

GOLD CORPORATION — 2021–22 STATE BUDGET

237. Mr R.S. Love to the Minister for Mines and Petroleum:

I refer to Budget Paper 2, Volume 1, page 192, and I ask:

- (a) When did the One-Future Program begin;
- (b) When did the Enterprise Resource Planning (ERP) system upgrade begin;
- (c) What was the original Budget for the ERP;
- (d) What was the original completion date for the ERP;
- (e) What is the total amount spent on the ERP to 30 June 2021;
- (f) How does the One-Future Program vary from the previous ERP program? (Separate project scopes, budgets);
- (g) Can the total cost for the ERP please be provided via a year by year breakdown of expenditure on the Enterprise Resource Planning (ERP) system:
 - (i) 2014–2015;
 - (ii) 2015–2016;
 - (iii) 2016–2017;
 - (iv) 2017–2018;
 - (v) 2018–2019;
 - (vi) 2019–2020; and
 - (vii) 2020–2021;
- (h) Which consultants are being used to support the roll out of this project;
- (i) Which External consultants or providers have been contracted to deliver the project;
- (j) What is the cost breakdown within the total ERP project Budget that has gone to external consultants or Project Management contractors;
- (k) What is the total cost within the One-Future Budget that has gone to external consultants/project management contractors;
- (l) What software platform is being used in the interim to support the e-commerce, front end customer focused needs of Gold Corporation;
- (m) When was this system originally installed;
- (n) Do any of the Board, CEO or senior staff have historical or pre-existing relationships, professional or personal with these firms who have been consulting on the project;
- (o) With regards to the 2020–2021 Gold Corporation Annual Report and the One-Future project steering committee, I ask who sits on the project steering committee to ensure this project stays on track and on budget;
- (p) Can you confirm the One Future Committee has been meeting since May 2016;
- (q) How much of the original project scope set out for the ERP in 2015 has been delivered by 30 June 2021; and
- (r) Can you please outline by year the breakdown of the Asset Investment Program of Perth Mint since 2014–15?

Mr W.J. Johnston replied:

- (a) The One-Future Program began in August 2016.
- (b) The ERP Replacement project began in July 2013.
- (c) \$7 000 000
- (d) This project was first included in the 2013–14 Budget Process. At that point it was expected to be completed during the 2016–17 year.
- (e) \$2 962 000
- (f) The ERP Replacement project was initially envisioned as a one-to-one replacement of the Corporation's ERP. As the project progressed it became apparent that a significantly broader scope was required, most notably including the addition of a new website instead of trying to integrate the existing websites into a new ERP. The One-Future Program thus represents this broader project of which the ERP forms a part.
- (g) In thousands of dollars:

(i) 2014–2015;	57
(ii) 2015–2016;	1,685
(iii) 2016–2017;	268
(iv) 2017–2018;	–
(v) 2018–2019;	–
(vi) 2019–2020; and	–
(vii) 2020–2021;	–

- (h) Numerous consultants have been used in various capacities. The three largest vendors by spend are (in alphabetical order); Churchill Consulting (Project Manager); Microsoft (ERP Provider); and PwC (ERP Implementation Partner).
- (i) See response to (h) above.
- (j) 96% of project spend related to external consultants given the specialised nature of the work being performed.
- (k) 91% of project spend relates to external consultants given the specialised nature of the work being performed.
- (l) The Corporation is utilising its existing ERP (Axapta 3) and existing websites.
- (m) Axapta 3 was implemented in 2004 and the websites are of a similar age.
- (n) The Corporation's Board and senior staff includes former employees of firms that have performed work on the project. All parties have been engaged on an arm's-length basis and all senior staff and Board members are subject to appropriate Conflict of Interest policies.
- (o) Please refer to Gold Corporation's 2020–21 Annual Report.
- (p) The committee was established in May 2016 and has met on a regular basis since July 2016.
- (q) It is impossible to quantify this given the heavily integrated nature of the finished product.
- (r) See table below:

	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
Plant & Equipment Replacement Program	4,205	4,620	6,723	5,460	6,691	10,270	5,858
Computer Software Replacement Program	2,216	514	501	1,058	603	348	550
ERP Replacement Project	57	1,685	268	–	–	–	–
One-Future Program	–	–	5,350	3,806	5,366	9,209	14,338
Silver Blank Production Facility	16,500	–	–	–	–	–	–
Total	22,978	6,819	12,842	10,324	12,660	19,827	20,746