



MINUTES

of the

ALL PURPOSE COMMITTEE MEETING

Held at 6:30PM

on

19 NOVEMBER, 2018

in the

Councillor's Conference Room

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1 DECLARATION OF OPENING/ANNOUNCEMENT OF VISITORS

The Chairman declared the meeting open at 6:33pm welcoming those present.

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

IN ATTENDANCE:

Cr Allan Pental
Cr Lisa Malicky
Cr Laurie Ayers
Cr Mandy Reidy
Cr Gary Brown
Cr Glenn Wilson
Cr Natalie Coxon
Cr Pam O'Donnell
Cr Nardia Turner
Cr Linden Brownley – Entered at 6:34pm

MEMBERS OF STAFF:

Mr John Walker	Chief Executive Officer
Mr Stuart Devenish	General Manager Infrastructure & Environment
Ms Ivana Castle	Chief Financial Officer
Mrs Holly Phillips	General Manager City Living
Mr Alex Wiese	Executive Manager Economy and Growth
Mr Ric Halse	Manager Planning, Development & Regulatory Services
Ms Michelle Todd	Manager Governance & Legal Services
Ms Karen Theaker	Governance Officer
Ms Tracey Luke	Governance Officer

VISITORS:

0

PRESS:

0

APOLOGIES – ELECTED MEMBERS:

Mayor John Bowler
Cr Deborah Botica
Cr Suzie Williams

APOLOGIES – MEMBERS OF STAFF:

Nil

LEAVE OF ABSENCE:

Nil

3 PETITIONS/DEPUTATIONS/PRESENTATIONS

3.1 GOLDFIELDS WAR MUSEUM UPDATE

Presentation by Holly Phillips, General Manager City Living.

ATTACHMENTS

GWM Information Update

4 DECLARATIONS OF MEMBERS' AND OFFICERS' INTEREST

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

Nil

4.2 FINANCIAL INTEREST LOCAL GOVERNMENT ACT SECTION 5.60A

Nil

4.3 PROXIMITY INTEREST LOCAL GOVERNMENT ACT SECTION 5.60B

Nil

5 CONFIRMATION OF MINUTES

**MOVED BY: CR REIDY
SECONDED BY: CR WILSON**

[Minutes of All Purpose Committee Meeting held on 15 October 2018](#)

That the minutes of the **All Purpose Committee** meeting held on 15 October 2018 be confirmed as a true record of that meeting.

**CARRIED
(10/0)**

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

Nil

7 MOTIONS OF WHICH PREVIOUS NOTICE HAS BEEN GIVEN

Nil

8 REPORTS OF OFFICERS

8.1 CHIEF EXECUTIVE OFFICER

8.1.1 GROWING KALGOORLIE-BOULDER UPDATE

Responsible Officer:	John Walker Chief Executive Officer
Author:	Alex Weise Executive Manager Economy and Growth
Disclosure of Interest:	Nil

VOTING REQUIREMENTS

Simple

MOVED BY: CR BROWN
SECONDED BY: CR COXON

OFFICER/COMMITTEE RECOMMENDATION

That the Committee receive the Growing Kalgoorlie-Boulder update and endorse the progress of the priority initiatives.

**CARRIED
(10/0)**

EXECUTIVE SUMMARY

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

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

Ten priority initiatives from the Plan are being progressed by the project owners with support from the appointed stakeholder group. These include: Centre of Excellence, Hard Rock Processing and Engineering Training Facility, Fringe Benefit Tax (FBT) Reform, CRC ORE Mining Innovation Hub, Strategic Industrial Land, Solar for the Goldfields, Kal City Centre, Place Manager, Marketable Brand and Strategy for Kalgoorlie-Boulder and Reconciliation Action Plans.

The report also provides an update on activities undertaken by the City's Economy and Growth business unit to actively promote, position and grow Kalgoorlie-Boulder as a place to do business.

COMMUNITY STRATEGIC PLAN LINKS

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

- Be a family friendly city that is a safe place to live work and play
- Be a City that is a dynamic, diverse, and attractive place for tourists
- Foster a growing population
- Support diverse and growing industries
- Cultivate a strong and vibrant local business environment
- Gain increased support and recognition from State and Federal governments
- Encourage and support educational opportunities

BUDGET IMPLICATIONS

The City of Kalgoorlie-Boulder, Kalgoorlie Consolidated Gold Mine, Australian Rail Track Corporation and key partners will be co-funding the preliminary business case (cash or in-kind) for the rail realignment project. Sufficient funds have been budgeted in the Economic Growth Plan Initiatives COA for the City's contribution to the project.

REPORT

Background

In April 2017 the City launched 'Growing Kalgoorlie-Boulder (the Plan)'. The launch followed an 18-month consultation and development period, in partnership with the Goldfields Esperance Development Commission, State Government agencies, industry, community members and relevant stakeholders.

In broad terms, the Plan is a strategy for attracting business and investment, supporting the growth of competitive industries, and building a better place to live for existing and new residents.

Plan Themes and Governance

Three strategic themes are identified in the Plan being:

- Building on our competitive strength in mining;
- Economic diversification; and
- Enhancing community livability.

The themes are intended to be delivered through the creation of seven priority focus areas covering tourism, aboriginal economic development, energy, knowledge, connectivity, business, and the built environment.

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

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

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

Status of Priority Initiatives

Each of the seven Stakeholder Groups have met on multiple occasions throughout the year and completed a program of action. The programs as acknowledged by GKBP, contain 10 initiatives and are being actively progressed by the relevant project owners.

In 2018 the Kalgoorlie Economic Development Conference was successfully delivered in Perth and significant milestones achieved for the; Solar for the Goldfields, CRC ORE Mining Innovation Hub, Strategic Industrial Land and Kalgoorlie CBD Economic Transformation initiatives.

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

- Centre of Excellence - The project is being led by Western Australian School of Mines (WASM). Many elements of this initiative are still being worked out with the various stakeholders.
- Hard Rock Processing and Engineering Training Facility – The GEDC have taken on the role of project owner and are working with the Department of Training and Workforce Development to develop a revised business case.
- Solar for the Goldfields - The Department of Primary Industries and Regional Development completed a feasibility study for solar in the Goldfields in May 2018. *Refer to Attachment 1* Of the feasible options outlined, a Virtual Power Plant (VPP) in Kalgoorlie-Boulder is being progressed as the initial project. The VPP is a distributed rooftop solar and battery system that collects energy and dispatches it in a similar way to a power station. The project has the potential to achieve multiple positive outcomes, including increasing the amount of energy available in Kalgoorlie-Boulder, trialling innovative power

technologies, supporting grid stability and management strategies. The project will commence in 2019 and will be rolled out in stages.

- Fringe Benefit Tax Reform (FBT) – The City is developing a FBT Reform Policy in conjunction with local and national stakeholders. The policy will put forward the case for the extension and expansion of FBT housing concessions to residential employees that rent accommodation or hold mortgages in remote communities, as opposed to current design which incentivises employer-owned accommodation. The policy will also propose distortions are moved to better focus remote area FBT housing concessions on ‘regional Australia’.
- CRC ORE Mining Innovation Hub (KalHub) - The KalHub has been operating from the Chamber of Mineral and Energy building on Egan Street since November 2017. A list of METS (Mining Equipment Technology and Services) companies in Kalgoorlie-Boulder been developed and the KalHub is working to engage with these businesses on research and innovation projects. Three significant projects are underway:
 - i. A Grade by Size project - this project will allow characterisation of preferential deportment of grade by size across mine or orebody and has the potential to decrease the amount of low value feed sent to a processing plant. Ten mine sites are involved.
 - ii. An Integrated Screening and Particle sorting project – this project evaluates the integration of screening and sorting technologies as a means of improving feed grade. Five mining companies are involved.
 - iii. Research opportunities for WASM, including remediation of mercury contaminated sites.
- Strategic Industrial Land – The City has developed a project plan for Kalgoorlie Strategic Industrial Area 2 (KSIA2) and key development milestones are on track. The plan forecasts major civil works to be completed by first quarter of 2020. A Crown Land Enquiry has also been submitted to the Department of Planning, Lands and Heritage expressing an interest in purchasing or leasing Kalgoorlie Strategic Industrial Area 3 (KSIA3) which is suitable for intermodal development. Progress on Kalgoorlie Strategic Area 1 is on hold pending the Department of Jobs Technology Science and Innovation consideration of land discussion with BHP regarding the expansion of the Kalgoorlie Nickel Smelter site. To view the locations of the Strategic Industrial Area *refer to Attachment 2*.
- Rail Realignment Project - The City has executed MOU’s with the Australian Rail Track Corporation (ARTC) and Kalgoorlie Consolidated Gold Mine (KCGM). A Preliminary business case will now be commissioned and completed in early 2019.
- Kal City Centre - The City is in the final phases of Stage 1 of the Project having received draft schematic designs and artist perspectives of key precinct areas as informed by the community to support early design

development. The designs and perspectives coupled with economic strategies and place usage plans will focus on four priority areas for development, being: Saint Barbara's Square, Markets Arcade, Hannan Street and components of Cassidy Common. There are also secondary locations which will be given consideration over time.

- Place Manager – The City has created a Manager of Strategy and Place position within its operating structure to support ongoing place activation and usage in City Centre areas. The Manager role was advertised during September, an appointment has not been made.
- Marketable Brand and Strategy for Kalgoorlie-Boulder – Considerable progress has been made by the City in this area with the appointment of the Brand Agency to create a competitive brand positioning for the City. The branding work will be complimented by the City's Tourism Strategy and formation of the Kalgoorlie-Boulder Tourism Board.
- Reconciliation Action Plans – In October the City finalised its inaugural Reflect Reconciliation Plan which was applauded by Reconciliation Australia. The Plan will support strengthened relationships, respect and opportunities between the City and Aboriginal and Torres Strait Islander people for a more prosperous future for the City.

Additional Economic Development Activities

Kalgoorlie-Boulder is being considered as a possible location for Independence Groups (IGO) new nickel sulphide refinery along with Kwinana and Esperance. A decision on the preferred location is expect to be made in the first half 2019. City's CEO and Executive Manager of Economy and Growth are working with and have arranged to meet senior representatives from IGO to actively promote the benefits of Kalgoorlie-Boulder and to provide detailed information for their site selection study.

The securing and development of strategic industrial land within the City's municipal boundaries has also continued to be a priority. Promotional and business engagement activities relating to the City's strategic industrial land over the last 6 months has resulted in significant interest from proponents. City's CEO and Executive Manager of Economy and Growth have received enquiries relating to mineral processing, solar, datacentre and intermodal freight with multiple companies considering entering into a Memorandum of Understanding with the City to further develop the proposed projects.

Support for local business has been delivered through the ongoing implementation of the City's Buy Local Strategy and related projects. These include:

Procurement Workshop – scheduled for December 2018, the workshop will bring together representatives from Major Industry including mining and construction as well as Local, State and Federal Government Agencies to increase local content opportunities within Kalgoorlie-Boulder. The workshop will focus on providing tips to local Small and Medium Enterprises (SME's) and Aboriginal businesses on local tendering and contract opportunities, procurement processes, compliance requirements and capacity building funding opportunities. *Refer to Attachment 3.*

Local Business Showcase - an initiative that is designed to enthuse the local community in supporting their local small/medium enterprises (SMEs). Phase 1 of this project involves the development of short 1 min videos that showcase successful local businesses. It will encourage business owners to share their unique story, the benefits of starting a business in Kalgoorlie-Boulder and highlight to the community the economic benefits of shopping locally. *Refer to Attachment 4.*

Part 2 of this project will focus on a series of Business Development Workshops and will be launched in the first quarter of 2019.

2018 Buy Local Christmas Campaign – with a focus of improving retail experience the 2018 Buy Local Campaign includes space activation initiatives with the aim of encouraging repeat visits and dwell time within the City’s Central Business Districts. These activities include Santa’s Grotto, Christmas wrapping stations and a busking and street entertainment program spread throughout both Kalgoorlie and Boulder CBDs on weekends throughout December. *Refer to Attachment 5.*

The Christmas campaign builds on the #shoploKalwa city business brand with key components including extensive local media coverage encompassing radio, newspaper and social media platforms Facebook and Instagram.

Local Spend Data – A campaign focusing on factual data surrounding the economic benefits of local spend is scheduled to launch in December (*refer to Attachment 6*) and is based on the following draft concept:

“If every household spends half of their Christmas present budget locally (\$768) we can inject 5.7m back into Kalgoorlie-Boulder, create 32 jobs and keep Kalgoorlie-Boulder alive.”

The messaging will be incorporated into the #shoploKalwa City business brand and Christmas campaign and promoted through social media and newspaper.

Small Business Friendly Initiative – projects to improve support for small business, including the establishment of a business advisory group and 30 days (or less) payments to local small businesses that are doing business with the City;

Website Update – the Economic Development section of the website has undergone a major update including content, structure and improved user pathways.

Invest Kalgoorlie – The ‘Invest Kalgoorlie-Boulder’ video was created by the Economic Development Coordinator as a progression of the Kalgoorlie-Boulder Investment Prospectus. This digital version of the prospectus made its debut at the Kalgoorlie-Boulder Economic Development Forum. Not only has it received positive feedback from this event, its social media reach on the Growing Kalgoorlie-Boulder Facebook and LinkedIn platforms reached over 84,000 people and viewed over 35,000 times in the space of 24hrs.

Social Media Engagement – The Economy and Growth unit manage a social media portfolio containing the #shoploKalwa Instagram, Facebook page and #shoploKalwa retailers group as well as the Growing Kalgoorlie-Boulder Facebook and LinkedIn

accounts. These socials have built their following by 40 percent over the last six months with the current combined following sitting at 1,671.

Further to the above projects, the Economy and Growth team are in initial research and consultation phase to gauge the scope for the implementation of a Digital B2B Platform and Capacity Register and continues the administration and research components for the Connect Kalgoorlie-Boulder to the World, Provide Energy Solutions, Build the Knowledge Economy and Support Business and Industry Growing Kalgoorlie-Boulder Stakeholder groups.

Other achieved projects within the 2017/18 financial year have been the delivery of the Kalgoorlie-Boulder Economic Development conference and partnership of the Kalgoorlie-Boulder Job Expo.

STATUTORY IMPLICATIONS

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

POLICY IMPLICATIONS

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

COMMUNITY ENGAGEMENT CONSULTATION

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

ATTACHMENTS

- 1 – Solar Preliminary Assessment Summary 2018 
- 2 – Kalgoorlie Strategic Industrial Land 
- 3 – Procurement Workshop 2018 
- 4 – Local Business Showcase 
- 5 – Christmas in the City Timetable 
- 6 – Economy Report Christmas Spend Analysis 2018 

8.1.2 KALGOORLIE CBD ECONOMIC TRANSFORMATION PROJECT UPDATE

Responsible Officer: John Walker
Chief Executive Officer

Author: John Walker
Chief Executive Officer

Disclosure of Interest: Nil

VOTING REQUIREMENTS

Simple

MOVED BY: CR BROWN
SECONDED BY: CR AYERS

OFFICER/COMMITTEE RECOMMENDATION

That the Committee:

1. Note the update on progress toward advancing the CBD Economic Transformation Project to Project Plan and Procurement Plan Status;
2. Note the issues surrounding the completion of the Financial Assistance Agreement with the State Government and resolve to continue to work with Minister MacTiernan and the Department of Primary Industries and Regional Development to aim to complete it by 31 January 2019; and
3. Appoint a sub-committee comprising Councillor Ayers, Councillor Reidy, Councillor Coxon, Councillor O'Donnell and Councillor Brownley to work with the General Manager City Living to continue to advance the Project during the December/January period.

CARRIED
(10/0)

EXECUTIVE SUMMARY

An update and report on the actions required to be taken in respect of this project following the meeting with Minister MacTiernan on 15 November 2018 will be presented at the meeting.

8.2 GENERAL MANAGER – INFRASTRUCTURE AND ENVIRONMENT

8.2.1 TYRE MANAGEMENT AT THE YARRI ROAD LANDFILL FACILITY

Responsible Officer:	Stuart Devenish General Manager Infrastructure & Environment
Author:	Ric Halse Manager Planning, Development & Regulatory Services
Disclosure of Interest:	Nil

VOTING REQUIREMENTS

Simple

MOVED BY: CR TURNER
SECONDED BY: CR MALICKEY

OFFICER/COMMITTEE RECOMMENDATION

That the Committee:

1. **Receive the Tyre Management Plan for Yarri Road Landfill Facility issued to the Department of Water and Environmental Regulation dated 18 October 2018; and**
2. **Note that a further report will be presented addressing ongoing tyre acceptance charge rates.**

**CARRIED
(10/0)**

EXECUTIVE SUMMARY

This report has been prepared to advise Council of the operational management requirements proposed by the City to address compliance issues relating to tyres at the Yarri Road Landfill Facility.

The development of the operational management plan is in response to the audit performed by the Department of Water and Environmental Regulation (DWER) which identified tyres as non-compliant with the landfill operating licence. The plan sets out ten categories of actions to ensure suitable measures are in place to adequately managed tyre acceptance and disposal.

A key measure involves the temporary suspension of tyre acceptance from commercial operators after 12 December 2018. This is necessary to enable remedial work to be undertaken to bury tyres and reduce the size of unprocessed stockpiles. Tyre acceptance can re-commence once the stockpile is reduced to acceptable levels. It is noted that the suspension does not apply to individual residents wishing to dispose of their own tyres.

A communication strategy is set out, ensuring commercial operators are aware of the suspension, and of arrangements being made by the City.

Ahead of re-accepting tyres, new tyre acceptance requirements will be established to ensure ongoing compliance with licence conditions and best industry practice. Requirements will involve greater onus on operators to declare the location of where tyres are sourced. This will ensure the City is not liable to pay the State government levy applicable to waste generated within the metropolitan area. Further to this, charge rates for tyre acceptance will be reviewed with a further report to Council. Rates will be recommended to better reflect actual costs to the City of tyre processing, and to discourage receipt of tyres from outside of the City at discounted rates.

This report is recommended for receipt, and to note a further report to be presented addressing ongoing tyre charge rates.

COMMUNITY STRATEGIC PLAN LINKS

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

- Ensure equitable community services for all residents

BUDGET IMPLICATIONS

At the Ordinary Council Meeting held 22 October 2018, Council resolved to approve the reallocation of \$250,000 from existing operational savings to facilitate the construction of a tyre cell and tyre placement. As a consequence on not accepting tyres, revenue will be reduced by an estimated \$12,000 per month.

REPORT

Compliance with Operating Licence

The Department of Water, Environment and Regulation (DWER) has responsibility for licencing of landfill facilities and associated compliance with licence conditions. The City operates the Yarri Road landfill facility under DWER licence L5879/1993/1.

In September 2018, the landfill was audited by DWER officers who identified the stockpile of tyres as being non-compliant with the operating licence. Compliance issues primarily relate to the number of tyres stockpiled and not processed, and the likelihood of tyres being received from the metropolitan area.

The DWER instructed City officers to prepare a management plan outlining steps the City will take to achieve compliance. A plan was prepared and submitted as required (see attachment 1). On 30 October 2018, the Department advised that the management plan was acceptable and that progress to implement the measures would be monitored.

On 22 October 2018, the above audit was reported to Council where it was resolved to approve a budget allocation to enable the construction of a new tyre cell. At that time, it was noted that a further report would be presented to address other tyre management strategies that would be necessary to bring the site into compliance to

the satisfaction of the DWER. The purpose of this report is to address the further measures.

Tyre Management Plan

Table one below briefly summarises the actions and status of operational management initiatives the City will implement to achieve compliance with the landfill operating licence. For more detail on specific actions, please refer to the attached Tyre Management Plan.

Table 01: Summary of Tyre Management Plan

Tyre Management Plan for Yarri Road Landfill Facility			
No.	Subject	Action	Status
01	Commercial tyre acceptance	<ul style="list-style-type: none"> Temporarily suspend commercial tyres entering landfill facility. 	Commence 12 December 2018.
02	Residential tyre acceptance	<ul style="list-style-type: none"> Limited to two tyres per customer. One transaction per week. 	Existing arrangement. No change.
03	Commercial tyre acceptance procedure	<ul style="list-style-type: none"> 24 hour notice prior to disposal. Customer declaration forms. Total prohibition of tyres from metro areas. City inspection of loads. 	Commence implementation of procedure post lifting of suspension.
04	Disposal of tyres	<ul style="list-style-type: none"> New 6m deep standalone tyre cell construction at landfill. 	RFT documents to market 09 November. Cell construction late November.
05	Onsite management of tyres	<ul style="list-style-type: none"> Separate tyres into stockpiles of 1,000. 	Commenced.
06	Communication strategy	<ul style="list-style-type: none"> Use various forms of media to communicate commercial tyre acceptance. Write directly to commercial operators. 	Media and correspondence to commence 13 November.
07	Amendment to licence	<ul style="list-style-type: none"> Increase to 5,000 tyres at facility at any one time. All tyres disposed in tyre cell, not general cell. No requirement for disposal of one tyre for 10 m³ of general waste. 	Amendment sent to DWER October 2018. 90 day response time.
08	Fire management plan	<ul style="list-style-type: none"> Review existing Fire Management Plan and align with Department of Fire and Emergency Services standards. 	Commenced.
09	Charging schedule	<ul style="list-style-type: none"> Review fees and charges schedule relating to tyre charges. 	Report to Council January 2019.
10	Illegal dumping	<ul style="list-style-type: none"> Rangers to increase patrols and install surveillance cameras of illegal dumping hotspots. 	Commence 12 December 2018.

Commercial Tyre Acceptance Suspension

From the 12 December 2018, commercial contractors will need to implement temporary alternative arrangements for the disposal of tyres. Communication with contractors will be performed one month prior to the commercial tyre suspension allowing a reasonable timeframe for contractors to make temporary arrangements for tyre management. Alternative arrangements by contractors may include storing tyres onsite of a commercial premise, remodelling the collection of tyres from customers to reduce tyre stockpiles, or dispose of tyres at other landfill facilities.

Commercial contractors must perform due diligence in regards to alternative methods for tyre management to ensure compliance with their own licence conditions for controlled waste carriers.

The term of the suspension period is dependent on completing the actions set out in the management plan and obtaining notification from DWER that they are satisfied compliance has been achieved.

Commercial Tyre Acceptance Procedures

Waste generated and disposed in the metropolitan area is subject to a \$75 per tonne waste levy pursuant to the *Waste Avoidance and Resource Recovery Regulations 2008*. The Department raised concerns that tyres may be coming from the metropolitan area and avoiding this levy payment. Should this be found to be the case, the City becomes liable to pay this levy (which exceeds the current gate fee of \$44 per tonne).

The City must be vigilant to prevent waste streams from the metropolitan area being disposed at the Yarri Road Landfill Facility without paying the applicable levy.

To reduce the likelihood of the levy being applied to the City, commercial contractors will be required to complete a declaration form stating where the tyres were sourced. Should tyres arrive from the metropolitan area, the operator will be liable to pay the levy in addition to the charges already received for disposing at the landfill.

Communication Strategies

It is important that the City communicates effectively with the public and commercial operators regarding the suspension of commercial tyre acceptance. This will allow operators to plan for the temporary suspension period. The arrangements in this regard involve:

1. Writing to all commercial operators in the local government area to advise of the temporary suspension period. Please refer to attachment no. 02;
2. Placing an article in the City Newsletter regarding the commercial suspension period and the rules for residential tyre disposal. City Newsletter is issued on 29 November 2018 to all rateable properties in the local government area;
3. Two weeks prior to suspending commercial tyres a public notification will be placed in local newspaper declaring that commercial tyres will not be received at the landfill until licence conditions are met and approval by DWER has been achieved;

4. Media statement issued to local media outlets two weeks prior of tyre suspension period and detailing the reason behind requirement to not receive tyres;
5. Social media messaging on the suspension period, but highlighting residential acceptance and criteria; and
6. Erecting temporary signage at the landfill to advice of the commercial tyre suspension. Signage to be installed two weeks prior to suspension date.

Charging Schedule

In accordance with the 2018/2019 Fees and Charges Schedule the City charges \$43.40 per tonne for disposal of commercial tyres, and \$167.40 per tonne for any waste stream from outside of Kalgoorlie-Boulder.

In the 2017/2018 financial year the City generated \$143,410 for the disposal of 3,215 tonnes of tyres. This was charged at \$42.10 per tonne for commercial tyres, and \$162.50 for tyres declared to be originating from outside the City. The 2017/2018 financial year breakdown is depicted in Table 02.

Table 02: Breakdown of 2017/2018 charges for commercial tyres

Product	Tonne	Actual Revenue
Commercial tyres – generated within City of Kalgoorlie-Boulder	3,165.58	\$133,270.34
Commercial tyres – received from outside City of Kalgoorlie-Boulder	49.56	\$10,139.98
Total	3,215.14	\$143,410.32

Assuming tyre weights and estimated proportions of truck versus car tyres, the City received approximately 285,000 tyres during 2017/18 – in excess of 5,000 tyres per week.

Based on the current charging structure it is extremely attractive for commercial operators to dispose of tyres at the landfill facility. It is also attractive to metropolitan operators to dispose of tyres in Kalgoorlie to avoid the \$75 per tonne waste levy that is applicable only to the metropolitan area.

Officers will prepare a further report for Council in relation to amended charges for commercial tyres. Increased charges will be recommended based on operational costs incurred by the City to manage tyres and to further discourage receipt of tyres from outside the City of Kalgoorlie-Boulder.

STATUTORY IMPLICATIONS

Under the *Environmental Protection Act 1986*, non-compliance with requirements can lead to termination of tyre acceptance and/or imposition of fines.


POLICY IMPLICATIONS

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

COMMUNITY ENGAGEMENT CONSULTATION

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

ATTACHMENTS

Tyre Management Plan dated 18 October 2018 

8.2.2 WATER UTILITY SERVICES STRATEGY & CAPITAL WORKS PROGRAM

Responsible Officer: John Walker
Chief Executive Officer

Author: Stuart Devenish
General Manager Infrastructure & Environment

Disclosure of Interest: Nil

VOTING REQUIREMENTS

Simple

MOVED BY: CR WILSON
SECONDED BY: CR COXON

OFFICER/COMMITTEE RECOMMENDATION

That the Committee:

1. Note the development of the management framework for the provision of waste water and recycled water services to the City;
2. Endorse the following works for the financial year 2018/19:

Water Utility Capital Work Schedule – 2018/19		
Component	Work Description	Allocation 2018/19
Sewer Network	Pipework and manhole renewal works – renewal/replacement of aging or failed sewer mains	\$100,000
Treatment Plant	Sludge management plan, pad design and statutory approvals	\$45,000
	Sludge pad construction	\$85,000
	Lagoon modification design and statutory approvals	\$100,000
	Design to facilitate liner repair and bank stabilisation	\$50,000
	Decanter arm failure assessment, remedial design and works implementation	\$120,000
	Replacement of electrical pits	\$10,000
	Meter replace, redesign or recalibration as required	\$110,000
	Step screen and augur replacement design and approvals	\$25,000
	Sluice gate, wastewater pits and lagoon catwalk safety modifications	\$120,000
	Procurement of miscellaneous safety items	\$60,000
Recycled Water	Boulder pump facilities – upgrade at Old Boulder Lagoon	\$240,000
	Water supply design – Strategic Industrial Area 2	\$20,000
Total:		\$1,085,000

3. Subject to 4. below, adopt, as a guide for future budget allocations, the following water utility capital works schedule for 2019/20 to 2023/24 totalling \$11,433,000:

Water Utility Capital Work Schedule – 2019 - 2023					
Component	19/20	20/21	21/22	22/23	23/24
Sewer Network	\$390,000	\$390,000	\$390,000	\$440,000	\$440,000
Treatment Plant	\$2,045,000	\$3,390,000	\$1,260,000	\$1,110,000	\$610,000
Recycled Water	\$30,000	\$0	\$438,000	\$250,000	\$250,000
Totals:	\$2,465,000	\$3,780,000	\$2,088,000	\$1,800,000	\$1,300,000

4. That a report be presented to Council annually, immediately prior to budget preparations, to update this rolling 5-year works program, taking into account any newly identified works, along with a review of priorities, cost estimations and budget allocations.

**CARRIED
(10/0)**

Cr O'Donnell left the room at 8:26pm and returned at 8:28pm.

EXECUTIVE SUMMARY

The purpose of this report is to set the broad strategy and management framework for the delivery of the City's water services. In this context, a capital works program is set for five years to 2024 that will provide for major refurbishment works and infrastructure renewal.

The City's water services operates under multiple licences issued by State regulatory agencies and involves three main components: a sewer network (underground pipe network collecting waste water), a treatment plant (to process waste water) and a recycled water scheme (re-use of treated waste water).

Audits are undertaken by regulatory agencies from time to time to assess operational practices and asset (infrastructure) maintenance arrangements. In response to audit recommendations, as well as internal reviews, a management framework has been developed addressing core responsibilities associated with strategy, corporate requirements, capital works and operational practices.

Key strategic objectives are identified for the delivery of water services. These relate to maintaining uninterrupted sewer collection and treatment, beneficial re-use of waste water, and customer service standards along with optimal infrastructure management and operational practices.

A capital works plan is central to achieving strategic objectives for water services. In this regard, works have been identified, prioritised and scheduled over 5-years to 2024 that will provide for substantial refurbishment of the waste water treatment

plant, progressive renewal of infrastructure and improved service standards. Including current financial year, the sum required is \$12.498 million. This can be fully funded from cash reserves and budget allocations. Following this, ongoing provisioning will be required for a rolling program of renewal works in accordance with best asset management practices.

As part of the water service management framework mentioned above, a further report will be presented to the Council in the New Year recommending adoption of a 'water utility services plan'. This plan will further articulate the overarching strategy for service provision and set standards for service performance measurement and management.

It is recommended that the management framework set out in this report be noted, that the works schedule for the balance of the current financial year be endorsed and that the capital works allocations for the subsequent 5-years be adopted as a guide for future budget allocations.

COMMUNITY STRATEGIC PLAN LINKS

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

- Improve our essential services
- Ensure a sustainable asset and infrastructure base

BUDGET IMPLICATIONS

This report seeks to confirm spending priorities of the current budget provisions for the City's water utility service, and to forecast capital expenditure requirements to year 2024. The forecasts are intended as a guide for future budget allocation purposes.

REPORT

The City is a water utility service provider, operating under various licences issued by the Economic Regulation Authority, Department of Health and Department of Water, Environment and Regulation. There are three principal components to the service being, namely the sewer network (collection of waste water), the treatment of waste water and the beneficial re-use of treated water.

Under the terms of the licence conditions, independent audits are undertaken on a periodic basis. Audit objectives include determining the effectiveness of measures implemented by the City to meet licence conditions, namely:

- Operational practices: effectiveness of systems and procedures;
 - Outcome compliance: actual performance against standards;
 - Output compliance: outputs from systems and procedures
 - Integrity of reporting: completeness and accuracy;

- Compliance with individual licence conditions.
- Asset management practices including:
 - Asset planning, creation/acquisition and disposal;
 - Asset maintenance;
 - Asset management information systems;
 - Risk management;
 - Contingency planning;
 - Financial planning;
 - Capital expenditure planning; and
 - Asset management systems.

Findings of various audit reports have provided recommendations for improvements to practices that will help sustain the service at optimal levels of service and cost. This includes recommendations that the City consolidate its water utility service governance arrangements and operational accountabilities to allow better management and decision-making around capital works and operational practices. To this end, a broad review of service delivery arrangements has been undertaken, leading to the identification of four areas of responsibility as follows:

Strategic – defining the scope of services, functions, objectives, performance indicators, standards and management structures.

Corporate - defining compliance obligations, governance, organisational structure, human resource requirements, financial management practices, reporting, performance management and information management.

Capital - asset management planning, works programming and delivery.

Operational - operating procedures, including health and safety requirements for plant operations.

The above areas provide the framework around which the City's water utility services can be adequately planned and implemented.

All operations are to be guided by strategic objectives that form the basis to measure the effectiveness of service delivery. Key objectives in this regard are to:

Provide Waste Water Services

- Maintain cost-effective and uninterrupted sewer collection and treatment services for the community as a whole.
- Ensure adequate capacity is available to service growing demands.

Re-Use Water to benefit the Community

- Maintain exception standards of parks and gardens through recycled water reticulation.

- Optimise the use of a scarce resource in the region.
- Provide recycled water to industry – reducing cost for industry, enhancing economic attraction to the region and reducing reliance on expensive drinking (potable) water.

Provide Exceptional Customer Service

- Provide the highest standards of service to our customers, attending to queries and complaints in a timely manner, and resolving failures promptly.

Optimise Infrastructure Maintenance

- Optimise life expectancy of our built assets through pro-active maintenance regimes.

Operate Responsibly

- Ensure our operational practices are efficient, effective, safe and meet or exceed regulatory obligations.
- Ensure optimal management of capital and operational costs.
- Understand best industry practices, pursuing continuous improvement of operations to deliver optimal outcomes for the community.

A water utility services plan is presently being prepared that will further define the scope of services necessary to achieve the above objectives and describe the delivery arrangements for those services. In addition, the plan will set standards for performance measurement and management. Once adopted, the plan will represent an informing strategy to the Strategic Community Plan in the context of the Integrated Planning and Reporting Framework and provide an important reference point for all water service decisions.

In addition to the services plan, a Project Plan has been prepared scheduling tasks, priorities, responsibilities and timing of required actions. The plan identifies 78 tasks that will progressively lead the City toward optimal asset management, operational practices and consequently quality service delivery.

CAPITAL WORKS STRATEGY

Overview

The sewer network, treatment plant and recycled water service comprises assets with an estimated replacement value of \$79M. Responsible asset management practices will ensure renewal is progressively undertaken to maintain operational capability and optimal service life. A capital works program has been established through to year 2023/24 which will facilitate:

- Progressive renewal of the sewer network;
- Construction of an additional water treatment facility that will deliver combined benefits of:

- Enabling the existing treatment facility to be de-commissioned for refurbishment, or replacement with updated processing technology if appropriate;
- Substantially increasing water treatment capacity to accommodate long term growth;
- Reducing water loss – presently calculated to be in the order of 30%, increasing saleable/re-useable treated water for community and industry purposes;
- Providing long term water treatment processing contingency in event a portion of a facility requires shut-down for repair; and
- Progressive renewal of the reticulated treated wastewater network.

Capital works priorities have been set according to importance – firstly to ensure uninterrupted water treatment, and secondly to provide for the progressive renewal of pipework so as to maintain serviceability. Costs will be refined following detailed asset condition assessment, design work and market testing of construction works. Costs estimations will be reviewed ahead of each annual budget preparation.

The recommended works program will provide for substantial refurbishment works for the treatment plant, potentially increasing processing capacity by in excess of 100%. Once major refurbishment works are undertaken, ongoing capital expenditure beyond the current 5-year program will be required to allow scheduled asset renewal works. As example, the sewer network will require a progressive replacement program to maintain asset condition and serviceability.

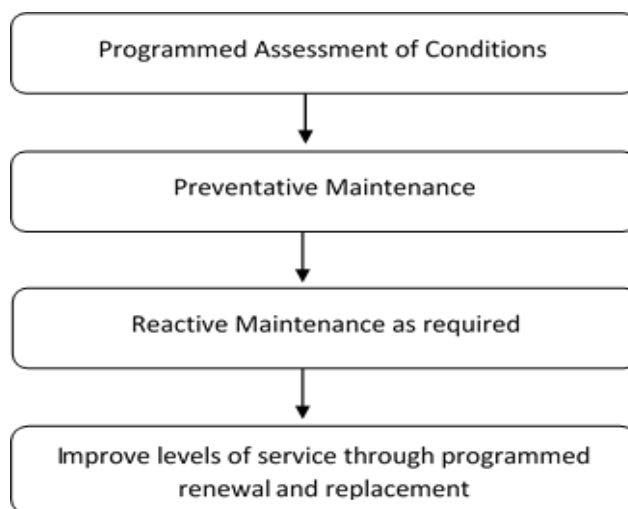
A different capital works strategy is required for each of the three components of the water service. A brief description of the infrastructure is now provided with corresponding strategy approach.

Sewer Network:

At present, there are 14,358 service connections (private homes, commercial operations and institutional facilities) across the City. The pipework extends 219 kilometres and is accessed via 2,945 manholes. Installations date back to January 1940.

Strategy

The strategy is to maintain the serviceability of the network (i.e. minimise sewer overflows caused by blockages) to undertake a programmed assessment of the network condition for the purposes of informing preventative maintenance works requirements. Reactive maintenance (clearing blockages and undertaking repair work) is required from time to time. When this occurs, inspection and diagnosis will be required to inform ongoing preventative maintenance works. The objectives in this regard are illustrated:



The capital works allocation for the sewer network provides for progressive renewal of the network to remedy damage caused by material deterioration, subsidence, root invasion and the like.

In addition, funds are identified for the installation of pre-treatment devices at commercial grade premises. This is to prevent unwanted substances entering the sewer network – mostly grease and fats from commercial kitchens which cause blockages resulting in sewer overflows. Provision is recommended to progressively upgrade Council owned facilities and to provide subsidies to commercial premises as a means to encourage installation. Such will improve the performance of the network overall.

Details of works provisions are set out as follows:

TABLE 1 SEWER NETWORK – CAPITAL WORKS						
Works	19/20	20/21	21/22	22/23	23/24	TOTALS
Pipework and manhole renewals	\$250,000	\$250,000	\$250,000	\$300,000	\$300,000	\$1,350,000
Pre-treatment device - Council	\$60,000	\$60,000	\$60,000	\$60,000	\$60,000	\$300,000
Pre-treatment device - Commercial	\$80,000	\$80,000	\$80,000	\$80,000	\$80,000	\$400,000
TOTALS	\$390,000	\$390,000	\$390,000	\$440,000	\$440,000	\$2,050,000

Treatment Plant

Treatment facilities at South Boulder comprise a series of lagoons constructed in December 1989, and an aeration (IDEA) treatment plant constructed in 2001. More specifically, the installations comprise:

- Intermittent Decant Extended Aeration (IDEA), activated sludge plant; incorporating
 - 1x Aerobic tank
 - 2x intermittent aeration tanks
 - 1x treated effluent balance tank;

- Four waste activated sludge drying lagoons;
- Treated wastewater pump stations;
- Chlorine disinfection system; and
- 3x wastewater treatment lagoons.

The facilities have been run perpetually since construction and require substantial renewal works.

Strategy

To achieve renewal, a series of carefully programmed steps are required:

- Step 1: Undertake refurbishment of the lagoon system to allow diversion of the entire waste stream. This involves deepening lagoons, constructing baffles and undertaking various flow connections. Once completed, the lagoon will be capable of operating as a standalone waste water treatment facility.
- Step 2: Following completion of Step 1, the IDEA plant can be temporarily decommissioned. This will allow all tanks to be emptied, and remedial requirements to stabilise walls, repair aerator and decanter footings and the like to be fully examined.
- Step 3: Examine operational efficiency and effectiveness of the IDEA plant methodology in contrast to new technologies and processes available.
- Step 4: Either undertake remedial works to the IDEA plant, or install new treatment technology.
- Step 5: Re-commission the IDEA plant, or commission a new treatment train.

In conjunction with the above, commercial (tanker) discharge facilities need to be constructed. The current discharge arrangement will not allow lagoon remediation. In addition, the practices do not allow any control over discharges entering the plant.

The work programmed outlined above offers multiple benefits of:

1. Facilitating necessary renewal works;
2. Ultimately achieving two water treatment trains – increasing overall capacity (growth), providing redundancy when required, improving the quality of recycled waste water for reuse and protecting the ongoing operability of the service;
3. Eliminating water leakages through current tanks and lagoons (estimated through flow metering to be 30%), thereby substantially increasing water available for industry re-use;
4. Increase holding capacity;
5. Improving environmental management practices; and
6. Enabling improved water quality management capability.

Capital budget allocations provide for sludge management, lagoon refurbishment works and bank stabilisation. For the next 3-years, provision is made to only do what is essential to sustain operation of the IDEA plant. Once the IDEA plant is decommissioned, an assessment can be undertaken to inform a strategic decision as to whether the plant is to be refurbished, or alternative treatment technology installed. For present financial forecasting purposes however, estimates are provided based on expectation that refurbishment to the IDEA plant will be undertaken.

Details of works provisions are set out as follows:

Works	19/20	20/21	21/22	22/23	23/24	TOTALS
Lagoon Re-construction	\$1,750,000	\$1,750,000	\$0	\$0	\$0	\$3,500,000
Bank and liner repairs	\$0	\$1,250,000	\$1,250,000	\$0	\$0	\$2,500,000
Decanter arms	\$100,000	\$130,000	\$0	\$0	\$0	\$230,000
Electrical pit reconstruct	\$85,000	\$0	\$0	\$0	\$0	\$85,000
Step screen repair	\$100,000	\$0	\$0	\$500,000	\$0	\$600,000
IDEA plant wall stabilisation	\$0	\$0	\$0	\$600,000	\$600,000	\$1,200,000
Internal service road construction	\$0	\$250,000	\$0	\$0	\$0	\$250,000
Safety equipment	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$50,000
TOTALS	\$2,045,000	\$3,390,000	\$1,260,000	\$1,110,000	\$610,000	\$8,415,000

Recycled Water Infrastructure

Recycled water is drawn from the waste water treatment plant. In addition, storm water is captured at Piccadilly dam and Racecourse dam for use through the network. Water is distributed through 49 kilometres of pipework to 27 storage facilities across the City, namely – 12 dams and 15 tanks. Multiple pump facilities are utilised with micron filters and chlorine injectors further treating prior to irrigation.

The Scheme commenced in 1990 and has been progressively expanded to optimise the use of recycled water across public and institutional open space. Water is used for dust suppression in conjunction with engineering works and is also supplied to industry.

The City currently has 87 hectares of Parks and Ovals under irrigation. Of this, 72 hectares or 83% of the grass the City manages is under recycled water irrigation. The City provides recycled water to 8 of the 11 schools as well as supplying the Kalgoorlie Boulder Race Club, the Eastern Goldfields Hockey Club and the Eastern Goldfields Regional Prison all of the water they require for irrigation.

The recycled water network is completely controlled by a Supervisory Control and Data Acquisition (SCADA) system designed as a bespoke system that controls water movement as well as capturing vital data for water management and control. The system controls water movement through the network and irrigation to all the parks and ovals.

Strategy

To optimise the re-use of treated waste water and stormwater, the following asset renewal works are planned:

- Upgrade Old Boulder Pump facilities – providing contingency in event of failure of the single pump and increasing pump capacity to service upstream needs, including future industrial processing activity;
- Install a water supply stand-pipe at South Boulder to allow sale/re-use of water across the southern parts of the City;
- Progressively renew water distribution lines that were constructed in 1990 with second-hand pipe work that is now leading to failure;
- Upgrade the jetty at Piccadilly Dam to improve safety and enable efficient foot-valve servicing.

Longer term upgrades that have been identified, but not within the 5-year renewal program include:

- Optimise stormwater capture by extending Racecourse dam storage capacity. This will provide multiple benefits of reducing peak stormwater flooding downstream within Gribble Creek, capture additional water for re-use/sale, and help mitigate against uncontrolled treated waste water overflow into the environment; and
- Upgrade Old Boulder lagoons to increase storage capacity and reduce leakage through the ageing embankments.

These works may be brought forward where a business case for new/additional service provision warrants such.

Details of works provisions are set out as follows:

TABLE 3 RECYCLED WATER INFRASTRUCTURE – CAPITAL WORKS						
Works	19/20	20/21	21/22	22/23	23/24	TOTALS
Boulder Dam standpipe	\$30,000	\$0	\$0	\$0	\$0	\$30,000
Distribution main upgrades	\$0	\$0	\$250,000	\$250,000	\$250,000	\$750,000
Piccadilly Dam Jetty Renovation	\$0	\$0	\$188,000	\$0	\$0	\$188,000
TOTALS	\$30,000	\$0	\$438,000	\$250,000	\$250,000	\$968,000

FUNDING THE PLAN

The total sum required to fund the plan over 5 years is \$12.498 million. This sum can be fully funded from cash reserves and budget allocations.

The 2018/2019 budget has a specific provision of \$1.065 million. The reserve fund at 30/06/19 will have a balance of \$4.369 million. For each of the next 5 years we have factored into the LTFP an allocation of \$1 million per year to fund depreciation.

In the 20/21, 21/22 and 22/23 years a further capital allocation of \$1 million per annum can be made by reducing the Long Term Financial Plan (LTFP) allocation of \$2 million to the Capital Project Reserve to \$1 million and redirection \$1 million per annum to this plan. The two major projects of the Golf Club house/Hotel and CBD Transformation Project will have been fully funded by that time. A Funding Chart is shown below:

Table 4 SOURCE OF FUNDS				
Year	Expenditure	Annual budget allocation	Reserve balance funding	
			1/7	30/6
2018/2019	\$1,085,000	\$1,085,000 (Operational Funds \$1,200,000 (Transfer to Reserve))	\$3,169,788	\$4,369,788
2019/2020	\$2,465,000	\$1,000,000 (Depreciation Funding)	\$4,369,788	\$2,904,788
2020/2021	\$3,780,000	\$1,000,000 (Depreciation Funding)	\$2,904,788	\$124,788
2021/2022	\$2,088,000	\$2,000,000 (Depreciation Funding and Capital Allocation)	\$124,788	\$36,788
2022/2023	\$1,800,000	\$2,000,000 (Depreciation Funding and Capital Allocation)	\$36,788	\$236,788
2023/2024	\$1,300,000	\$2,000,000 (Depreciation Funding and Capital Allocation)	\$236,788	\$936,788
SUMMARY				
TOTAL EXPENDITURE	\$12,518,000			
AVAILABLE FUNDS	\$13,454,788			
BALANCE AS AT 30/06/24	\$936,788			

STATUTORY IMPLICATIONS

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

POLICY IMPLICATIONS

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

COMMUNITY ENGAGEMENT CONSULTATION

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

9 CONFIDENTIAL ITEMS

Nil.

10 DATE OF NEXT MEETING

The next All Purpose Committee Meeting will be on Monday 18 February 2019.

11 CLOSURE

There being no further business, the Chairman, Deputy Mayor Allan Pandal, thanked those present for their attendance and declared the meeting closed at 8:52pm.