMMUNITY ASSISTANCE SCHEME REVIEW

Responsible Officer: Holly Phillips
General Manager City Living

Author: Jane Menzies
Manager Place and Activation

Disclosure of Interest: Nil

VOTING REQUIREMENTS

Simple

OFFICER/COMMITTEE RECOMMENDATION

MOVED BY: CR LISA MALICKY
SECONDED BY: CR GARY BROWN

That Council:

1. Receive the information contained in this report as part of the City of Kalgoorlie-Boulder (the City) Community Expenditure Review; and
2. Request Councillors to provide individual submissions and suggestions on the recommendations contained therein, by 31 January 2020.

**CARRIED
(10/0)**

EXECUTIVE SUMMARY

On 22 July 2019, Council, upon recommendation by the All Purpose Committee (APC), resolved to review strategy and policies on community expenditure, and to seek information, policies and procedures from Regional Capitals Australia WA (RCAWA) and other relevant Councils to assist in formatting new policies and guidelines for community expenditure.

This report provides an overview of the review findings to date and observations on future opportunities to streamline processes. Individual submissions and suggestions on these findings are encouraged by Councillors on the issue by 31 January 2020.

COMMUNITY STRATEGIC PLAN LINKS

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

- Be a strong and vibrant community that plans for a diversified future
- Be a City that is a dynamic, diverse, and attractive place for tourists

BUDGET IMPLICATIONS

There is potential for budget implications as the review progresses.

REPORT

Each year, more than \$1 million is allocated by the City to local community groups and businesses; through a variety of three-year service agreements, annual grants, community grants, heritage grants and sponsorship; predominantly administered through the Community Assistance Scheme (CAS).

The CAS is a City Living administered program encapsulating two major streams of funding; the Community Grant Program (CGP) and the Annual Grant Program (AGP) which combined funds over \$600,000 to community projects annually.

In addition to the CAS, the City administers \$305,000 in projects and activities through the Economic Development Team's sponsorship program, and up to \$40,000 yearly through the Planning Team's Local Heritage Fund Grant Program.

Additionally, there is over \$300,000 allocated to City funded projects deemed as 'Other'. These are projects which do not fit within the CAS, and include contributions to projects of significance to the City, waive of hirer fees, in-kind labour and City services, maintenance and membership.

Methodology

Since endorsement by Council, City officers, have undertaken several actions to review community expenditure.

The aims of the review were to:

1. Understand and assess the efficacy and effectiveness of the CAS, through a review of current grant guidelines;
2. Ensure Community Expenditure aligns to the City's strategic objectives; and
3. Assess the internal administration processes currently in place to manage and acquit applications.

Council officers:

1. Conducted an internal review;
 2. Researched an online grant administration portal and attended subsequent online workshop as an introduction to the SmartyGrants platform;
 3. Requested service level review information from other local government authorities regarding funding programs, guidelines and policies; and
 4. Conducted an external community survey for previous CAS applicants and other key stakeholders.
-

The internal review comprised a working group which met on three (3) occasions. The first occasion, consisted of reviewing the guidelines for each program, the second involved the completion of a Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis to understand the program in objective terms. The final occasion involved a workshop providing an introduction to the SmartyGrants online grant portal.

An integral part of the review process has involved an investigation by City officers to transition to an online grants management and application system, such as SmartyGrants, to keep pace with current best practice grants management programs.

City officers were provided with a demonstration on how the City's funding could be administered more effectively and efficiently through the online portal, utilized by many local government agencies already.

The review involved representation from:

- City Living Department;
- Economy and Growth; and
- Planning, Development and Regulatory Services.

The additional aims of the review were to:

1. Understand and assess the efficacy and effectiveness of the CAS, through a review of current grant guidelines,
2. Ensure Community Expenditure aligns to the City's strategic objectives; and
3. Assess the internal administration processes currently in place to manage and acquit applications.

A key finding of this review is that the City administers a generous allocation of funding through multiple teams, and the current process for administering and evaluating grants and expenditure lacks clear parameters, consistency, and ease of tracking and reporting on expenditure and applications. This results in a loss of productivity and duplication of resources, as well as creating potential and/or perceived barriers for applicants, and limiting community outcomes.

The overall findings of the review demonstrate an argument for the streamlining of the CAS and the City's Community Expenditure program procedures, more generally, to create greater organisational capacity for transparent and more meaningful community outcomes. Within this, there also needs to be an understanding of the City's capacity to deliver. The Community Assistance Scheme is currently under-utilized, mostly due to organizational capacity, however there is scope to address this, as outlined in the review.

Through the review, City officers have identified a number of measures which should be adopted in the short to medium term to streamline current processes and address challenges:

- Council to provide feedback and input on how the CAS program can be better utilized as a driver of social and community change for 2020 and beyond;
- Create clearer funding priorities, aligning CAS to catalyst projects and key strategic objectives;
- Draft a business case for the adoption of an online grant administration system, for internal review;
- Amend the Community Assistance Scheme Policy, CS-AL-009;
- Amend guidelines in anticipation of the upcoming 2020 funding round; and
- Draft a business case for a dedicated grant officer.

Recommendations and key findings are expanded upon in the attached report.

STATUTORY IMPLICATIONS

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

POLICY IMPLICATIONS

CS-AL-009

There will be required changes to policy as a result of the recommendations of this report.

COMMUNITY ENGAGEMENT CONSULTATION

Previous Community Assistance Scheme applicants and Kalgoorlie-Boulder businesses have been consulted in the preparation of this report.

CONFIDENTIAL ATTACHMENT

CAS Survey Results

ATTACHMENTS

Community Assistance Scheme Review 

9 CONFIDENTIAL ITEMS

Nil.

10 DATE OF NEXT MEETING

The next All Purpose Committee Meeting will be held on Monday 17 February 2020.

11 CLOSURE

There being no further business, the Chairman, Mayor John Bowler , thanked those present for their attendance and declared the meeting closed at 9:45pm.