



**City of
Kalgoorlie
Boulder**

AGENDA

**Notice is hereby given
for the Ordinary Council Meeting**

commencing at 7:00 PM

on

19 DECEMBER 2022

at the

Kalgoorlie Town Hall

8 December 2022



NOTICE OF MEETING

An Ordinary Council Meeting of the City of Kalgoorlie-Boulder will be held in the **Kalgoorlie Town Hall** on **Monday, 19 December 2022** commencing at **7:00 PM**.

Regards

A handwritten signature in black ink, appearing to read "Andrew Brien". The signature is stylized with a long, sweeping line that curves upwards and to the right, ending in a small dot.

ANDREW BRIEN

Chief Executive Officer

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1 DECLARATION OF OPENING / ANNOUNCEMENT OF VISITORS

2 OPENING PRAYER

To be conducted by Pastor Beau Spencer from the Church of Christ.

3 DISCLAIMER READING

The Mayor will read the disclaimer to those present.

Please note this meeting is being recorded and streamed live on the Council's website in accordance with Council's Recording and Streaming of Council Meetings Policy, which can be viewed on Council's website.

All reasonable care is taken to maintain your privacy; however, as a visitor in the public gallery, your presence may be recorded. By remaining in the public gallery, it is assumed your consent is given if your image is broadcast.

The recommendations contained in this Agenda are Officer's Recommendations only and should not be acted upon until Council has resolved to adopt those recommendations.

The resolutions of Council should be confirmed by perusing the Minutes of the Council Meeting at which these recommendations were considered.

Members of the public should also note that they act at their own risk if they enact any resolution prior to receiving official written notification of Council's decision.

4 RECORD OF ATTENDANCE

4.1 Attendance

In Attendance:

Members of Staff:

Visitors:

Press:

4.2 Apologies

Apologies – Elected Members:

Apologies - Members of Staff:

4.3 Leave of Absence (Previously Approved)

Leave of Absence:

Councillor Deborah Botica

Councillor Mandy Reidy

5 RESPONSE TO PREVIOUS PUBLIC QUESTIONS TAKEN ON NOTICE

Nil

6 PUBLIC ACCESS AND PUBLIC QUESTION TIME

6.1 Public Access

6.2 Public Question Time

7 PETITIONS / DEPUTATIONS / PRESENTATIONS

8 NOTATIONS OF INTEREST

8.1 Interest Affecting Impartiality City of Kalgoorlie-Boulder Code of Conduct

8.2 Financial Interest Local Government Act Section 5.60A

8.3 Proximity Interest Local Government Act Section 5.60B

9 APPLICATIONS FOR LEAVE OF ABSENCE

10 ANNOUNCEMENTS BY THE PERSON PRESIDING WITHOUT DISCUSSIONS

10.1 Mayor Announcements

11 CONFIRMATION OF MINUTES

That the minutes of the Ordinary Meeting of Council held on 21 November 2022 be confirmed as a true record of that meeting.

12 MOTIONS OF WHICH PREVIOUS NOTICE HAS BEEN GIVEN

Motion put forward by Councillor Astill

That Council request the Chief Executive Officer to develop a record of attendance register for all Council and Committee Meetings, workshops and agenda briefing sessions with this information published on Council's website on a monthly basis.

13 URGENT BUSINESS APPROVED BY THE PERSON PRESIDING OR BY DECISION

14 REPORTS OF COMMITTEES

14.1 Commercial Businesses Committee Minutes - 1 December 2022

14.1.1 Presentation of the Commercial Businesses Profit and Loss Statements July 2022 to September 2022

Responsible Officer:	David Trevaskis Director of Corporate and Commercial
Responsible Business Unit:	Corporate and Commercial
Disclosure of Interest:	Nil
Voting Requirements:	Simple
Attachments:	<ol style="list-style-type: none"> 1. GAC Commercial Business Committee Report Q 1 2023 V 2 [14.1.1.1 - 14 pages] 2. Oasis Commercial Business Committee Report Q 1 2023 [14.1.1.2 - 16 pages] 3. Golf Course Commercial Business Committee Report Q 1 2023 [14.1.1.3 - 6 pages] 4. Airport Commercial Business Committee Report Q 1 2023 [14.1.1.4 - 8 pages]

COMMITTEE RECOMMENDATION

That Council endorse the following financial reports for the City Commercial Business Units:

- Goldfields Arts Centre
- Goldfields Oasis
- Kalgoorlie-Boulder Airport
- Kalgoorlie Golf Course

Executive Summary

The purpose of this report is to review the unaudited financial position of the City's commercial business units for the year to 30 September 2022.

Community Engagement Consultation

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

Community Strategic Plan Links

This report links to the Strategic Community Plan through the following Guiding Theme/s:

EMPOWERED: We ensure considered decision making based on collaborative, transparent and accountable leadership.

CAPABLE: We will have the resources to contribute to our community and economy.

Budget Implications

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

Report

The profit and loss statements of the City's commercial businesses for 1 July 2022 to 30 September 2022 have now been completed and are attached with commentary for Elected Members' consideration.

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.

14.2 Audit and Risk Committee Minutes - 8 December 2022

14.2.1 Risk Register review

Responsible Officer:	David Trevaskis Director of Corporate and Commercial Frances Liston Executive Manager Governance and Risk Services
Responsible Business Unit:	Office of the CEO Governance
Disclosure of Interest:	Nil
Voting Requirements:	Simple
Attachments:	<ol style="list-style-type: none"> 1. CONFIDENTIAL - Risk Register (as at November 2022 (pre-review)) [14.2.1.1 - 97 pages] 2. CONFIDENTIAL - Risk Register (as at December 2022 (post review)) [14.2.1.2 - 98 pages] 3. CONFIDENTIAL - Summary of risk review changes (November 2022) [14.2.1.3 - 3 pages]

Officer Recommendation

That Council:

- (1) Note the outcomes of the risk review as presented in this report and attachments;
- (2) Endorse and adopt the updated November 2022 risk register, including endorsement and adoption of the following:
 - a. updates to the risk register including risk descriptions, assessment ratings and controls;
 - b. The variation of existing risks:
 - i. “Loss of IT” to include “and cyber attack”; and
 - ii. “Lack of preparedness” added to “Failure to update and advance technology”;
 - c. the removal of the following risks from the risk register:
 - i. Boundary change;
 - ii. Insufficiently maintained records;
 - iii. Failure of critical IT infrastructure; and
 - d. the addition of the following risks to the register:
 - i. Failure to comply with Governance Framework; and
 - ii. Failure to engage with community stakeholders.

Executive Summary

In recent months, the CEO, Directors and Executive Managers have conducted independent reviews of risks relating to their directorate or departments and the

executive leadership team (ELT) has also held workshop discussions to review the risk register.

A number of risks have been updated in respect of the initial and/or residual risk score, as well as review of controls identified to reduce the risk. In addition, assessment has been undertaken of the effectiveness of risk controls, and additional commentary has been added to the risk register where appropriate.

In the course of the review, a number of additional risks have been identified and added to the risk register for consideration by the Committee. It is also recommended that some risks be removed from the risk on the basis that the same no longer present risk to the City.

Community Engagement Consultation

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

Community Strategic Plan Links

This report links to the Strategic Community Plan through the following Guiding Theme/s:

EMPOWERED: We ensure considered decision making based on collaborative, transparent and accountable leadership.

Budget Implications

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

Report

The City's risk register is currently held in a database within the platform SkyTrust. Some risks are "strategic" which are of particular concern to Council given its responsibility for the strategic management of the City of Kalgoorlie-Boulder. Other risks are "operational" which relate to internal or organisational matters that are not generally the subject of Council oversight.

In recent months, the CEO, Directors and Executive Managers have conducted independent reviews of both operational and strategic risks relating to their directorate or departments and the ELT has also held workshop discussions to review the risk register.

This review process has resulting in the identification of the following:

- a. The description of a number of risks have required amendment in order for clarity and accuracy;
- b. The initial risk rating score for a number of risks required update;
- c. The residual risk rating score for a number of risks required update;
- d. Additional commentary added to the risk descriptions to improve, in particular, information available regarding the possible risk, the consequences if it eventuated and the basis for the rating assessments;

- e. A number of controls required re-assessment of both their effectiveness and risk rating;
- f. A number of identified risks required consideration of controls as to whether the listed controls are still applicable and effective, and/or whether additional controls should be added (and implemented);
- g. A number of risks no longer present a risk to the City and are recommended for removal from the register; and
- h. A number of additional risks have been identified and are recommended for inclusion in the register.

In addition, pursuant to direction from Council and the Audit and Risk Committee, Hall Chadwick was engaged by the City to undertake a review, including of the City's risk management systems. Hall Chadwick recommended the inclusion of the following risks:

- 1. Cyber attack – which has been incorporated into the recommended risk updates;
- 2. Preparedness to adopt new technologies – which has been incorporated into the recommended risk updates;
- 3. Global economic conditions, labour costs and interests rates – not incorporated into recommended risk updates at this stage;
- 4. Macro categories of reputational risk, compliance with legislation and policy, IT planning, cyber risk and disaster recovery planning – not incorporated into recommended risk updates at this stage.

The ELT has made a number of updates to the Skytrust risk register in accordance with abovementioned amendments that were identified.

Attachment 1 shows the risk register as at October 2022, prior to the commencement of this risk review. Attachment 2 shows the risk register as at 1 December 2022, reflecting all recommended changes resulting from the risk review. Attachment 3 summarises the recommended changes.

Both the feedback obtained from Hall Chadwick, and the risk review process that has been undertaken by the ELT have identified the need for improved risk review processes to be undertaken by officers. The proposed improvements to this risk review process include:

- 1. More frequent review of risks and controls by directorates, teams, ELT and management teams including a dedicated quarterly workshop to occur prior to each Audit and Risk Committee meeting;
- 2. Involvement of more staff in review of risks and controls;
- 3. Embedding of risk consideration and control implementation throughout the organisation; and
- 4. Officer training regarding risk assessment to ensure consistency in the application of risk and control matrixes.

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.

14.2.2 Credit Card Policy Update

Responsible Officer:	David Trevaskis Director of Corporate and Commercial
Responsible Business Unit:	Finance
Disclosure of Interest:	Nil
Voting Requirements:	Simple
Attachments:	1. Corporate Credit Card Policy COR P- F-007 [14.2.2.1 - 7 pages]

Officer Recommendation

That Council approves the updated Credit Card Policy CORP-F-007.

Executive Summary

This report has been prepared to recommend that the Committee recommends Council approve the updated Credit Card Policy CORP-F-007. The Policy has been updated following recommendations from the Financial Management Systems Review completed by Hall Chadwick Audit (WA) Pty Ltd in September 2022.

Community Engagement Consultation

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

Community Strategic Plan Links

This report links to the Strategic Community Plan through the following Guiding Theme/s:

EMPOWERED: We ensure considered decision making based on collaborative, transparent and accountable leadership.

Budget Implications

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

Report

The CEO is responsible for implementing policies, procedures and controls which are designed to ensure the effective and efficient management of the City's resources. In accordance with *Regulation 5(2)(c)* of the *Local Government (Financial Management) Regulations 1996*, the CEO is to undertake reviews of the appropriateness and effectiveness of the financial management systems and

procedures. At least once in every three financial years the CEO is to report the results of those reviews to Council.

The City engaged audit firm Hall Chadwick to perform this review and it was completed in September 2022.

One of the two recommendations from the report is an update to the City's Corporate Credit Card Policy (CORP-F-007) to reflect changes to monthly reconciliation requirements and the setup of new cardholders since the adoption of the current credit card policy on the 27th of April 2021.

In April 2021, the City moved to an electronic credit card reconciliation program called Flexipurchase, facilitated by the City's banking provider the National Australia Bank (NAB). Prior to this electronic system the City's Credit Cards were reconciled monthly via a manual process and the credit card statement was physically signed by the cardholder and the Chief Executive Officer stating that 'all expenditure is of a business nature'. Flexipurchase provides for electronic approvals by both the cardholder and a delegated approver, removing the requirement for manual sign off. It was initially intended that post adoption of the Flexipurchase system, the process for approvals was to remain the same as documented in the policy. As Flexipurchase has developed over the last 18 months, the requirement of manual CEO approval was removed, as the electronic approval of each transaction was deemed an appropriate internal control. As such, the requirement to manually approve the transactions has been updated in the policy to reflect current requirements.

The second recommendation is that the policy is updated to reflect the way that City Officers are approved for credit cards. Prior to Flexipurchase, NAB required a physical form to be submitted to NAB with 2 bank signatories' approval. Flexipurchase has a direct link with NAB and as such, senior finance personnel with appropriate authorisations with NAB can now add cardholders to the credit facility as approved by a Director and the Chief Executive Officer. As such, NAB no longer requires their credit card facility form to be submitted for a cardholder to be added to the City's credit card facility. This requirement has been removed from the Policy to reflect the current process.

Statutory Implications

The following provisions of the Local Government Act 1995 (the Act) and associated regulations impact on the use and control of corporate credit cards:

- Section 2.7(2)(a) and (b) of the Act requires the council to oversee the allocation of the local government's finances and resources and to determine the policies of the local government.
- Section 6.5(a) of the Act requires the Chief Executive Officer (CEO) to ensure that proper accounts and records of the transactions and affairs of the local government are kept in accordance with regulations.
- Local Government (Financial Management) Regulation 11(1)(a) requires local governments to develop procedures for the authorisation and payment of accounts to ensure that there is effective security and appropriate authorisations in place for the use of credit cards

Policy Implications

Policies are determined by Council in accordance with Section 2.7(2)(b) of the Local Government Act 1996 and may be amended or deleted by Council according to requirements.

The Corporate Credit Card Policy (CORP-F-007) will be updated as endorsed by Council.

14.2.3 Local Government (Audit) Regulations - Regulation 17 Report

Responsible Officer:	Andrew Brien Chief Executive Officer
Responsible Business Unit:	Office of the CEO Governance
Disclosure of Interest:	Nil
Voting Requirements:	Simple
Attachments:	<ol style="list-style-type: none"> 1. Report from Hall Chadwick [14.2.3.1 - 6 pages] 2. CEO reg 17 Review Report draft Attachment [14.2.3.2 - 15 pages]

Officer Recommendation

That Council in accordance with *Local Government (Audit) Regulations 1996 regulation 17* receive the results of the CEO's review of the appropriateness and effectiveness of the City's systems and procedures in relation to risk management, internal control and legislative compliance as detailed in the attached report from Hall Chadwick dated 10 November 2022.

Executive Summary

The City engaged Hall Chadwick to undertake a review of the City's systems and procedures in relation to:

1. Risk management;
2. Internal control; and
3. Legislative compliance

in respect of the 2019, 2020 and 2021 financial years.

Attachment 1 is the 10 November 2022 report from Hall Chadwick in relation to its completion of that review. In summary, the report does not raise concerns with internal controls or legislative compliance but has identified some issues with the City's risk management processes as set out below.

In addition to Hall Chadwick's external review, the City undertakes its own internal review mechanisms. Attachment 2 summarises the status of those audit practices, including the City's policies and practices, review and audit dates and actions and findings and is provided for the information of the Committee.

Community Engagement Consultation

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

Community Strategic Plan Links

This report links to the Strategic Community Plan through the following Guiding Theme/s:

EMPOWERED: We ensure considered decision making based on collaborative, transparent and accountable leadership.

Budget Implications

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

Report

In accordance with direction from Council as resolved on 13 December 2021 and the Audit and Risk Committee as resolved on 29 June 2022, Hall Chadwick was engaged as an independent consultant to undertake a review of the City's systems and procedures in relation to:

1. risk management;
2. internal control; and
3. legislative compliance

during the review period (2019, 2020 and 2021 financial years).

Hall Chadwick provided a 10 November 2022 report to the City outlining the outcomes of its review. A copy of that letter is attached to this report.

Summary of observations from Hall Chadwick:

1. **Internal controls:** Nothing led Hall Chadwick to believe the City has not established and maintained appropriate and effective financial systems and procedures during the review period.
2. **Legislative compliance:** Hall Chadwick noted that some non-compliance was identified by the City in CARS, with explanations and remedial action plans, and considered these non-compliance issues were not ongoing in subsequent years. Nothing provided led Hall Chadwick to believe there were significant non-compliance issues in the review period.
3. **Risk Management:** Hall Chadwick identified some areas for improvement in the way risk is managed by the City, being in particular:
 - a. Currently senior management do not appear to follow up about whether controls are introduced, effective and efficient;
 - b. Where due dates for introducing controls have not been met, there does not appear to be any follow up on why or new due dates set;
 - c. The City was unable to advise Hall Chadwick about the methodology used to identify and rate risks and controls;
 - d. It was not clear to Hall Chadwick whether proper training has been provided to relevant officers undertaking risk assessment and Hall Chadwick's view is that this should be provided;
 - e. There is no formal process of risk review being undertaken regularly by ELT/management and Hall Chadwick recommends this be a standing ELT/management meeting agenda item; and
 - f. Hall Chadwick has suggested some additional risks to be considered by the City.

Additional to this external review, the City undertakes internal review mechanisms. This includes (without limitation):

1. Maintaining and reviewing a risk register with identified risk controls that are implemented across the organisation;
2. Ongoing assessment of processes and policies with best practice recommendations provided in OAG Information System Audit Reports;
3. Financial reconciliation and variance analysis on monthly basis and reporting to Council for information and scrutiny;
4. Use of software programs for record keeping and task allocation and management functions;

By way of an example of review process and record keeping undertaken by officers is a spreadsheet (Attachment 2) outlining in detail, against each Department of Local Government operational guidelines (Audit in Local Government), the City's policies and practices, review timetable and current actions and findings of independent review.

Statutory Implications

Local Government (Audit) Regulations 1996

17. CEO to review certain systems and procedures

- (1) The CEO is to review the appropriateness and effectiveness of a local government's systems and procedures in relation to —
 - (a) risk management; and
 - (b) internal control; and
 - (c) legislative compliance.
- (2) The review may relate to any or all of the matters referred to in subregulation (1)(a), (b) and (c), but each of those matters is to be the subject of a review not less than once in every 3 financial years.
- (3) The CEO is to report to the audit committee the results of that review.

Policy Implications

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

14.2.4 AUDIT AND RISK COMMITTEE STANDING ITEMS DECEMBER 2022

Responsible Officer:	David Trevaskis Director of Corporate and Commercial
Responsible Business Unit:	Corporate and Commercial
Disclosure of Interest:	Nil
Voting Requirements:	Simple
Attachments:	<ol style="list-style-type: none"> 1. Action Item Update 08122022 [14.2.4.1 - 13 pages] 2. 221208 Audit recommendations progress report [14.2.4.2 - 7 pages]

Officer Recommendation

That Council receive the information.

Executive Summary

At the May 2021 Audit and Risk Committee Meeting, members recommended the inclusion of two standing items in future agendas, being the Audit Recommendations Progress Report and the Audit and Risk Committee action item list. The items are attached for review.

Community Engagement Consultation

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

Community Strategic Plan Links

This report links to the Strategic Community Plan through the following Guiding Theme/s:

EMPOWERED: We ensure considered decision making based on collaborative, transparent and accountable leadership.

Budget Implications

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

Report

The Audit and Finance Committee considered the Better Practice Guide for Public Sector Audit Committees at its May 2021 meeting and supported the inclusion of two standing items on the agenda.

Audit recommendations progress report

This report is designed to provide the Committee with an update on the progress of actions taken by management to implement audit recommendations from the OAG, internal audit and external reviews.

Audit and Risk Committee action item list

This report identifies Audit and Risk Committee recommendations that are adopted by Council, and how the resolutions are followed-up and addressed by the responsible officer. The report aims to include a level of information to allow the audit committee to understand the nature of actions taken to date and the real reasons for any delays.

The report uses a 'traffic light system' to categorise progress into three groups: red – not started, amber – in progress, and green – complete.

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.

14.2.5 Annual Financial Report 2021/22 Audit Update

Responsible Officer:	Casey Radford Finance Manager
Responsible Business Unit:	Finance
Disclosure of Interest:	Nil
Voting Requirements:	Simple
Attachments:	Nil

Officer Recommendation

That Council receives the Annual Financial Report 2021/22 and Audit progress update.

Executive Summary

In accordance with s6.4(3) of the Local Government Act 1995, the 2022-23 Annual Financial Report was prepared and submitted to the Officer of the Auditor General (OAG) on 30 September 2022 to conduct the annual audit. As per the Audit Planning Report presented to the Committee on 29 June 2022, the audit exit meeting was to be held at this meeting in December for the Committee to receive the Annual Financial Report, Audit Report and audit findings. The audit work is mostly completed with final review of the City's fair valuation calculation of non-financial assets the last outstanding item.

Community Engagement Consultation

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

Community Strategic Plan Links

This report links to the Strategic Community Plan through the following Guiding Theme/s:

EMPOWERED: We ensure considered decision making based on collaborative, transparent and accountable leadership.

Budget Implications

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

Report

The preparation of an Annual Financial Report and submission of the City's accounts to the auditors for audit are statutory requirements of the Local Government Act

1995. The Annual Financial Report needs to be accepted by Council in order to enable the holding of an Annual General Meeting of Electors, at which the City's Annual Report will be presented. The signed Annual Financial Report is also required to be submitted to the Department of Local Government, Sport and Cultural Industries (DLGSC). Section 6.4 of the Local Government Act 1995 requires local governments to prepare the annual financial report and submit the report to the auditor by 30 September. The accounts and draft annual financial report were submitted by this date.

The external audit was conducted by Grant Thornton on behalf of the OAG and they presented the Audit Planning Report to the Committee on 29 June 2022. The plan described the areas of audit focus and a proposed audit timeline including the schedule for the audit fieldwork which was to be conducted in two stages. The first being the interim audit 29 June to 10 July and then the final audit 3 to 21 October.

The auditors worked remotely for the majority of the audit and attended the City offices for one week. They performed testing on all areas of the accounts, with a focus on areas they consider to be of high risk.

In accordance with *Local Government (Financial Management) Regulations 1996 regulation 17A* the City must revalue non-financial assets held within a period of not more than 5 years. The City's property (land and building) assets were last valued in June 2017 and all other infrastructure assets (including roads, footpaths, park assets and other) were last valued in June 2018. A decision was made to revalue both property and infrastructure assets as at 30 June 2022. Following instructions from the City, AssetVal Valuation Consultants, were engaged to provide fair valuation reports as at 30 June 2022 for the City's assets. Onsite inspections were carried out between 9-13 May and 26-28 July with the final report delivered on 16 November 2022. The revaluation of assets involves significant management judgement and subjectivity with regards to the underlying assumptions in determining the value of the asset balances. The Auditor's are in the process of completing their tests and evaluations on the reasonableness of the estimates and judgements made and how this is supported by AssetVals calculations.

Statutory Implications

Section 6.4 of the *Local Government Act 1995* states:

6.4 Financial Report

- (1) A local government is to prepare an annual financial report for the preceding financial year and such other financial reports as are prescribed.
- (2) The financial report is to –
 - (a) be prepared and presented in the manner and form prescribed; and
 - (b) contain the prescribed information.
- (3) By 30 September following each financial year or such extended time as the Minister allows, a local government is to submit to its auditor –
 - (a) the accounts of the local government, balanced up to the last day of the preceding financial year; and
 - (b) the annual financial report of the local government for the preceding financial year.

5.53 Annual Reports

- (1) The local government is to prepare an annual report for each financial year.
- (2) The annual report is to contain:
 - (f) the financial report for the financial year;

Section 5.54 of the *Local Government Act 1995* states:

5.54 Acceptance of annual reports

- (1) Subject to subsection (2), the annual report for a financial year is to be accepted* by the local government no later than 31 December after that financial year.

* Absolute majority required

Policy Implications

The Audit and Risk Committee Terms of Reference includes the following roles and functions of the Committee:

- Provide guidance and assistance to Council as to the carrying out of the functions of the City in relation to audits.
- Ensure that audits are conducted successfully and expeditiously

14.3 Youth Council Minutes - 6 December 2022

14.3.1 Conclusion of Youth Councillors Terms

Responsible Officer:	Mia Hicks Director of Community Development
Responsible Business Unit:	Community Development
Disclosure of Interest:	Nil
Voting Requirements:	Absolute Majority
Attachments:	1. KBYC Guidelines 2019 [14.3.1.1 - 4 pages]

Committee Recommendation

That Council -

1. Formally conclude the Youth Council membership status of - Youth Councillor Shicaloe Grayson; Youth Councillor Jason Heartley, and; Youth Councillor Marissa Mallard.
2. Authorise the CEO to actively advertise these positions to seek the appointment of new Youth Council members.

Executive Summary

As per the Kalgoorlie-Boulder Youth Council (KBYC) Guidelines 2019 (Terms of Reference), the Kalgoorlie-Boulder Youth Council are recommending concluding the membership status of three (3) current sitting members - Youth Councillor Shicaloe Grayson, Jason Heartley and Marissa Mallard due to an excess of 75% absences recorded over a 12-month period.

Community Engagement Consultation

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

Community Strategic Plan Links

This report links to the Strategic Community Plan through the following Guiding Theme/s:

CONNECTED: Culture, heritage, and place are valued, shared, and celebrated.

Budget Implications

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

Report

Kalgoorlie-Boulder Youth Council (KBYC) has requested City Officers undertake a review of the membership status all sitting KBYC members. Under the KBYC Guidelines 2019 memberships are concluded under the following conditions -

Conditions of Membership

- 7.2. Members who do not attend 2 consecutive meetings without an apology or do not attend 75% of meetings each 12 months of their appointment will have their membership reviewed.*
- 7.3. KBYC members must participate in a minimum of three City or Community events within a year.*
- 7.4. Members who do not adhere to the KBYC Behaviour Guidelines will have their membership reviewed.”*

City Officers have attempted to contact Youth Councillors Shicaloe Grayson, Jason Heartley and Marissa Mallard via the following mediums to discuss their consistent absences -

- Email to their personal email address listed in the contact database
- Text messages and phone calls
- Emails, texts and phone calls through their listed emergency contact on their original KBYC application

Despite these attempts, contact has not been successful, and City Officers consider these positions abandoned. City Officers are therefore recommending that the membership status of Shicaloe Grayson, Jason Heartley and Marissa Mallard be concluded and readvertised to attract new applicants to join the KBYC.

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.

14.3.2 Kalgoorlie-Boulder Youth Council 2023 Meeting and Events Schedule

Responsible Officer:	Mia Hicks Director of Community Development
Responsible Business Unit:	Community Development
Disclosure of Interest:	Nil
Voting Requirements:	Simple
Attachments:	1. 2023 KBYC Events and Meeting Schedule [14.3.2.1 - 2 pages]

COMMITTEE RECOMMENDATION

That Council adopt the attached 2023 calendar for Youth Council meetings and events.

Executive Summary

To enable long-term planning and ensure the availability of Youth Councillors to attend meetings and events, it is recommended that Youth Council adopt the attached 2023 Youth Council calendar. The calendar takes into consideration other factors impacting on KBYC time such as school holidays, tertiary exam periods and other major City of Kalgoorlie-Boulder events throughout the year.

Community Engagement Consultation

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

PUBLIC CONSULTATION

Public consultation was undertaken in the following manner:

Community Strategic Plan Links

This report links to the Strategic Community Plan through the following Guiding Theme/s:

SAFE: We support families and youth.

CONNECTED: We provide public spaces that facilitate a diverse range of activities and strengthen social bonds within the community.

EMPOWERED: We provide opportunities for genuine engagement with the community to inform the Council's decision-making.

Budget Implications

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

Report

The proposed schedule for meetings and events has been put forward to the Kalgoorlie-Boulder Youth Council (KBYC) for the 2023 Calendar year. This proposed schedule is put forward as a dynamic document that can be adjusted and expanded on as needed throughout the year. This schedule consists of the following:

- Informal meetings;
- Formal meetings;
- Key KBYC events and major projects;
- Major City of Kalgoorlie-Boulder events;
- National awareness days;
- Public holidays;
- School holiday periods;
- Tertiary exam dates.

Consideration has been taken for peak activity periods across the year and anticipated times for Youth Councillor unavailability due to either holidays, school exam periods or other commitments that can be pre-emptively planned for.

The calendar caters for the time constraints of young people aged 12-25 who comprise membership of the KBYC while still maintaining operational continuity and project outcomes across the year.

The proposed meeting schedule is structured with five (5) formal meeting dates across the year and typically two (2) casual meetings every month. Each formal meeting will include general business opportunities for the KBYC to raise issues that are important to them.

The nature of this schedule is presented as being dynamic and flexible, able to be adjusted to suit shifting priorities of the KBYC and capitalise on new opportunities as they may present themselves. It will also serve to better organise individual schedules for serving Youth Councillors, Youth Mentors and City of Kalgoorlie-Boulder staff, as well as prospective and new members joining the KBYC.

In addition, the schedule includes the election date for the roles of the Youth Mayor and Deputy Youth Mayor for the 2023 term. The election date for these positions will be 21 February 2023 providing sufficient time for Youth Council to meet with new members and develop as a team and set their priorities before electing a new Youth Mayor and Deputy Youth Mayor.

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.

14.4 Chief Executive Officer Review Committee - 6 December 2022

14.4.1 Chief Executive Officer Key Performance Indicators Status Report

Responsible Officer:	Andrew Brien Chief Executive Officer
Responsible Business Unit:	Office of the CEO
Disclosure of Interest:	Nil
Voting Requirements:	Simple
Attachments:	1. CONFIDENTIAL - Culture Review November 2022 [14.4.1.1 - 112 pages]

COMMITTEE RECOMMENDATION

That Council notes the progress report as provided by the Chief Executive Officer.

Executive Summary

In accordance with the provisions of the Chief Executive Officer's contract of employment and Council resolution, the Chief Executive Officer is required to provide progress reports to Council in relation to the developed Key Performance Indicators. Whilst not a legislative requirement, the progress report is intended to provide Council with an overview of how key issues are progressing and outline remedial actions where projects or initiatives are off track.

Community Engagement Consultation

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

Community Strategic Plan Links

This report links to the Strategic Community Plan through the following Guiding Theme/s:

EMPOWERED: We ensure considered decision making based on collaborative, transparent and accountable leadership.

Budget Implications

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

Report

A self-assessment in relation to progress against the key performance indicators has been undertaken by the Chief Executive Officer. The following is a summary of status of each of the focus areas. Overall the majority of focus areas are either completed or on track to be completed by the end of the assessment period. The

areas which are off track are the completion of the process and timetable for the review of the Local Laws and the identification of the priority projects for Council consideration and the finalisation of a draft long term financial plan.

Key Performance Indicator Focus (People)	Assessment Progress	Status
Implementation of the recommendations of the Culture Review as endorsed by Council	Progress reports to be provided to Council on a quarterly basis	Ongoing progress (refer to comments later in this report)
Employee Satisfaction Survey	Annual Survey	Culture Survey 2022 completed November
Culture Score	Annual Survey	Culture Survey 2022 completed November
Finalisation of the Enterprise Agreement	Enterprise Agreement to be completed within agreed timeframes	In principal agreement reached November 2022 with the draft Agreement to be lodged with the Commission in January 2023 to coincide with transition to State IR system
Finalisation of the back-pays for staff	Status reports to Council	Working with Fair Work Ombudsman to determine where unclaimed money goes i.e WA Treasury

Key Performance Indicator Focus (Governance)	Assessment Progress	Status
Legislative compliance	Assessment against CAR requirements	Report due first quarter 2023
Implementation of recommendations of any DLGSC reviews	Report to Council and review by DLGSC by October 2022	Report was presented to Council by the due date. Continuing to work with the DLGSC on the implementation of specific action and currently on track for finalisation February 2023
Review of Delegations	Report to Council by October 2022	Review of delegations to CEO completed

Development and implementation of Governance Framework	Report to Council by October 2022	Governance framework developed and adopted by Council
Review of Local Laws	Review timetable to be presented to Council by October 2022 and then ongoing reporting of compliance	Has been delayed due to resourcing
Development and Implementation of an Internal Audit Plan	Report to Audit Committee by December 2022	

Key Performance Indicator Focus (Financial)	Assessment Progress	Status
Assessment of Audit Findings	Report to Council	Awaiting outcomes of Audit Committee recommendations
Financial Health Indicators	Report to Council	Awaiting outcomes of Audit Committee recommendations
Development of Long-Term Finance Plan	Report to Council by December 2022	Council workshop held, however work on the draft plan has been delayed pending the provision of additional information in relation to asset management plans.

Key Performance Indicator Focus (Service Delivery)	Assessment Progress	Status
Implementation of Council Resolutions	Ongoing status reports	Ongoing
Community and Business Perceptions surveys	Annual Survey	To be undertaken first quarter 2023
Actioning of Elected Member requests	Ongoing status reports	Ongoing

Key Performance Indicator Focus (Relationships)	Assessment Progress	Status
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External stakeholder satisfaction	Annual survey and anecdotal feedback	To be undertaken first quarter 2023
Meeting Outcomes	Regular reports to Council	Reported on an ongoing basis

Key Performance Indicator Focus (Projects)	Assessment Progress	Status
Development and implementation of a project management framework incorporating reporting mechanism to keep council informed of major projects	Framework to be developed and implemented by December 2022	In Progress – Final Report to December OCM
Key projects to be identified by Council.	Projects to be identified and agreed by October 2022	Not completed by due date

As an outcome of the Culture Review in 2021 there were a number of specific projects and initiatives that were agreed to be actioned. The following provides an update since the previous report with further progress against the majority of areas.

Focus Area 1 – Enterprise Bargaining Agreement

Activities Required	Status August	Status December
Complete a comprehensive salary benchmarking activity	Completed	Additional work has been undertaken to complete benchmarking for executive positions
Realign pay to a job evaluation system that provides equity and consistency	Completed	No further action required
Complete the Enterprise Agreement within 12 months	In progress	Completed with in-principle agreement reached November 2022. Transition to State IR system will occur in January 2023 with the lodgment of the draft Agreement

Focus Area 2 – Leadership Capability

Activities Required	Status August	Status December
360 and development planning for the Executive and management teams	In progress	Consultant engaged to undertake work with the Executive Team to address specific issues identified through the Culture Survey.
Leadership Development Program to be developed	In progress	Consultant engaged to undertake work with the Executive Team to address specific issues identified through the Culture Survey.
Build a program for highflyers to ensure succession	Subject to review	In order to remove the perception of favoritism it has been recommended to remove this program and incorporate into annual performance reviews.
Leadership competencies to be developed and embedded in the performance review	In progress	Consultant engaged to undertake work with the Executive Team to address specific issues identified through the Culture Survey.

Focus Area 3 – Organisational Structure

Activities Required	Status August	Status December
Realign the structure to ensure equity in levels of responsibility	Completed	Minor changes to reporting relationships has continued to ensure appropriate accountability in the structure
Rebuild the management team level and ensure the spans of control effectively lead the organisation	Completed	Minor changes to reporting relationships has continued to ensure appropriate accountability in the structure

Focus Area 4 – Workplace Environment and Safety

Activities Required	Status August	Status December
Continue with a series of workshops to outline behaviour requirements and people have been terminated after conducting this behaviour	In progress	This has continued to progress and is now part of business as usual and is being more effectively managed.
Teams to continue discussions to ensure that behaviours are aligned	In progress	Ongoing work in this area is still required to ensure that minimum standards are effectively implemented across the entire organisation.
In teams where there are unacceptable behaviours leaders actively manage these	In progress	Training of middle managers is still required to ensure that they have the necessary skills to more effectively manage bad behaviours across all work areas.
Senior leaders to demonstrate acceptable behaviours	In progress	Whilst there has been work in this area the culture survey indicates that additional work is still required. To be addressed through the 360 and leadership development program.
Offer resilience training to all staff deliver mental health first aid training to all leaders across the organisation	In progress	Mental Health first aid program run. Will be implemented as part of annual training program going forward.

Focus Area 5 – Human Resources

Activities Required	Status August	Status December
HR to ensure confidentiality of all information	In progress	There have been no reported incidents of information being accessed outside of

		the People and Culture Department. Staffing changes in this area have assisted in ensuring that all information is kept confidential.
Support for staff when they raise issues of bullying and harassment	In progress	Ongoing with the development of new management practices and guidelines in accordance with best practice principles
Effective management of policies related to behaviour management	In progress	Ongoing with the development of new management practices and guidelines in accordance with best practice principles

Focus Area 6 – Staff Recruitment and Retention

Activities Required	Status August	Status December
Identify key areas where vacancies are significantly impacting performance and prioritise of these	In progress	Work is ongoing in this area with additional resources being made available to improve recruitment practices
HR to develop and implement strategies for faster recruitment HR to define and implement staff retention strategies including resolving the EBA and pay	In progress	Work is ongoing in this area with additional resources being made available to improve recruitment practices

Focus Area 7 – Culture and Values

Activities Required	Status August	Status December
Leadership team to be trained in culture and values based leadership	In progress	Consultant engaged to undertake work with the Executive Team to address specific

		issues identified through the Culture Survey.
Run focus groups to develop values	Completed	Roll out of corporate values is continuing with staff values awards receiving multiple nominations each month
Roll out values to all areas run workshops to enhance cultural understanding	Completed	Embedding of corporate values continues to be a focus with the now incorporated into all position descriptions as they are reviewed.
Build a genuinely values based culture	In progress	Consultant engaged to undertake work with the Executive Team to address specific issues identified through the Culture Survey.
Build a culture coaching team to generate cultural change activities	In progress	Consultant engaged to undertake work with the Executive Team to address specific issues identified through the Culture Survey.

Focus Area 8 – Executive Leadership Presence

Activities Required	Status August	Status December
All staff meetings held quarterly	Subject to review	Staff meetings held as required by CEO
CEO breakfast monthly	Subject to review	CEO coffee catch ups have been implemented as an alternative to provide staff with the opportunity to meet in smaller groups with CEO and provide feedback directly.

Executives visit all locations monthly	Not yet started	A number of sessions have been held across different work locations by CEO and the Executive Team. Subject to scheduling Executive Leadership Team meetings are to be held in different locations in the new year
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Focus Area 9 – Improve Communication

Activities Required	Status August	Status December
Develop and implement a communication cascade plan	In progress	Review undertaken of other organisations to assist in determining most appropriate mechanisms and approaches to achieve this.
Implement a monthly newsletter	Completed	This was implemented however following staff consultation has been discontinued and is being replaced with other forms of updates.
Leaders held accountable for communication to their teams	In progress	The development and implementation of communication KPIs are being developed and will be incorporated into all Executive and Management Annual Reviews
Executive to provide minutes of meetings for cascading of information	In progress	No specific update this quarter
All teams must have biweekly meetings at a minimum	Subject to review	This matter has been raised with staff and whilst it was identified in the initial review, the focus now appears to be on communication from

		the Executive rather than at team level
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Focus Area 10 - Recognition

Activities Required	Status August	Status December
Develop a recognition strategy and implement this	In progress	Staff values awards have been implemented and are starting to provide some form of recognition to staff.
Leadership groups to actively provide recognition	In progress	No specific update this quarter

Focus Area 11 - Accountability

Activities Required	Status August	Status December
Update all PDs	In progress	Ongoing work with all new positions being advertised in the new format and existing positions being progressively updated.
Develop team plans that align with the corporate plan	Not yet started	Work has commenced on the alignment of organisational KPIs with individual work areas.
Develop KPIs for everyone	In progress	No specific update this quarter
Leaders actively monitor the KPIs	In progress	No specific update this quarter

Focus Area 12 – Training and Development

Activities Required	Status August	Status December
Based on 2022 performance review data develop a training plan for the organisation for implementation in 2023	Not yet started	Training and Development plans are to be rolled out with the undertaking of annual reviews due to commence first quarter of 2023

All training in the interim to be focused on organisational priorities such as values training resilience training and leadership training	In progress	No specific update this quarter
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Focus Area 13 – Get rid of the silos

Activities Required	Status August	Status December
Team building across the organisation	Not yet started	A number of minor team building events have been undertaken over the quarter and these will continue to be built upon in 2023
Cross functional project groups	Not yet started	Two specific groups are being established, the first is focused on Health and Safety and the second is a consultative committee to assist in the undertaking of reviews and input to management practices and other organisational issues
All values work to be carried out in cross functional teams to commence earlier than 2023	In progress	No specific update this quarter

A copy of the 2022 Culture Review has been provided to the Committee as a confidential attachment to provide some additional background to the CEO Self-Assessment. An analysis of the report will be provided to the Committee at the meeting.

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.

15 REPORTS OF OFFICERS

15.1 Chief Executive Officer

15.1.1 Review of public submissions regarding electoral reforms

Responsible Officer:	Andrew Brien Chief Executive Officer
Responsible Business Unit:	Office of the CEO Governance
Disclosure of Interest:	Nil
Voting Requirements:	Absolute Majority
Attachments:	<ol style="list-style-type: none"> 1. Ward and representation review template for use by LGs October 2022 [15.1.1.1 - 5 pages] 2. Post Campaign Report - Local Government Reform 2022 [15.1.1.2 - 12 pages] 3. LG Electoral Reform Summary Comments [15.1.1.3 - 26 pages]

Officer Recommendation

That Council:

1. Endorse the outcomes of the community consultation in respect of the local government electoral reforms; and
2. Request the Chief Executive Officer to prepare and submit a report to the Local Government Advisory Board (the Board) advising that:
 - a. Consistent with the legislative requirements, the number of City of Kalgoorlie-Boulder Councillors be reduced from the current 13 (including the Mayor) to nine (including the Mayor);
 - b. The reduction in Councillors should be effected from the 2023 Local Government elections; and
 - c. Request the Local Government Advisory Board make an order under section 2.2(1) of the *Local Government Act 1995* to reduce the number of elected members from thirteen to nine.

Executive Summary

The State Government have regulated the minimum and maximum number of elected members for local governments. For the City of Kalgoorlie-Boulder there will be a maximum of nine (9) elected members, including the Mayor or a minimum of four (5), including the Mayor. In addition the reforms proposed for a changes to Wards and the method of Election of Mayor however, the City is already compliant with these last two aspects.

Community Engagement Consultation

At the Special Meeting of Council held on 11 October 2022, the Council resolved to go out to the community to seek input in relation to the proposed changes along with

the best method to achieve the State Government mandate. The results of the community engagement are contained in attachment 2 to the report with the summary findings outlined in the report.

Community Strategic Plan Links

This report links to the Strategic Community Plan through the following Guiding Theme/s:

- EMPOWERED: We continue to believe in the principles of representational democracy and are enabled to make decisions about our lives.
- EMPOWERED: We ensure considered decision making based on collaborative, transparent and accountable leadership.
- EMPOWERED: We provide opportunities for genuine engagement with the community to inform the Council's decision-making.
- EMPOWERED: We are utilising diverse points of view to inform decision making and actions taken for the City.

Budget Implications

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

Report

The Council resolved at the Special Meeting held on 11 October 2022 to undertake community consultation in relation to the mandated reduction of elected members. The community had the opportunity to provide input to the decision-making process through a survey process and the opportunity to provide comments around their recommended options.

Consistent with the outcomes of the community consultation it is considered that the maximum number of elected members should be recommended which is eight Councillors plus the Mayor. This is shown in (figure 1), with approximately 49% of the respondents recommending the option.

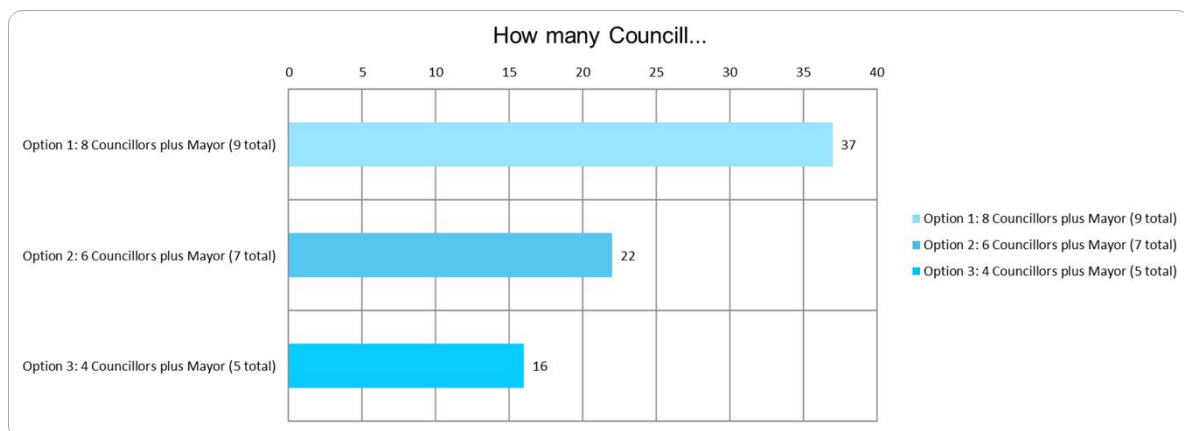


Figure 1

In terms of the best process to achieve the recommended number of Councillors, 72% of respondents indicated that the change should be made in a single election, with all positions declared vacant and a new election held for all positions.

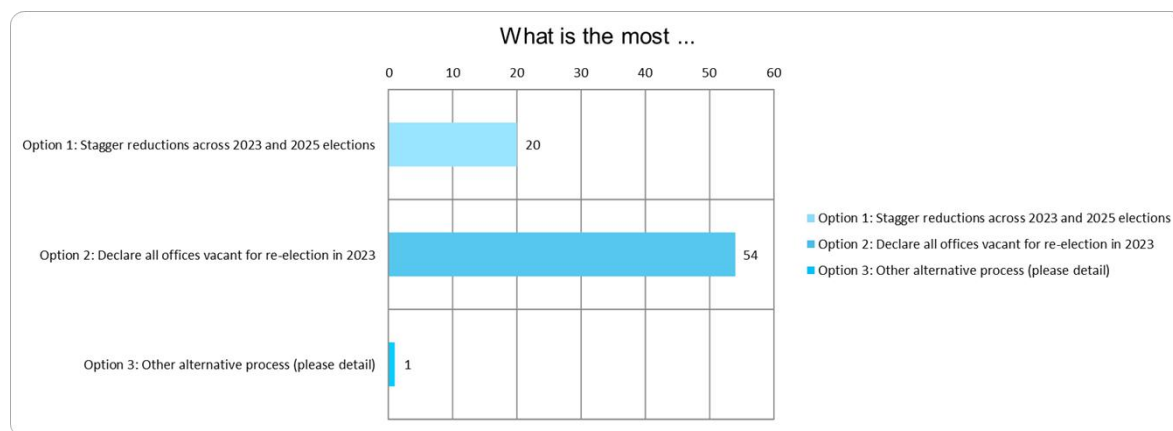


Figure 2

A summary of the community comments is attached, which outlines various reasons for the recommended options and the community's position around their recommendations. Based on the review of the community consultation, a clear position has been identified which would see the maximum number of Councillors being recommended and a transition to this arrangement in a single election.

There are benefits and disadvantages of each option, and these were outlined in the discussion paper and survey information made available to the community.

In the event that the Council support the community position in relation to the electoral reform, a report will need to be prepared and submitted to the Local Government Advisory Board for their consideration. A copy of the template for the report is included as attachment 1.

It needs to be noted that the final position of Council in relation to any recommendation to the Local Government Advisory Board will need to be by Absolute Majority. In the event that and Absolute Majority cannot be achieved, the matter will be referred back to the Department of Local Government in accordance with previous advice the Minister will make a determination in relation to the changes and arrangements to implement.

It is clear from the survey responses that the majority of respondents felt that the appropriate number of elected members was eight (8) plus the Mayor and that the preferred process to get there (regardless of number of elected members) was to transition in a single election.

Options	What is the most effective way to reduce the number of Elected Members?
Option 1: 8 Councillors plus Mayor (9 total)	37
Option 1: Stagger reductions across 2023 and 2025 elections	14 (38%)
Option 2: Declare all offices vacant for re-election in 2023	23 (62%)
Option 2: 6 Councillors plus Mayor (7 total)	22

Option 1: Stagger reductions across 2023 and 2025 elections	5 (23%)
Option 2: Declare all offices vacant for re-election in 2023	117 (77%)
Option 3: 4 Councillors plus Mayor (5 total)	16
Other arrangement not specified	1 (6.25%)
Option 1: Stagger reduction across 2023 and 2025 elections	1 (6.25%)
Option 2: Declare all offices vacant for re-election in 2023	14 (87.5%)
Grand Total	75

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.

15.1.2 Accounts Payable Report November 2022

Responsible Officer:	Casey Radford Finance Manager
Responsible Business Unit:	Finance
Disclosure of Interest:	Nil
Voting Requirements:	Simple
Attachments:	<ol style="list-style-type: none"> 1. Municipal EFT Payments - November 2022 [15.1.2.1 - 30 pages] 2. Municipal Cheque Payments - November 2022 [15.1.2.2 - 1 page] 3. Municipal Direct Debit Payments - November 2022 [15.1.2.3 - 1 page] 4. Municipal Credit Card Payments - November 2022 [15.1.2.4 - 10 pages]

Officer Recommendation

That Council receive the list of payments totalling \$7,410,082.08 as presented for the month of November 2022.

Executive Summary

The purpose of this report is for Council to receive the list of payments made from the Municipal and Trust funds including a summary report of the Corporate Credit Card transactions incurred by authorised card holders.

The Chief Executive Officer has been delegated the power to make payments from the Municipal and Trust funds in accordance with budget allocations. The City provides payment facilities to suppliers either by cheque, electronic funds transfer (EFT), direct debit, debit card and credit card.

Community Engagement Consultation

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

Community Strategic Plan Links

This report links to the Strategic Community Plan through the following Guiding Theme/s:

EMPOWERED: We ensure considered decision making based on collaborative, transparent and accountable leadership.

CAPABLE: We will have the resources to contribute to our community and economy.

Budget Implications

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

Report

Attached to this report are the lists of all cheque and EFT payments made during the month of November 2022 and a list of corporate credit card transactions by card holder of the same period totalling \$7,410,082.08

Municipal EFT	\$	7,071,903.83
Municipal Cheque	\$	850.80
Direct Debit	\$	285,215.56
Credit Cards	\$	52,111.89
Grand Total	\$	7,410,082.08

Statutory Implications

The Accounts Payable for the Month of November 2022 has been prepared in accordance with the requirements of the Local Government (Financial Management) Regulations 1996.

Policy Implications

All purchases by authorised officers are to be completed in accordance with Policy CORP AP 001– Purchasing.

15.1.3 Monthly Financial Report - October 2022

Responsible Officer:	Casey Radford Finance Manager
Responsible Business Unit:	Finance
Disclosure of Interest:	Nil
Voting Requirements:	Simple
Attachments:	1. Monthly Financial Report - October 2022 [15.1.3.1 - 25 pages]

Officer Recommendation

That Council in accordance with Regulation 34 of the Local Government (Financial Management Regulations 1996), receive the Statement of Financial Activity for the period ending 31 October 2022.

Executive Summary

In accordance with regulation 34 of the Local Government (Financial Management) Regulations 1996 (“the Regulations”), the City is to prepare a monthly Statement of Financial Activity for approval by Council. Attached for consideration is the completed Statement of Financial Activity for the period ending 31 October 2022.

Community Engagement Consultation

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

Community Strategic Plan Links

This report links to the Strategic Community Plan through the following Guiding Theme/s:

EMPOWERED: We ensure considered decision making based on collaborative, transparent and accountable leadership.

CAPABLE: We will have the resources to contribute to our community and economy.

Budget Implications

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

Report

The Statement of Financial Activity was introduced by the Department of Local Government from 1 July 2005; the change was implemented to provide elected members with a better idea of operating and capital revenues and expenditures. It was

also intended to link operating results with balance sheet items and reconcile with the end of month balances.

In accordance with the Regulations, a report must be compiled on variances greater than the percentage agreed by Council which is currently plus (+) or minus (-) 10% or \$50,000, whichever is the greater.

For the year to date to 31 October 2022 income is over budget by 3.73% and expenditure is over budget by 8.87%, commentary is provided at sub program level. A nil variance means that the year to date actual value is identical to the year to date budget estimate. Comments are therefore provided where the variances value is > 10% and > \$50,000 under or over budget.

INCOME CATEGORIES

Overall stated income is 3.73%, \$2,109,983 over budget. The sub programs which are outside the allowable variance is as follows.

Other General Purpose Funding

Description	YTD Budget	YTD Actual	YTD Variance
Other General Purpose Funding	\$356,660	\$434,576	\$77,916

This variance is due to Federal Assistant Grant of (\$128k) being less than budget due to timing difference, and interest on term deposit of \$211k being more than budget, which is the result of higher than expected interest rates. This will be adjusted at Mid-year budget review.

Other Recreation & Sport

Description	YTD Budget	YTD Actual	YTD Variance
Other Recreation & Sport	\$1,606,702	\$1,781,435	\$174,733

This variance is due to a higher Oasis Health Club income of \$72k attributable to increased membership numbers, higher Golf Course Food & Beverage income of \$36k due to an increased events schedule for the period, higher Golf Course Membership Fees income of \$49k and a higher Golf Course Equipment Hire income of \$14k, when compared with the budget.

Aerodromes

Description	YTD Budget	YTD Actual	YTD Variance
Aerodromes	\$3,910,120	\$5,286,573	\$1,376,453

This variance is mainly due to a 24% increase in passenger numbers when compared with budget, due to an increase in travel in and out of the region, post COVID-19 restrictions.

EXPENSE CATEGORIES

Overall stated expenditure is 8.87%, \$2,222,972 over budget. The sub programs which are outside the allowable variance is as follows.

Rates Revenue

Description	YTD Budget	YTD Actual	YTD Variance
Rates Revenue	\$356,980	\$290,507	(\$66,473)

This is due to a timing difference, will be cleared by year end.

Other Governance

Description	YTD Budget	YTD Actual	YTD Variance
Other Governance	\$656,734	\$520,878	(\$135,856)

This variance is due to contractors & consultants services of (\$63k), contributions, and donations & subsidies of (\$64k) being less than budget.

Other Law, Order & Public Safety

Description	YTD Budget	YTD Actual	YTD Variance
Other Law, Order & Public Safety	\$573,997	\$461,194	(\$112,803)

This variance is due to employee salaries & wages of (\$73k) due to vacant positions, contractors & consultants services of (\$21k), and admin costs of (\$10k) being less than budget.

Preventive Services – Inspection/Admin

Description	YTD Budget	YTD Actual	YTD Variance
Preventive Services – Inspection/Admin	\$515,042	\$404,600	(\$110,442)

This variance is due to employee salaries & wages of (\$70k) and admin costs of (\$53k) being less than budget.

Other Welfare

Description	YTD Budget	YTD Actual	YTD Variance
Other Welfare	\$484,468	\$570,631	\$86,163

This variance is mainly due to total higher than budgeted employment costs of \$62k, and an unbudgeted grant funded contribution of \$45k on welfare projects (suicide prevention project). This is offset by the cashless debit card project's contractors and materials of (\$22k) being less than budget.

Libraries

Description	YTD Budget	YTD Actual	YTD Variance
Libraries	\$363,580	\$295,934	(\$67,646)

This variance is mainly due to employee salaries & wages of (\$57k) being less than budget which will be fixed at Mid-year, and depreciation on buildings being (\$14k) under budget which is due to assets' useful lives changed following 30/06/2022 asset revaluations.

Const Roads Bridges Depots

Description	YTD Budget	YTD Actual	YTD Variance
Const Roads Bridges Depots	\$1,624,472	\$3,662,754	\$2,038,282

This variance is mainly due to depreciation on roads works being \$2.04m over budget, which is due to assets' useful lives changed following 30/06/2022 asset revaluations.

Mtce Roads Bridges Depots

Description	YTD Budget	YTD Actual	YTD Variance
Mtce Roads Bridges Depots	\$3,039,534	\$2,387,223	(\$652,311)

This variance is due to less expenditure than expected on contractors & consultants services of (\$281k) due to contractor and materials shortages, less total employee costs of (\$156k), labour overheads of (\$151k), electricity of (\$30k), and total depreciation of (\$20k) being less than budget.

Parking Facilities

Description	YTD Budget	YTD Actual	YTD Variance
Parking Facilities	\$181,084	\$112,434	(\$68,650)

This variance is due to depreciation reduction of (\$40k), and employee salaries & wages of (\$26k) being less than budget.

Aerodromes

Description	YTD Budget	YTD Actual	YTD Variance
Aerodromes	\$1,562,788	\$1,907,890	\$345,102

This variance is due to depreciation on buildings of (223k), and depreciation on airport area infrastructure of (\$152k) being less than budget which is attributable to the assets' useful life adjustment following 30/06/2022 asset revaluations.

Building Control

Description	YTD Budget	YTD Actual	YTD Variance
Building Control	\$330,956	\$250,532	(\$80,424)

This variance is due to admin costs being (\$51k), and total employee costs of (\$23k) being less than budget.

Public Works Overheads

Description	YTD Budget	YTD Actual	YTD Variance
Public Works Overheads	\$235,331	\$875,378	\$640,047

This is due to a timing difference, will be cleared by year end.

Plant Operation Costs

Description	YTD Budget	YTD Actual	YTD Variance
Plant Operation Costs	\$113,304	\$213,891	\$100,587

This is due to a timing difference, will be cleared by year end.

Unclassified

Description	YTD Budget	YTD Actual	YTD Variance
Unclassified	\$18,544	\$95,513	\$76,969

This is mainly due to total depreciation of \$80k being higher than budget, which is due to the assets' useful life adjustment following the 30/06/2022 asset revaluations.

CAPITAL CATEGORIES

October 2022 year to date capital expenditure is under budget by (\$5.80m). Actual YTD expenditure is \$11.65m versus budgeted YTD spend of \$17.45m.

Main variances from Infrastructure –Roads of (\$2.87m), mainly relating to delays in R2R and RRG projects, Sewerage of (\$1.75m) relating to the Water Bank project, and Buildings of (\$1.11m) with delayed purchase of properties and the Youth Hub Project. Majority of works for this have been delayed to next calendar year.

Statutory Implications

The Statement of Financial Activity has been prepared in accordance with the requirements of the Local Government (Financial Management) Regulations.

Policy Implications

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

15.2 Development and Growth

15.2.1 Community Safety and Crime Prevention Plan and Working Group

Responsible Officer:	Alain Baldomero Manager Health and Community Safety Alex Wiese Director Development and Growth
Responsible Business Unit:	Development and Growth
Disclosure of Interest:	Nil
Voting Requirements:	Simple
Attachments:	Nil

Officer Recommendation

That Council:

1. Receive the update in relation to the status of the development of the City's Strategic Community Safety and Crime Prevention Plan 2023 to 2026 and the re-establishment of the Community Safety and Crime Prevention Working Group; and
2. Nominate the Mayor and two (2) Councillors as members of the Community Safety and Crime Prevention Working Group.

Executive Summary

The City is in the process of undertaking a major review of the City's Strategic Community Safety and Crime Prevention Plan (CSCPP). The project is currently in research phase. This includes research of other regional and metropolitan plans, crime statistical analysis, and the identification of priority issues and actions, including the re-establishment of the Community Safety Working Group (CSWG) under the Coordinator of Community Safety.

The CSWG will be used to inform the development of the CSCPP and will consist of a range of different stakeholders.

EOI's for the CSWG will be released in January 2023, with the first meeting to be held in February 2023. It is expected the CSCPP will be presented for Council consideration in April 2023.

Community Engagement Consultation

Community engagement will be undertaken through the EOI process for the CSWG, and as part of the adoption process of the CSCPP, which will be advertised for public comment.

Community Strategic Plan Links

This report links to the Strategic Community Plan through the following Guiding Theme/s:

SAFE: We will be safe and free from harm and crime.

SAFE: We support families and youth.

EMPOWERED: We continue to believe in the principles of representational democracy and are enabled to make decisions about our lives.

EMPOWERED: We ensure considered decision making based on collaborative, transparent and accountable leadership.

Budget Implications

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

Report

Background

The current Community Safety and Crime Prevention Plan was last reviewed in 2015, and is due for a major review. There are also a number of current, important community safety issues that would benefit from a strategic and collaborative approach.

The City's Coordinator of Community Safety and the Safer Streets Patrol will play a key role in assisting to implement the CSCPP.

Strategic Community Safety and Crime Prevention Plan (CSCPP) 2023 – 2026

The CSCPP is in research-draft phase. This includes research of other regional and metropolitan plans, crime statistical analysis and community prioritisation and issue identification, which will guide the development of measurable and actionable outcomes.

The draft CSCPP 2023 – 2026 is expected to be completed and presented to Council in April 2023, with multiple opportunities for community consultation prior to formal adoption.

Agency stakeholders are already being engaged to assist the City in development of the CSCPP. Outcomes, actions and key performance indicators will be developed with the community.

Community Safety Working Group (CSWG)

The first initiative in the review is the re-establishment of the CSWG, with appropriate representation from the community, City officers, Elected Members and key stakeholders.

The CSWG membership is expected to include the WA Police Force, residents, local businesses, the Kalgoorlie-Boulder Chamber of Commerce and Industry, the Mayor as Chair, and two (2) Councillors.

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.

15.3 Community Development

15.3.1 Boulder Tourism Precinct Activation and Opportunities Report

Responsible Officer:	Mia Hicks Director of Community Development
Responsible Business Unit:	Community Development
Disclosure of Interest:	Nil
Voting Requirements:	Simple
Attachments:	1. Boulder Tourism Activation Report [15.3.1.1 - 69 pages]

Officer Recommendation

That Council notes the Boulder Tourism Precinct Activation and Opportunities Report as recommended by the Boulder Tourism Precinct Working Group.

Executive Summary

The purpose of this report is for Council to note the Boulder Tourism Precinct Activation and Opportunities Final Report. The development of the report was led by the Boulder Tourism Precinct Strategy Working Group (Working Group) and was recommended for submission to Council on 26 October 2022.

Community Engagement Consultation

Boulder Tourism Precinct Strategy Working Group

H&H Architects engaged with the Working Group a total of six (6) times from 1 June to 26 October 2022.

The workshops included the following topics: design and visioning, activation opportunities and constraints, review of draft the Boulder Tourism Precinct Activation and Opportunities Report, and review and endorsement of final Boulder Tourism Precinct Activation and Opportunities report.

Key Stakeholder Meetings

H&H Architects held one-on-one meetings with nine (9) key stakeholders to inform the development of the Boulder Tourism Precinct Activation and Opportunities Report. Stakeholders included the following organisations:

- Northern Star Resources
- Museum of the Goldfields
- ArtGold
- Eastern Goldfields Historical Society
- Golden Mile Loopline Railway Society
- Kalgoorlie-Boulder Visitors Centre
- Goldfields Aboriginal Language Centre Aboriginal Corporation

- Goldfields Artisan Blacksmiths

On 11 August 2022, H&H Architects presented the concept design documentation at a stakeholder meeting which included the Working Group to obtain initial feedback.

Boulder 125th Anniversary Celebrations - Consultation & Community Feedback Survey

“A Vision for the Boulder Tourism Precinct” was launched at the 125 Years of Boulder celebrations on 13 August 2022. The community were invited to engage with City Officers and view the concept designs on the day. These designs remained at the Boulder Town Hall until 24 September 2022.

Boulder Tourism Precinct Survey

A city-wide survey was available to the community to obtain feedback for a period of four (4) weeks on the City’s engagement portal (CKB Unearthed) along with paper copies and a submission box at the Boulder Town Hall. Pamphlets with QR codes providing access to the survey were distributed to the Boulder Traders Committee.

Community feedback demonstrated that there was support for most projects, and a strong theme was to include First Nation’s People history and themes within the projects. The Boulder Town Hall Outdoor War Museum, Loopline Trails and Burt Street lighting and street upgrades were the most popular.

Public consultation was undertaken in the following manner:

Requirement: Discretionary

Duration: Four Weeks

Method: Survey

Submissions Received: 62 responses included in the Boulder Tourism Precinct - Activation & Opportunities Final Report.

Community Strategic Plan Links

This report links to the Strategic Community Plan through the following Guiding Theme/s:

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

CAPABLE: We promote and support local tourism opportunities including facilitating tourism infrastructure and services.

Budget Implications

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

Report

The development of a unique tourism precinct in Boulder is articulated in the City of Kalgoorlie-Boulder’s Strategic Community Plan 2020-2030 and the City of Kalgoorlie-Boulder’s Tourism Strategy 2020-2024.

The reactivation of Boulder as a tourism precinct would bring an array of recreational, cultural, commercial, and tourism opportunities to enhance the precinct for the local community and visitors.

In May 2022, H&H Architects were engaged to develop a Visioning Report and Masterplan for a tourism precinct in Boulder. The Boulder Tourism Precinct Activation and Opportunities report was finalised on 25 November 2022 and provides

- an overview of the issues and constraints affecting the Boulder Tourism Precinct;
- a synopsis of the findings of the targeted key stakeholder engagement;
- a collation of the ideas into a Master Plan for the area; and
- a summary of the recommended approach to activate the outlined area.

The following provides an overview of each project which could be considered in the City of Kalgoorlie-Boulder's Long Term Financial Plan:

Goldfields War Museum and Outdoor Vehicle Display

Supporting the high-quality internal displays and visitor experiences at the Boulder War Museum, it is proposed to provide additional undercover display areas to the exterior of the building for the display of military vehicles and items. The Outdoor Museum would incorporate green spaces and cultural heritage interpretation devices that contribute to the streetscape as well as provide an engaging outdoor heritage display.

Requirements for this project include a restoration program for the military vehicles and items. The estimated cost for the refurbishments required is not part of the costings presented in the Boulder Tourism Precinct Activation and Opportunities report.

Welcome Gateway and Subway Landscaping

Celebrating the unique rail heritage of Boulder, this project would provide enhanced pedestrian safety and aesthetics through the redevelopment of retaining walls on each entry point to the underpass with significant landscaping and reconfiguration of stormwater drainage including reimagined entry statements.

Burt Street Upgrades – Lighting, Landscaping, Footpaths

This redevelopment would involve installation of new energy efficient lighting, seating and bins, drinking fountains, verge landscaping and footpath improvements.

Loopline Trailhead

Covering all aspects of Boulder's unique and multi-cultural history and utilising existing assets such as the 'Golden Footsteps,' this project would include landscaping, interpretive panels and signage.

Visitors Centre & Cultural Hub

A new visitor centre and cultural hub would allow tourists to access visitor services with the development of a purpose-built visitor information centre including a cultural hub, retail shop and office/meeting spaces for small scale tourism operators.

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.

15.3.2 City of Kalgoorlie-Boulder's Age Friendly Strategy 2022-2026

Responsible Officer:	Mia Hicks Director of Community Development
Responsible Business Unit:	Community Development
Disclosure of Interest:	Nil
Voting Requirements:	Simple
Attachments:	1. City of Kalgoorlie- Boulder Age- Friendly Strategy 2022-26 [15.3.2.1 - 32 pages]

Officer Recommendation

That Council endorse the City of Kalgoorlie-Boulder's Age Friendly Strategy 2022-2026.

Executive Summary

The City of Kalgoorlie-Boulder (City) conducted significant consultation with seniors (ages 55 and over) since February 2022 through surveys, workshops and focus groups.

Together with the newly established Seniors Focus Group, the City of Kalgoorlie-Boulder's Age Friendly Strategy aims to promote age friendly initiatives and enhance the quality of life of seniors as they age in Kalgoorlie-Boulder. It was developed in line with the World Health Organisation's Age Friendly Cities Framework.

Community Engagement Consultation

The Age Friendly Strategy 2022-2026 was developed based in consultation and input from the Seniors Focus Group, survey results, workshops and focus groups. The Seniors Focus Group have reviewed the draft Strategy including its implementation plan with City Officers and have endorsed the priority actions.

PUBLIC CONSULTATION

Public consultation was undertaken in the following manner:

Requirement: Discretionary

Duration: 17 August to 6 September 2022

Method: Survey

Submissions Received: 138

Community Strategic Plan Links

This report links to the Strategic Community Plan through the following Guiding Theme/s:

SAFE: We will be safe and free from harm and crime.

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

Budget Implications

There is sufficient budget allocated in 2022/23 financial year towards the implementation plan outlined in the Age Friendly Strategy.

The Strategy will develop a multi-year approach for investment in seniors that will require sustainable City investment for Council to consider in future budget cycles.

Report

At the Ordinary Council Meeting on 27 September 2022, Council resolved to:

1.
2.
3. Request the CEO to develop, in partnership with relevant senior service providers and the Seniors Working Group, an Age-Friendly Strategy including quarterly progress reporting arrangements using the survey results and further consultation to enhance the health and wellbeing of seniors in our community for Council consideration by December 2022; and
4.

Carried (9 / 0)

Seniors Focus Group

Expressions of interest (EOIs) for the Seniors Focus Group was open from 7 October to 21 October. Twelve EOI applications were received (both digital applications through CKB Unearthed and hard copies). Each EOI was reviewed independently by City Officers on 25 October and subsequently 10 candidates were successful in receiving membership to the Seniors Focus Group.

The primary purpose of the Group is to develop the Age Friendly Strategy in consultation with City Officers which occurred on 14 November 2022 and 25 November 2022. The Strategy includes a four-year action plan outlining priorities for seniors, future service needs, and recommended initiatives to enhance the health and well-being of older people in the city.

Age Friendly Strategy 2022-2026

Developing an Age Friendly Strategy is optional for Local Governments (i.e., not required under the Integrated Planning and Reporting Framework) and is considered a progressive approach in addressing the needs of an aging population.

It is intended that this Strategy will direct several actions to assist the city in becoming a place where older adults feel valued for the contribution they make to the community and provide outcomes to enhance the health and well-being of older people in the city.

The City’s 2022-26 Age Friendly Strategy follows the World Health organisation’s outcomes and goals framework:

- Outdoor Spaces and Buildings - are safe and accommodate for older adults and their various mobility requirements.
- Transportation - infrastructure including parking and services meet older people’s needs and requirements.
- Housing - Information about aged care support services and housing options is communicated, to ensure older adults are supported to age in place.

- Social Participation - ensure that activities and services to older adults are accessible, affordable, and inclusive.
- Respect and Social Inclusion - older people are respected for their role in the community and are provided the opportunity to engage with inclusive community services and activities.
- Civic Participation and Employment - opportunities for older people to upskill, volunteer and gain employment are actively facilitated and promoted.
- Communication and Information - older adults are provided with information on initiatives in requested media platforms whilst ensuring that older adults who may be difficult to reach are provided with access to the same information.

The below guiding frameworks, policies and references have been used to help inform the development of the City's Age Friendly Strategy:

- Global Age-friendly Cities: A Guide, World Health Organisation
- Age Friendly Communities, Priorities Report, Local Government Professionals Australia WA and Age Friendly Communities Network
- DRAFT WA Seniors Strategy – Vision, Pillars and Key Focus Areas, consultation.
- Age-friendly Communities Toolkit, Government of Western Australia
- My Aged Care, an online portal for accessing Australian Government funded services
- WA Strategy to Respond to the Abuse of Older People 2019 to 2029;
- Western Australian Mental Health Services Plan 2015-2025; and
- Council on the Ageing WA (COTA WA)

To ensure best practice, City Officers have undergone due diligence in reviewing the above listed documents alongside those produced by other WA Local Governments such as:

- Age Friendly Strategy 2021-25, City of Bayswater
- Age Friendly City Plan 2019-24, City of Fremantle
- Age Friendly Melville Plan 2022-26, City of Melville
- Age Friendly Strategic Plan 2016-2021, City of Cockburn

The Strategy has been developed to ensure that all actions contained in the document are achievable, endorsed by the Seniors Focus Group and align with the City's vision for the Strategy - *to ensure that older adults can live an engaged, healthy, and connected life in the city.*

A report will be provided to Council, developed in consultation with the Seniors Focus Group, in April 2022 to provide an update on the initiatives and proposed budget allocations for presentation to Council for the 2023/24 financial year.

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.

15.3.3 Sports Club Development Plan

Responsible Officer:	Mia Hicks Director of Community Development
Responsible Business Unit:	Community Development
Disclosure of Interest:	Nil
Voting Requirements:	Simple
Attachments:	1. City of Kalgoorlie-Boulder Club Development Plan 2022-2026 [15.3.3.1 - 24 pages]

Officer Recommendation

That Council endorse the City of Kalgoorlie-Boulder Club Development Plan 2023-2026.

Executive Summary

The City of Kalgoorlie-Boulder (the City) is committed to working closely with the sporting community for the betterment of club development and the resulting provision of health and wellbeing services to the community.

In September 2022, the Club Survey 2022 was released to the 140 sporting groups operating in the city, which guided the development of the Club Development Plan 2023-2026 (the CDP) for Council endorsement and operational execution.

Community Engagement Consultation

Internal and external stakeholders were consulted through the Club Survey 2022 which was developed in partnership with the Department of Local Government, Sport and Cultural Industries (DLGSC) to ensure the survey identified sporting group organisational developmental needs.

The survey was released to the governing structures of clubs from 1 September to 12 October 2022. Clubs and Associations received regular reminders of the importance of completing the survey. The City received 26 valid responses representing 17 different sports.

Community Strategic Plan Links

This report links to the Strategic Community Plan through the following Guiding Theme/s:

SAFE: We will deliver a safe and activated community that can be used day and night.

SAFE: We support families and youth.

CONNECTED: We provide public spaces that facilitate a diverse range of activities and strengthen social bonds within the community.

EMPOWERED: We provide opportunities for genuine engagement with the

community to inform the Council's decision-making.

CAPABLE: We are exploring funding sources and revenue streams.

Budget Implications

The Sport Development Officer role is included in the 2022/23 FY budget and the proposed activities have been applied for through the DLGSC's Every Club grant at \$50,000 for three (3) calendar years from 2023.

Should funding not be successful, the 2022/23 activities may be considered at budget review.

Report

The City of Kalgoorlie-Boulder developed the Club Development Plan (the CDP) in consultation with key internal and external stakeholders, led by the Sport Development Officer after securing funding for this role from the DLGSC (Department of Local Government, Sport and Cultural Industries) in 2022.

A Club Survey was issued from September to October with results identifying the following challenges:

- 1) Clubs have difficulty in attracting members and recruiting volunteers
- 2) Access to Kid Sport participation was low and could assist in boosting club numbers
- 3) Club income relies heavily on registration fees and Clubs require information on access to grant funding and other revenue streams
- 4) Most clubs are very active on social media platforms and provide "come and try" days. Despite these efforts, they still struggle to attract new members and require assistance in this area.

The majority of sporting clubs and associations requested upskilling support in various areas of sports club management including governance, marketing, volunteer management, and fundraising.

The CDP details how the City will engage meaningfully with the sporting community to provide them with the support they require to deliver health and wellbeing outcomes to the community.

The City has applied for funding from the DLGSC via the *'Every Club Grant Scheme'* to deliver the activities in the CDP over three years commencing January 2023. The Sport Development Officer will create a calendar of development workshops which will be released to the community once funding has been secured. City Officers will conduct an annual survey for Clubs and Associations to ensure the City is continuing to effectively serve the sporting community.

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.

15.4 Engineering

15.4.1 Project Management Framework Procedure

Responsible Officer:	Kevin Ketterer Director of Engineering
Responsible Business Unit:	Project Management
Disclosure of Interest:	Nil
Voting Requirements:	Simple
Attachments:	<ol style="list-style-type: none"> 1. PMF with Annexures 071222 [15.4.1.1 - 62 pages] 2. Major Projects Reporting Schedule v1 3 (3) [15.4.1.2 - 1 page]

Officer Recommendation

That Council:

1. Notes the Project Management Framework and guideline documents as detailed in attached Item 15.4.1.1; and
2. Accepts the “Major Project Summary for 2022/23 as at 30 November 2022” report as detailed in attached item 15.4.1.2.

Executive Summary

Background

At its Ordinary Council Meeting on 22 August 2022 in relation to the Chief Executive Officer Key Performance Indicators, Council resolved as follows:

“That Council:

1.
2.
3.
4. *Endorse the draft Key Performance Indicator framework and key focus areas as the basis of the Chief Executive Officer’s Performance for the 2022-2023 financial year; and*
5.”

As one of the KPI categories, the oversight and reporting of performance against Council approved projects was a key component of the CEO’s performance and as such the following areas were specifically identified (extracted from the full list of KPIs):

Key Performance Indicator Focus	Assessment Process
<i>Development and implementation of a project management framework incorporating reporting mechanism to keep council informed of major projects.</i>	<i>Framework to be developed and implemented by Dec 2022.</i>
<i>Key projects to be identified by Council.</i>	<i>Projects to be identified and agreed by October 2022.</i>

This report addresses the CEO KPIs related to Projects as detailed in the table above.

Community Engagement Consultation

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

Community Strategic Plan Links

This report links to the Strategic Community Plan through the following Guiding Theme/s:

CAPABLE: We are continuing to undertake the appropriate risk management and assessment strategies.

Budget Implications

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

Report

The City of Kalgoorlie-Boulder is constantly involved in the management of many projects ranging from the very simple to the complex. Good management of these projects is essential to ensure success. Many project management techniques are already in regular use at the City of Kalgoorlie-Boulder but are not always described in these terms. The Project Management Framework aims to provide consistent practice and guidance across the City to help those involved in projects to deliver successful outcomes.

Addressing the first element of the *Key Performance Indicator Focus*, a comprehensive Project Management Framework has been developed which details the procedures, practices and documentation associated with project management which has been specifically adapted from industry fundamentals to align with LG requirements.

The key factors to be considered in planning any project are the scope of the project, resources and time. Critically important to success, is adequate planning at all stages of the project, particularly at the beginning. The Framework therefore adopts a life-cycle approach and separates each project into the following four stages:

Stage 1: Project Initiation

Stage 2: Project Planning

Stage 3: Project Execution, Control and Monitoring

Stage 4: Project Closure and Review

The full details of each of these elements, how they are to be applied in practice and the associated supporting documentation is provided in the attached Item 15.4.1.1.

Regarding the second element of the *Key Performance Indicator Focus*, a list of projects has been compiled (Item 15.4.1.2), which is recommended to form the basis of a report to Council on a quarterly basis to report on the status of major projects as approved in the capital works budget.

As a guide, major projects are projects which are:

1. Valued above \$250,000.00; and/or
2. Considered to have a high degree of complexity; and/or
3. Regarded as significant to the community; and/or
4. Concept plans, feasibility studies and business cases.

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.

15.4.2 Implementation of Food Organics and Garden Organics (FOGO) Recovery

Responsible Officer:	Kevin Ketterer Director of Engineering
Responsible Business Unit:	Engineering
Disclosure of Interest:	Nil
Voting Requirements:	Simple
Attachments:	Nil

Officer Recommendation

That Council:

1. Receive the report on the potential for Implementation of Food Organics and Garden Organics (FOGO) Recovery in the City of Kalgoorlie-Boulder
2. Not support the introduction of a FOGO system in the City of Kalgoorlie-Boulder for the following reasons as outlined in the report
 - a. The direct cost impact on the City residents, with an estimated increase in the waste charge of approximately \$120 per household pa;
 - b. The high initial financial investment of approximately \$4.55m;
 - c. The risk associated with anticipated high levels of contamination with a resultant high proportion of collected material still being diverted to landfill;
 - d. The low anticipated volumes of sales, with products being either accumulated in stockpiles or being diverted to landfill; and
3. Endorse the implementation of an incentive scheme for household organic recycling, through the introduction of a community education program and subsidy scheme for the purchase of compost bins and worm farming starter kits.

Executive Summary

Council requested a report on the possible introduction of a third bin FOGO system for the City of Kalgoorlie-Boulder. This report addresses the elements which are required to be considered for such a system, their costs and practical implications. These include the cost of bins, collection, processing and marketing as well as other factor affecting the system, the main factors being contamination, processing requirements and sale of the end products.

Community Engagement Consultation

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

Community Strategic Plan Links

This report links to the Strategic Community Plan through the following Guiding Theme/s:

SUSTAINABLE: We implement sustainable practices such as ensuring responsible use of water and other resources.

SUSTAINABLE: We educate the community on the value and importance of natural areas and biodiversity, and encourage community involvement in caring for our natural environment.

Budget Implications

There are no financial implications resulting from the adoption of the recommendations in this report and no funding related to the introduction of FOGO have been included in the LTFP or annual budgets.

Were consideration however to be given to an alternative resolution resulting in the introduction of FOGO in the City, the cost implications would be considerable, and have been detailed in the body of this report.

Report

At the Ordinary Council Meeting of 28 February 2022, Council requested a report on the feasibility of a three-bin FOGO system for the City of Kalgoorlie-Boulder. As follows:

“That Council ...

Request that the CEO prepare a report to be considered by Council during the 2022/23 budget deliberations for the possible introduction of a three-bin Food Organics Garden Organics system for the City of Kalgoorlie-Boulder, with the intent to provide residents with more options for separating their waste with the aim to improve recovery rates, increase diversion from landfill and reduce costs of processing material.”

In the State Government’s *Waste Avoidance and Resource Recovery Strategy 2030* it states that under each objective, high-level targets have been set for the state that are Specific, Measurable, Achievable, Relevant and Time-bound (SMART). What is clearly missing from this strategy is economic viability, in other words: affordability to the residents.

At a local level, the *City of Kalgoorlie-Boulder’s Waste Plan 2021-2026* maps out the short term and long-term goals and initiatives for Waste in the City to work towards the targets set by state government and to align with sustainability goals as outlined in the City’s Strategic Community Plan 2020-2030. One of the actions in the Waste Plan is to investigate the *feasibility* of the introduction of the three-bin FOGO system in the City of Kalgoorlie-Boulder.

This report addresses the Council request as resolved at the OCM of 22 February 2022, as well as the requirement to investigate the introduction of FOGO as stipulated in the City’s Waste Plan actions.

Details of Proposal

The City of Kalgoorlie-Boulder, like many other regional cities across WA, has a high reliance on the landfill for the treatment of domestic, commercial and construction waste that is generated across the city and region.

Typically, with the implementation of a FOGO system there is a 50% reduction in the quantity of general household waste being generated, with this material being placed in the FOGO bin.

With the FOGO bin (green lid) containing the putrescible food material, this becomes the bin that is collected weekly, and the general waste bin (red lid) is consequently collected fortnightly, on the alternative week to the recycling bin (yellow lid). The community already manages a two-bin system involving presenting two bins out on the kerbside on a fortnightly basis. With the introduction of a FOGO system there will be a requirement to put two bins out every week. There is no additional space required on the kerbside for the third bin, however there will be two bins presented on the kerbside every week.

Community Participation

Community participation is a vital component in the implementation of any change in services, and with a major change such as the introduction of FOGO, this becomes even more vital to success. Such requirements or activities would include:

- Being receptive to waste education activities promoted by the City.
- Adjustment to food processing arrangements in the kitchen to ensure that food waste is separated from other waste materials generated in the kitchen.
- Maintaining two waste bins in the kitchen/home – space consideration.
- The use of biodegradable bin liners for food waste in the kitchen/home – reduced contamination.
- A choice of three Mobile Garbage Bins within which to dispose of material – more margin for error by the resident – ongoing waste education required.
- Three MGB's to store within the household – space consideration.
- Responsibility to reduce residue in each bin – placing the right 'waste' in the right bin.
- The requirement to place an additional MGB out on the kerbside – two bins presented each week and having an additional pass of a waste collection truck for households.
- The additional cost incurred by the implementation of a FOGO system.

Financial Implications Assessment

The cost impact of implementing a FOGO collection system will include:

- A reduction in the quantity of general waste being generated and hence saving in current kerbside collection costs, predominantly from the change from weekly to fortnightly collection.

- The cost of implementing a new kerbside collection specifically for the FOGO material:
 - Additional bins costs
 - Additional collection costs
 - Processing capital infrastructure and plant costs
 - Processing operating costs
 - Waste education and compliance activities costs
 - Product distribution, marketing and sale costs
 - A reduction in current annual revenue associated with some residents having a second general waste bin, as it is assumed that these residents will no longer require the additional bin once a FOGO (third bin) system has been rolled out.

Table 1 provides a breakdown of the financial implications regarding the implementation of FOGO in CKB and the cost per household is illustrated in Table 2.

Table 1: Cost of implementation

Service	Comments	Cost reduction/ increase
Waste Collection (Red-top Bin)	<ul style="list-style-type: none"> ▪ Less tonnage collected (FOGO portion removed). ▪ From weekly to fortnightly collection. ▪ Contract variation with Cleanaway will be required. 	\$284K - Reduction
FOGO Collection	<ul style="list-style-type: none"> ▪ Collection unit costs would be similar to the current rubbish collection contract by Cleanaway (\$631k/yr). ▪ New MGBs required, including rollout cost of caddy & bags (\$861K, amortised over 15 yrs = \$57.4k/yr). ▪ Community education and compliance (\$225k in 1st yr; \$295.7k from 2nd yr ongoing). ▪ Ongoing bin replacement/maintenance/ growth (\$10k/yr from 2nd year). ▪ Loss of revenue from households that currently have an additional general waste bin, as this will no longer be required (\$149k/yr). 	\$1.062M – Increase in 1 st year \$1.132M – Increase from 2 nd year onwards
FOGO Processing	<ul style="list-style-type: none"> ▪ Estimated capital expenditure for FOGO processing comprising plant, equipment and infrastructure to the value of \$4.55M, amortised over 15 years - \$303.33k/yr. 	\$ 679.33 - Increase

	<ul style="list-style-type: none"> ▪ Operating expenditure estimated at \$367k/yr. 	
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Table 2: Additional Household Annual Charge (assuming 12,300 households)

Service or Charge	CKB Cost pa	Additional Cost PHH/pa
<i>FOGO Collection:</i>		
Year 1 (\$1.062M - \$0.284M)	\$777,800	\$63.24
Year 2 ongoing (\$1.132M - \$0.284M)	\$848,500	\$68.98
<i>FOGO Processing</i>	\$679,300	\$55.23
Totals		
Year 1	\$1,457,000	\$118.47
Year 2 - ongoing	\$1,528,000	\$124.21

Water Requirements

One of the necessities for compost processing is a supply of water, as the product requires to be watered daily to assist with the organic processes. Were the City to take on the processing of compost, the logical location would be at the landfill site in order to minimise double handling of product. Any water would have to be catered to site by bulk tanker of either treated effluent or potable water. Effluent is in high demand as this supply is dedicated to the Lynas contract or irrigation purposes, and there is not a surplus which can be dedicated to compost processing.

Potable water on the other hand is very costly both in raw costs and in transport costs.

The use of saline bore water has been considered, but enquiries in the industry have confirmed that saline water will make the product unusable in the market and most likely kill off any plants where the ultimate saline product would be used.

Marketing

In the above Tables 1 and 2, the cost of sale, marketing and distribution has not yet been factored into the total costs. It is estimated that approximately 8,470m³ of compost can be produced each year assuming no disposal to landfill due to contamination. This equates to approximately 338,824 bags of compost. On average every household in the City would be required to purchase 28 bags (25l each) of compost each year to consume the FOGO processing volumes. This is not considered to be a realistic expectation and would be well in excess of the average household consumption of compost currently purchased from commercial sources. From this perspective, the City would be forced to either dispose of the excess product

in landfill, transport at cost to Perth and compete in that market or give away all product at no charge to residents. All three options have considerable financial implications.

Whether the raw material (FOGO) is processed by the City or by contractors, marketing success will depend upon meeting certain requirements, with the primary factors being **product quality** and **price**.

Product Quality

Most users of compost base their evaluation of compost quality as a soil amendment and organic fertilizer on certain characteristics of the product. Among the characteristics of importance are NPK (nitrogen, phosphorus, potassium), moisture content, degree of contamination, odours and particle size.

The issue faced by many local authorities is high levels of contamination in their FOGO bins. Common contaminants in the green-topped bin waste collections are soft plastics such as plastic bags and food packaging, along with other easy-to-recycle items such as bottles and cans. Unfortunately, with the red-topped bins in the FOGO system being collected only fortnightly, a high proportion of residents are placing nappies into the FOGO bins to avoid odours in their red-topped bins - a very common problem throughout the areas where FOGO has been introduced.

Contamination is likely to be the biggest factor that will influence the quality of the compost. Glass and plastic are two of the main contaminants. Once in the compost stream these items are virtually impossible to extract fully, even with good pre-shredding sorting processes.. It is common practice in the composting industry to landfill contaminated loads as the cost to de-contaminate is excessively high. While this is practical and feasible in large processing plants where there are several sources of raw materials, in smaller regional Cities such as CKB, there will be only a few loads for each collection round, and a rejected load will usually result in a large proportion of feedstock being rejected. The processors of compost have a penalty system in place whereby contaminated raw material is subject to penalties which address contamination removal costs or to compensate for losses where the contaminated materials are landfilled.

In order to provide some context, the experience of a recent 12-month FOGO trial by the City of Greater Geraldton would serve as a good example. In the trial it was found that only 60% of FOGO bins in the 500-household trial were continuing to be presented, with half of these containing contaminated waste. In other words, only 30% of households presented uncontaminated FOGO waste. This is the unfortunate reality of compulsory participation in a scheme that requires understanding and voluntary actions from the community. This trial has been extended for a further period to attempt to embed improved FOGO activities including contamination reduction.

The metro experience is that high levels of contamination persist in most LGs. Those with low levels of contamination are those with strict Local Law relating to FOGO bin contamination. These have bin inspectors who check and sample bins daily and issue large fines for any contamination. While this does encourage a high level of compliance in these LGs, the cost of enforcement is high, but these LGs then also avoid the contamination penalties usually applied by the processing contractor

Price

The going rate of a 25ℓ bag of organic compost at a local hardware store or garden centre is less than \$5. Should the quality of the product consistently meet market expectations, the City may be able to sell the compost at approximately \$3 per bag and the revenue from compost sales will be approximately \$1M per year. As mentioned above, it is highly unlikely that the market exists for this volume of compost even if the price was pitched at well below the market rate (this of course would raise the spectre of unfair competition by a LG competing with the open market at subsidised rates).

A concerning trend in the industry is that the volume of food and garden organics being collected by contractors and transported to facilities across WA far outweighs the demand for the composted product. As the State Government has made the FOGO a stated goal by 2025 and is not approving Waste Plans in the Metro and Peel regions that do not include a FOGO outcome, the introduction of FOGO is being enforced by the State Government no matter the effectiveness or cost to residents. While the intended environmental outcomes and intentions are good, it would seem that the market forces have not been a consideration in the enforced introduction of FOGO. At this stage FOGO introduction in WA regional centres is not a stated goal of the State Government.

As an example of the trend relating to volumes unused as processed compost, an article on 17 August 2022 ABC News reported the following:

Up to 25,000 tonnes of food and garden waste collected through Western Australia's food organics and garden organics (FOGO) bin system is sitting unused in massive compost piles, despite households being urged to separate organic waste.

The City of Bunbury was the first WA council to introduce FOGO bins back in 2013, with the aim of turning the waste into compost.

But it has emerged the city's waste facility is grappling with a large stockpile of partially processed compost that no-one will yet take off its hands — and it is fast approaching capacity.

The region's Waste Authority said it was "absolutely" not the intent for the FOGO waste to go to landfill but said it has yet to attract expressions of interest from anyone who could recycle it.

"We're trying to try to find a suitable group or person that will actually take the recycled product, and further process it so it can continue to be recycled as a FOGO product," he said.

"With the expression of interest, unfortunately, we didn't have any submissions."

Earlier this year the council agreed 10,000 tonnes of processed FOGO waste would instead be taken to the region's main household rubbish tip – where it would be used to "cap" the subsoil, in a bid to rehabilitate it.

Then in April it resolved to call for expressions of interest to sell an additional 25,000 tonnes of part-processed waste.

At the time, Environment Minister Reece Whitby said organic waste recovery was a priority for the government.

"The disposal of organic materials to landfill is a waste of resources and a contributor to greenhouse gas emissions," he said.

"[FOGO] helps ensure household food and garden waste is being turned into compost for farms, parks and gardens."

The Department also said it was investigating ongoing odour complaints at the region's organics site where the 25,000 tonnes was being stored.

The FOGO issues come as the region's Waste Authority grapples with another big issue — the storage of household waste.

The Department has confirmed it had stopped general household waste from being stored at the council's main household and commercial tip north of Bunbury – meaning it had to find another place to send rubbish from thousands of homes in the region.

That decision was due to an ongoing environmental compliance issue....."

FOGO in brief:

From this report:

- a. The introduction of FOGO will require an initial capital investment from the City of \$5.4m;
 - a. Bins \$860,000
 - b. Processing \$4,550,000
- b. The introduction of FOGO will require an operating cost commitment of approximately \$1.5m p.a. (which does include a capital repayment of \$300,000).
- c. The costs of introducing FOGO will add another \$118.47 (1st year) and \$124.21(2nd year ongoing) to the Residential Waste Charge and increase it from \$390.90 to \$509.37 in the 1st year and to \$515.11 per year from the 2nd year onwards.
- d. There is a high probability that the local market does not exist for the end product and the City will have a high proportion of accumulating unused product.
- e. High rates of contamination can be expected which will increase operating costs and likely detract from the product quality.

Alternative proposal

Taking into account the above considerations and apparent non-viability of FOGO in the City, alternate means of recycling organic waste have been considered. These alternates have already been introduced to many local communities throughout Australia and are relatively easy to embed as daily habits.

The most common and easy to introduce are home composting and work farming. These can be readily introduced to residents at a low cost, recognizing that these methods are ideally suited to deal with normal volumes of household organic waste.

The City would recommend that community education be made available to all residents together with a subsidy scheme for residents purchasing the equipment for such composting, which is readily available at most local hardware stores.

In order to ensure the highest probability of success the following is suggested in order to qualify for the proposed subsidy

- 1) Residents will be encouraged to attend a workshop on how to compost and to establish a worm farm.
- 2) Attendees will learn how to use all types of worm farm kits, compost bins or set up a bay to compost food and garden waste at home.
- 3) Attendees can apply for a \$50 rebate for the purchase of a composting unit or worm farm kit.
- 4) The rebate would be a one-off payment per household under certain conditions.

The anticipated take-up is not expected to exceed 100 households per year (apart from the initial take-up in Year 1) at an expected annual cost of \$5,000. This can be accommodated in the current budget provisions.

Conclusion

Based on the information contained in this report it is noted that the implementation of a third bin FOGO system is not viable for the City due to the high implementation cost as well as the inevitable risk of sending FOGO products to landfill.

However, it is acknowledged that some residents will have a desire to reduce their waste to landfill and want to participate in composting their green waste and kitchen waste. It is therefore recommended that a community education and incentive scheme be introduced for households with rebates for purchasing either a composting unit or worm farm starter kit.

Statutory Implications

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

The City would however have to consider the impacts on local businesses in the event that the City began selling compost products in direct competition with such local businesses or distributing compost products at a reduced cost or at no cost.

Policy Implications

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

16 QUESTIONS OF WHICH DUE NOTICE HAS BEEN GIVEN

Nil

17 CONFIDENTIAL ITEMS**17.1 Lease - 282 Hannan Street, Kalgoorlie**

Responsible Officer:	Kevin Ketterer Director of Engineering
Responsible Business Unit:	Engineering
Disclosure of Interest:	Nil

Officer Recommendation

That in accordance with Section 5.23 (2) of the *Local Government Act 1995* the meeting is closed to members of the public with the following aspect(s) of the Act being applicable to this matter:

(c) a contract entered into, or which may be entered into, by the local government and which relates to a matter to be discussed at the meeting.

Executive Summary

It is the recommendation of the Responsible Officer that this item be considered behind closed doors due to the private and confidential nature of its contents.

18 DATE OF NEXT MEETING

The next Ordinary Council Meeting will be held on 23 January 2023.

19 CLOSURE