

# Strategic Planning Committee

Minutes | 9<sup>th</sup> February 2021

---

## Disclaimer

Members of the public should note that in any discussion regarding any planning or other application that any statement or intimation of approval made by any member or officer of the Shire of Quairading during the course of any meeting is not intended to be and is not to be taken as notice of approval from the Shire of Quairading. No action should be taken on any item discussed at a Council meeting prior to written advice on the resolution of the Council being received.

Any plans or documents contained in this document may be subject to copyright law provisions (Copyright Act 1968, as amended) and the express permission of the copyright owner(s) should be sought prior to the reproduction.

---

# CONTENTS

Agenda Item		Page
ITEM 1	OPENING & ANNOUNCEMENTS .....	3
ITEM 2	ATTENDANCE AND APOLOGIES.....	3
ITEM 3	DEPUTATIONS / PRESENTATIONS / SUBMISSIONS / PETITIONS .....	3
ITEM 4	DISCLOSURE OF INTEREST.....	4
ITEM 5	CONFIRMATION OF MINUTES AND BUSINESS ARISING.....	4
5.1	Confirmation of Minutes – 13 <sup>th</sup> October 2020 .....	4
5.2	Business Arising.....	4
ITEM 6	REFERRED STRATEGIC PROPOSALS .....	5
6.1	Referred Strategic Proposals/Matters Report February 2021.....	5
ITEM 7	STRATEGIC COMMUNITY PLAN PRIORTIES.....	7
7.1	Ageing in Place.....	7
7.2	Light Industrial Area (LIA) - Land Development (Confidential Item).....	8
ITEM 8	PROJECTS.....	9
8.1	Project Management Status Report .....	9
ITEM 9	GOVERNANCE.....	11
9.1	Long-Term Financial Plan and Corporate Business Plan Progress Report.....	11
9.2	Strategic Community Plan Review Report.....	12
9.3	Organisational Culture and Capacity Building .....	15
9.4	Review of the Community Grants Process – Business Support Grant Program .....	16
ITEM 10	ASSET MANAGEMENT PLAN .....	19
10.1	Asset Management Plan Progress Report.....	19
ITEM 11	RISK MANAGEMENT .....	22
11.1	Risk Management Quarterly Report.....	22
ITEM 12	EMERGING ISSUES .....	26
ITEM 13	NEXT MEETING DATE.....	26
ITEM 14	CLOSURE.....	27

# SHIRE OF QUAIRADING

The Minutes of the Strategic Planning Committee Meeting held on Tuesday 9<sup>th</sup> February 2021 commencing at 4.34 pm.

## ITEM 1 OPENING & ANNOUNCEMENTS

---

The Chairperson opened the Meeting at 4.34 pm.

"Before we start our Meeting, I would like to acknowledge that we are meeting on Noongar / Ballardong land and we pay respect to the original custodians...past, present and future and welcome you all here today for this Meeting".

## ITEM 2 ATTENDANCE AND APOLOGIES

---

### Councillors

Cr B McGuinness	Chairperson
Cr WMF Davies	Shire President
Cr JN Haythornthwaite	Deputy Shire President
Cr BR Cowcill	(left the meeting at 6.24 pm)
Cr JW Haythornthwaite	
Cr JR Hippiisley	
Cr PD Smith	
Cr TJ Stacey	

### Council Officers

Mr Graeme Fardon	Chief Executive Officer
Mr A Rourke	Executive Manager of Works & Services
Mr N Gilfellon	Executive Manager of Corporate Services
Mr RM Bleakley	IPR/Strategic Projects Officer

### Apologies

Nil.

### Leave of Absence Previously Granted

Nil

## ITEM 3 DEPUTATIONS / PRESENTATIONS / SUBMISSIONS / PETITIONS

---

Nil.

## ITEM 4 DISCLOSURE OF INTEREST

---

Elected Members in accordance with section 5.61 and 5.65 of the Local Government Act 1995 and the Local Government (Model Code of Conduct) Regulations 2021 Schedule 1 Division 4 regulation 22:

A member who has an interest in any matter to be discussed at a Council or Committee meeting that will be attended by the member must disclose the nature of the interest -

- (a) in a written notice given to the CEO before the meeting; or
- (b) at the meeting immediately before the matter is discussed.

Local Government employees in accordance with section 5.70 or 5.71 of the Local Government Act 1995 and the Local Government (Administration) Regulations 1996 Part 4A Division 2, regulation 19AD:

An employee who has an interest in any matter to be discussed at a council or committee meeting attended by the local government employee disclose the nature of the interest –

- (a) in a written notice given to the CEO before the meeting; or
- (b) at the meeting immediately before the matter is discussed.

Nil Declarations, at this time.

## ITEM 5 CONFIRMATION OF MINUTES AND BUSINESS ARISING

---

### 5.1 Confirmation of Minutes – 13<sup>th</sup> October 2020

#### RECOMMENDATION

##### RECOMMENDATION: SP14-20/21

##### **MOVED Cr Hippisley SECONDED Cr Davies**

That the Minutes of the Strategic Planning Committee Meeting held on the 13<sup>th</sup> October 2020 be confirmed as a true and accurate record subject to the amendment of the date on Reports for Item 9.4 & 9.5.

**CARRIED 8/0**

### 5.2 Business Arising

#### **Cr Davies**

Cr Davies enquired on the progress of Cr Smith's Scholarship Award Training.

Cr Smith reported that WALGA had advised that the Training Organisation had been through Accreditation / Approval and that the Course can commence in March.

6.1 Referred Strategic Proposals/Matters Report February 2021

**REFERRED STRATEGIC PROPOSALS/MATTERS REPORT FEBRUARY 2021**

#	MATTER	SCP	CBP	LTFP	20/21 BUDGET
1	Building Strategy	G1, B2.1, B2.2	Y	Y	Y - Condition / Inspection Reports inputted to Building Programme. Refer to Building Strategy (Item 10.1) in the Agenda
2	Progressing the potential bituminising of the airstrip	B2.2	Y	N	N Matter remains with SJA Quairading
3	Community Trail/Walk	S1.1, S1.2, NE2.2, S2.2, S4.5, B2.2, G3.2	Y	Y	N Matter of use of Town Reserve Area (surrounding Dam) for Free Camping (self-contained) was raised. List for next meeting - Free camping areas
4	Business Attraction Strategy	ED1.1, ED2.1	Y	Y	N/A - Completed and Adopted by Council in March 2020 To be reviewed prior to March 2022
5	Energy Efficient Street Lighting	NE1.1	Y	Y	N
6	Pink Lake Layby Concept (Western side of the Lake)	NE2, NE2.1, NE2.2	N	N	N - Construction Concept submitted back to Main Roads Previous Cost Estimates provided to Council 19/03/2020 - Main Roads supports the proposal to develop and our preference would be option 1, the off road Option. Given the vertical geometry of York Merredin Road (M041) at this location, the design will need to ensure that safe sightlines are available from the two proposed accesses from M041. This will also be considered a Shire asset, for the purposes of construction and on-going maintenance.

#	MATTER	SCP	CBP	LTFP	20/21 BUDGET
					Main Roads does not have a source of funding that would be suitable for this. The Shire may have ability to source some type of Tourism funding. Potential Project
7	Tourism Strategy	ED1.1, ED2, ED2.1,	Y	Y	Y Tourism Development Strategy 2020-2022 – Adopted by Council Feb 2020. Last Meeting of the Tourism Steering Group held 4 <sup>th</sup> November 2020 Next Meeting scheduled for 10 <sup>th</sup> February 2021.
8	Waste Strategy Plan	NE1.1, NE1.2	Y	Y	N – The Waste and Recycling Strategy was placed on hold until June 2021 (3 Years) RESOLUTION: 191-17/18
9	Silo Art	ED2	N	N	N CBH have provided In Principle Support for Silo Art. Shire contact has been made with the Silo Mural Artists. No Funding identified for Planning or Implementation.
10	Streetscape / Signage Improvement request Quairading Clinicare Pharmacy Business Grants Policy	S2.2, G3.2	N	N	N Refer to Officer's Report (Item 9.4)

7.1 Ageing in Place

Aged Accommodation Strategy - 2020/21

Step	Activity	Timeframe	Status
Step 1	Preliminary discussion with Murray Slavin, Architect	15 <sup>th</sup> October 2020	Completed
Step 2	Reconvene working group - review of "where we're at"	20 <sup>th</sup> October 2020	Completed
Step 3	Workshop with Slavin Architect - Aged accommodation options: <ul style="list-style-type: none"> <li>• Existing facilities at Arthur Kelly;</li> <li>• Vacant accommodation in town;</li> <li>• Upgrading of existing homes;</li> <li>• Noongar accommodation; and</li> <li>• Suburban Rd concept - layout etc.</li> </ul>	November 2020	Completed (Step 2 & 3 - combined activity)
Step 4	Report & preliminary concept for Suburban Rd (Lot 501)	January 2021	On hold - rescheduled to March 2021
Step 5	Workshop - review of preliminary concept	February 2021	On hold - rescheduled to March 2021
Step 6	Workshop - review and endorsement of final design for Suburban Rd	March 2021	Rescheduled to April 2021
Step 7	Final design for Suburban Rd precinct (shovel ready) <ul style="list-style-type: none"> <li>• Architectural drawings inc utilities</li> <li>• Probable costings for program</li> <li>• Modelling of Life costings.; and</li> <li>• Program schedule - Phasing</li> </ul>	April 2021	Rescheduled to May 2021
Step 8	Presentation to Council	22 <sup>nd</sup> April 2021	Rescheduled to 27 <sup>th</sup> May 2021

**Comment**

With the current workload linked to the Drought Community Program, and the commencement of the Integrated Planning Review Process, the program has been rescheduled by Management.

Noted.

## 7.2 Light Industrial Area (LIA) - Land Development (Confidential Item)

The CEO has deemed this report as a confidential item as the Item relates to: -

- 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;
- a matter that if disclosed, would reveal –
  - (ii) information that has a commercial value to a person; or
  - (iii) information about the business, professional, commercial or financial affairs of a person.

### OFFICER RECOMMENDATION

**RECOMMENDATION: SP15-20/21**

**MOVED Cr Smith SECONDED Cr Davies**

That the Strategic Planning Committee recommend to Council: -

1. That Council proceed with Stage 1 of the Light Industry Area Subdivision with the development of two (2) Lots and the Mains Power Substation at a Projected Total Cost of \$714,023 (including Costs to date)
2. The Project be staged over the 2020/2021 and 2021/2022 Financial Years.
3. That Council research External Grant opportunities for the funding of the development of Stage 2 of the Subdivision.

**CARRIED 8/0**



### 8.1 Project Management Status Report

*Quarterly reporting on all adopted Projects and Programs to the Committee (February 2021, April 2021 and August 2021)*

<b>Meeting Date</b>	9 <sup>th</sup> February 2021
<b>Responsible Officer</b>	CEO Graeme Fardon
<b>Reporting Officer</b>	CEO Graeme Fardon
<b>Attachments</b>	(i) Project Status Report
<b>Owner/Applicant</b>	Shire of Quairading
<b>Disclosure of Interest</b>	Nil.

#### OFFICER RECOMMENDATION

**RECOMMENDATION: SP16-20/21**

**MOVED Cr Jo Haythornthwaite SECONDED Cr Hippisley**

That the Strategic Planning Committee recommend to Council: -

That Council receive the Project Management Status Report for February 2021.

**CARRIED 8/0**

---

#### IN BRIEF

- A Project Management Tracking System was developed in house in June/July 2020 to track the progress of Council Projects and Compliance issues.
- Update Council on all major projects being undertaken.
- Ensure adequate resources are allocated to meet timeframes and funding bodies acquittal requirements.
- Quarterly Status Report to the Strategic Planning Committee

#### MATTER FOR CONSIDERATION

That Council receive the Project Management Status Report for February 2021.

#### BACKGROUND

A Project Management Tracking Program was developed in house in June/July 2020 and records all Council Projects and Key Compliance Requirements, Timeframes, Tasks and progress to date.

The Project Status Report has a few key objectives, including:

- Making communication across the organization seamless
- Keeping Team members informed as the project moves forward to meet time frames
- Delivering the right information, to the right stakeholders, at the right time
- Enhancing organizational support for everyone involved

- Accurate and timely reporting to Committee and Council

Project monitoring, tracking and reporting is a highly-collaborative process. The Project Tracker keeps each team member focused on the status of their individual tasks, while also keeping the Executive Team and Council up to date on the overall project status and project timeline.

**STATUTORY ENVIRONMENT**

Nil

**POLICY IMPLICATIONS**

Nil

**FINANCIAL IMPLICATIONS**

Nil

**STRATEGIC IMPLICATIONS – Strategic Community Plan 2017 - 2027**

**Governance Objective: Strong governance and community engagement**

ITEM	OUTCOMES AND STRATEGIES
G1	Robust Integrated Planning and Reporting (IPR)
G1.1	Continual improvement in IPR, transparency and accountability

**CONSULTATION**

No external Consultation required in the preparation of this Report.

Staff are required to input and update the tracker to maintain focus and to meet deadlines. Ensures communication between departments to meet timeframes.

**RISK ASSESSMENT – Risk Management Policy and Risk Management Governance Framework Applicable.**

Financial - Risk Matrix Rating is assessed as Low

Health – Risk Matrix Rating is assessed as Low

Reputation – Risk Matrix Rating is assessed as Low

Operation – Risk Matrix Rating is assessed as Low

Natural Environment – Risk Matrix Rating is assessed as Low.

**9.1 Long-Term Financial Plan and Corporate Business Plan Progress Report**

*Report on progress of CBP and LTFP performance against targets six (6) monthly (April 2021)*

*Included as part of Item 9.2*

UNCONFIRMED

## 9.2 Strategic Community Plan Review Report

*Report on the Major Review of the Shire's Strategic Community Plan Project (October 2020)*

*Implementation of the Strategic Community Plan Review scheduled for February to April 2021 (Report to the Feb 2021 SPC Meeting)*

<b>Meeting Date</b>	9 <sup>TH</sup> February 2021
<b>Responsible Officer</b>	CEO Graeme Fardon
<b>Reporting Officer</b>	IPR&SPO Richard Bleakley
<b>Attachments</b>	Nil
<b>Owner/Applicant</b>	N/A
<b>Disclosure of Interest</b>	Nil

### OFFICER RECOMMENDATION

**RECOMMENDATION: SP17-20/21**

**MOVED Cr Hippisley SECONDED Cr Stacey**

That the Strategic Planning Committee recommend to Council: -

That Council receive the Strategic Community Plan Review Report for February 2021.

**CARRIED 8/0**

### IN BRIEF

- This Report outlines the timeframe and progress for major review of Strategic Community Plan.

### MATTER FOR CONSIDERATION

That Council receive the Strategic Community Plan Review Report for February 2021.

### BACKGROUND

The major review process commenced in mid-December 2020 with advertising for the recruitment of a Consultant to facilitate the review.

Requests for Quotations were made to four Consultancies.

- Localise
- LG People and Culture;
- Conway Highbury Pty Ltd
- 150 Square

Two applications were received.

- Localise (Alison Dalziel)
- 150 Square (Caroline Robinson)

Both parties are familiar to the Shire.

Localise was the consultancy that delivered the current set of Integrated Planning documents and has a comprehensive history of similar programs.

150 Square is a regional consultancy. Caroline Robinson, its Director has facilitated a number of community and business initiatives within both the Region and in Quairading. Caroline Robinson, previously under the Solum Consultancy, was engaged in the facilitation of a number of LGA Strategic Plans and Corporate Business Plans in the Wheatbelt. 150 Square is currently engaged in a number of IPRs within the Wheatbelt Region. Mr Stephen Grimmer is employed as an external consultant and was the leading IPR officer at the City of Albany and has been assisting North Eastern Wheatbelt Regional Organisation with a Regional Strategic Plan linked to IPR Plans at the Member Council level.

150 Square has been selected as the preferred candidate based on:

- Comprehensive knowledge and understanding of local small regional communities – social, economic, geographical and historical;
- A history of both the development of initial Strategic Community Plans and Corporate Business Plans, and the subsequent review process within the Wheatbelt; and
- Competitive price to deliver the desired outcomes. (\$8,400 vrs \$59,972)

Extensive community engagement will commence in February 2021 in conjunction with the running of the Community Survey.

Scheduled completion date is in June 2021 with the endorsement by Council of the Shire's Community Plan Vision, Community Aspirations and Strategic Objectives (2021-2031) at the June OCM.

Step	Activity	Timeframe	Status
Step 1a	Terms of reference and advertising for consultancy	December 2020	Complete
Step1b	Recruitment of Consultant	January 2021	Complete
Step 2	Familiarise consultant with existing SCP and Desktop Review conducted in 2019	February 2021	Ongoing
Step 3	Community Survey	Feb-Mar 2021	Pending
Step 4	IPR Refresher and Process Design	February 2021	Ongoing
Step 5	Preparation for engagement	February 2021	Pending
Step 6	Community Engagement	Feb-Mar 2021	Pending
Step 7	Strategic Community Plan/Corporate Business Plan Revisions – first cut; draft four-year budget – corporate challenge	March 2021	Pending
Step 8	Draft Strategic Community Plan/Corporate Business Plan – second cut; draft four-year budget – Council challenge	April 2021	Pending
Step 9	Public Consultation and Finish LTFP	May 2021	Pending
Step 10	Adoption by Council	June 2021	Pending

## STATUTORY ENVIRONMENT

The *Local Government Act (1995)* Sect 5.56 requires each local government 'to plan for the future of the district', by developing plans in accordance with the regulations.

## POLICY IMPLICATIONS

CS.4 Community Engagement Policy.

## FINANCIAL IMPLICATIONS

\$22,500 has been allocated in the 2020/21 Budget for the Review of both the Strategic Community Plan, Corporate Business Plan and the Long Term Financial Plan.

Provisional costing for the consultancy is \$8,400 (inc GST) leaving a balance of \$14,864 as a contingency for minor variations.

## STRATEGIC IMPLICATIONS – Strategic Community Plan 2017 - 2027

### Governance Objective: Strong governance and community engagement

ITEM	OUTCOMES AND STRATEGIES
G1	Robust Integrated Planning and Reporting (IPR)
G1.1	Continual improvement in IPR, transparency and accountability
G3	Community Engagement
G3.1	Provide appealing opportunities for the community to participate in decisions that affect them
G3.2	Collaborate with the community to achieve desired outcomes

## CONSULTATION

No Public consultation was required or undertaken in relation to this report.

## RISK ASSESSMENT – Risk Management Policy and Risk Management Governance Framework Applicable.

Financial - Risk Matrix Rating is assessed as Low. Sufficient resources have been allocated to the 2020/21 budget to ensure that the review can be delivered. Successful candidate costing comes under budget provision with a buffer for minor program variations.

Health – Risk Matrix Rating is assessed as Low

Reputation – Risk Matrix Rating is assessed as Low. Review of the current Strategic Community Plan and Corporate Business Plan including Community engagement and the revision of both plans will ensure that the Council vision and direction aligns with the expectations of the Community. Statutory Compliance requirement.

Operation – Risk Matrix Rating is assessed as Low. Following the pro-forma guidelines of the Department of Local Government and Communities provides a framework for the delivery of the review of both the Strategic Community Plan and the Corporate Business Plan.

Natural Environment – Risk Matrix Rating is assessed as Low.

## COMMENT

- 150 Square is a Wheatbelt based organisation with a sound understanding of regional issues
- Localise in its previous engagement with the Shire did provide an outstanding compilation of documents, however their quotation for the review went well beyond the threshold of the Shire's budget allocation

### 9.3 Organisational Culture and Capacity Building

*Briefing/report on the culture, capacity and opportunities for improvement and efficiency six (6) monthly.  
Completion of the reviewed Workforce Plan and presentation scheduled for the February/March 2021.*

UNCONFIRMED

## 9.4 Review of the Community Grants Process – Business Support Grant Program

Meeting Date	9 <sup>th</sup> February 2021
Responsible Officer	CEO Graeme Fardon
Reporting Officer	GPO Jen Green
Attachments	(i) Business Support Grants 2021 Policy (ii) Business Support Grants Application Form
Owner/Applicant	N/A
Disclosure of Interest	Nil

### OFFICER RECOMMENDATION

That the Strategic Planning Committee recommend to Council: -

1. Council adopt the Business Support Grants Policy and supporting documentation;
2. Council consider budget allocation of \$20,000 in the 2021/2022 Year; and
3. That the Funding Program be publicised to all businesses from July 1st and will be open for the duration of the Financial Year 2021/22.
4. That the CEO be granted Delegated Authority to approve or reject minor amendments to the successful Applicant's Project Budget / Scope following the Approval of the Grant by Council.

**VOTING REQUIREMENTS:** Simple Majority (Committee)  
Absolute Majority (Council)

### COMMITTEE RECOMMENDATION

**RECOMMENDATION: SP18-20/21**

**MOVED Cr Hippiisley SECONDED Cr Jo Haythornthwaite**

That the Strategic Planning Committee recommend to Council: -

That the matter be held over for the next Strategic Planning Committee Meeting 13<sup>th</sup> April 2021.

**CARRIED 8/0**

### Reason for Variation from Officer's Recommendation

The Committee considered that the Draft Business Support Grant Program be further considered at the next Strategic Planning Committee Meeting.

The CEO is to seek feedback from Councillors on the Draft Program as part of the research in the preparation of the Officer's Report. All Councillors are to be provided with the Submissions and Responses.

### IN BRIEF

- Shire have received a number of requests from non-sporting/recreation bodies for funding. There is an opportunity to run an additional funding stream to the Community Grants Scheme for local



businesses for projects that value-add to the community i.e. Shop front improvements, signage, capital works, training etc.

- Grants Team has engaged with the Small Business Development Corporation and a number of LGAs to familiarise themselves with a number of Business Support Grant models.
- A proposed "Business Support Grants Program" Policy and Application Form has been developed by the Grants Team and is attached for consideration and recommendation to Council.

## **MATTER FOR CONSIDERATION**

Shire of Quairading Business Support Grants Policy and Application Form.

## **BACKGROUND**

In 2018/19 the Shire introduced a Community Grants Process. This entailed the drafting and adoption of a Community Grant Policy and Strategy, Assessment Criteria, and Grant Application Forms.

Annual reviews of the Grant Documentation and Application Forms have been conducted which have significantly streamlined the process and assisted Community Groups with their Grant Application Proposals.

During the review process it has become apparent that there is a significant sector of the community including local business, who have a great impact on the quality of life of the Quairading community and are currently ineligible for Shire funding under the Community Grants Scheme.

In recent times, Council has received a number of requests from non-sporting/recreation bodies for funding. This is an opportunity to run an additional funding stream to the Community Grants Scheme for local businesses for projects that value-add to the community i.e. Shop front improvements, capital works, training etc.

It is proposed that the Shire introduce a "Business Support Grants Program" that encourages investment in local enterprises and recognise the important part local commercial outlets provide for the betterment of and improvement to the quality of life within our Community.

A thriving business sector will help sustain local employment for residents. Not only will the economic benefits provided by the Grant Program help sustain local business, it will drive local visitation and tourism into Quairading, having the potential to enhance vibrancy and activation within the Town.

## **STATUTORY ENVIRONMENT**

Local Government Act 1995

## **POLICY IMPLICATIONS**

Development of new Business Support Grants Policy and supporting documentation

Proposed Delegation Authority to the CEO to consider and approve any minor amendments to the Applicant's Project Budget following the Grant being approved by Council. This delegation would assist in the management of the successful Grant if there was a minor change in the scope of the Project, without referring the matter back to Full Council.

## **FINANCIAL IMPLICATIONS**

2021/2022 Budget – Subject to Applications received and supported.

## **STRATEGIC IMPLICATIONS – Strategic Community Plan 2017 – 2027**

### **Economic Objective: Growing economy and employment opportunities**

<b>ITEM</b>	<b>OUTCOMES AND STRATEGIES</b>
ED1	Economic diversity and resilience

ITEM	OUTCOMES AND STRATEGIES
ED1.1	Economic and tourism development, including: -adopt "Small Business Friendly Local Governments" program -review potential of the community's existing assets and facilities to drive improved economic outcomes -leverage Federal and State Government priorities and programs (e.g. building the capacity of local industry to undertake Local and State Government contracts) -work with stakeholders to determine facilitation approach to business and jobs growth
ED2	Tourism facilities and services
ED2.1	Contribute to readily accessible visitor information and services, including good quality, affordable visitor accommodation

### Governance Objective: Strong governance and community engagement

ITEM	OUTCOMES AND STRATEGIES
G1	Robust Integrated Planning and Reporting (IPR)
G1.1	Continual improvement in IPR, transparency and accountability

### COMMUNITY CONSULTATION

Several requests for funding from ineligible entities to the existing Community Grants Programme have come through the Shire Administration and the Grants Team.

The Grants Team consulted the Small Business Development Corporation through the Friendly Business Network and gathered helpful examples of existing Business Grants Programs currently being run in other Western Australian Councils.

### RISK ASSESSMENT – Risk Management Policy and Risk Management Governance Framework Applicable.

Financial – Risk Matrix Rating considered Low - Further refinements through reviews to the Grant Process will reduce risk to Council and the Businesses through better planning and delivery of Projects supported by the Shire. Proposal is for the inclusion of the Business Support Grants

Health – Risk Matrix Rating considered Low

Reputation – Risk Matrix Rating considered Low. Council will be seen to be actively engaging with and supporting local enterprises through the Grants Program.

Operation – Risk Matrix Rating considered Low.

Natural Environment – Risk Matrix Rating considered Low.

### COMMENT

The addition of the Business Support Grant Program to the Shire's Community Grant Process addresses the grant funding opportunities for Small Business, but still leaves a vacuum for individuals and non-sporting/recreation bodies.

## ITEM 10 ASSET MANAGEMENT PLAN

---

### 10.1 Asset Management Plan Progress Report

*Progress Report on the finalisation of the Asset Management Plan submitted to the October 2020 Meeting of the Strategic Planning Committee.*

<b>Meeting Date</b>	9 <sup>th</sup> February 2021
<b>Responsible Officer</b>	CEO Graeme Fardon
<b>Reporting Officer</b>	EMCS Nathan Gilfellon
<b>Attachments</b>	(i) Buildings Asset Management Discussion Paper (Under separate cover)
<b>Owner/Applicant</b>	Shire of Quairading
<b>Disclosure of Interest</b>	Nil

### OFFICER RECOMMENDATION

#### RECOMMENDATION: SP19-20/21

#### **MOVED Cr Hippisley SECONDED Cr Jo Haythornthwaite**

That the Strategic Planning Committee recommend to Council: -

1. That Council receive the Asset Management Plan Progress Report for February 2021.
2. That the Building Asset Management Plan be included for consideration in the Review of the Long Term Financial Plan and Community Strategic Plan.

**CARRIED 8/0**

### IN BRIEF

- Asset Management Planning assists Council to improve Council's asset management maintenance, enhancement and the delivery of services from infrastructure, furniture and equipment, land and buildings.
- Asset management practices play a crucial role in ensuring that such investment decisions are well informed, evidence-based and, most importantly, directly aligned to the current and future service needs of the community.
- A Discussion Paper is attached to consider qualitative factors such as the need for and quality of Staff Housing and the future functions of Council Facilities.

### MATTER FOR CONSIDERATION

That Council receive the Asset Management Plan Progress Report for February 2021.

### BACKGROUND

A key issue facing local governments throughout Australia is the management of ageing assets in need of renewal and replacement.

Infrastructure assets such as roads, drains, bridges, furniture and equipment and buildings present particular challenges. Their condition and longevity can vary significantly based on local environments.

Financing needs can be large, requiring planning in expenditure for renewing and replacing such assets. The demand for new and improved services adds to the planning and financing complexity.

A Property Maintenance/Renewal Register was developed in-house to manage building assets to meet the required level of service in the most cost effective manner.

### **Asset Management Condition Assessments – Buildings**

Asset management condition assessments are undertaken on a regular basis, however each year in the lead up to the annual budget preparation certain buildings will receive a detailed condition inspection.

These buildings are those noted as being poorer condition, high use, or reaching the end of their useful lives.

The asset management condition assessments also generate a Guiding Plan for required building renewal works over a 20-year period. This is required as a means of linking the anticipated works with Long Term Financial Planning.

Using the Building Register, the Administration have outlined a proposed list of actions for the renewal and reconstruction of Assets over the next 10 years.

### **Roads and Associated Infrastructure**

Asset Management Plan for Roads and Associated Infrastructure was presented to the Strategic Planning Committee meeting in April 2020.

### **Community and user group requests**

As regular users of the buildings, community and user groups often provide feedback on the current functionality and condition of buildings. This information is taken into account when deciding upon upcoming budget priorities.

### **STATUTORY ENVIRONMENT**

Asset management plans are part of suite of documents required for the integrated planning process.

### **POLICY IMPLICATIONS**

N/A.

### **FINANCIAL IMPLICATIONS**

The Asset Management Plans combine multi-disciplinary management techniques (including technical and financial) over the lifecycle of the asset in the most cost effective manner to provide specified levels of service. They are long term plans (10 years) that address the asset activities and programs required for each service area, with related financial projections being a critical component. These projections are crucial to informing and setting the Long Term Financial Strategy. They are 'living' plans, to be updated frequently over their lifespan.

### **STRATEGIC IMPLICATIONS – Strategic Community Plan 2017 - 2027**

#### **Governance Objective: Strong governance and community engagement**

<b>ITEM</b>	<b>OUTCOMES AND STRATEGIES</b>
G1	Robust Integrated Planning and Reporting (IPR)
G1.1	Continual improvement in IPR, transparency and accountability

### **CONSULTATION**

Executive Management have been consulted and provided progress reports attached to this report.

**RISK ASSESSMENT – Risk Management Policy and Risk Management Governance Framework Applicable.**

Financial - Risk Matrix Rating is assessed as Medium as the failure of assets could be a financial burden and disruptive to the organisation. Asset Management mitigates these risks.

Health – Risk Matrix Rating is assessed as Low.

Reputation – Risk Matrix Rating is assessed as Medium. Rated medium as failure of community assets could cause community backlash from lack of service delivery. Asset Management mitigates these risks.

Operational – Risk Matrix Rating is assessed as Medium. Rated medium failure of assets could reduce and delay service delivery.

Natural Environment – Risk Matrix Rating is assessed as Low.

UNCONFIRMED

### 11.1 Risk Management Quarterly Report

*Quarterly progress and tracking report on issues identified as high risk to Council (February 2021)*

<b>Meeting Date</b>	9 <sup>th</sup> February 2021
<b>Responsible Officer</b>	CEO Graeme Fardon
<b>Reporting Officer</b>	CEO Graeme Fardon
<b>Attachments</b>	(i) Risk Dashboard Report (Under separate cover)
<b>Owner/Applicant</b>	Shire of Quairading
<b>Disclosure of Interest</b>	Nil

#### OFFICER RECOMMENDATION

**RECOMMENDATION: SP20-20/21**

**MOVED Cr Hippisley SECONDED Cr Cowcill**

**That the Strategic Planning Committee recommend to Council: -**

That Council receive the Risk Management Quarterly Report for February 2021.

**CARRIED 8/0**

---

#### IN BRIEF

- Council has requested that the Chief Executive Officer conduct a review of its Risk Management and report progress on issues identified as High Risk.
- Council reviewed its Risk Management Policy in December 2020.
- The Risk Management Governance Framework was reviewed by Local Government Insurance Services in 2017.
- The Management Team last formally reviewed the Risk Dashboard Report in July 2019.
- This Dashboard Report supersedes the Dashboard Report September 2017 which was presented at the October 2020 Strategic Planning Committee Meeting.
- Risk Dashboard Review required by July 2021, that being a formal Review every 2 Years.
- LGIS has been requested to assist Council Staff with the Review Process to ensure that all contemporary LG Industry Risks have been identified and assessed.

#### MATTER FOR CONSIDERATION

That Council receive the Risk Management Quarterly Report for February 2021.

#### BACKGROUND

The Shire of Quairading Council recognises that risk management is an integral part of good governance and management practice.

The Risk Management Governance Framework requires that:

- Risk management is performed consistently throughout the whole organisation
- Risks are assessed and managed in a context that is relevant to each part of the organisation.

All levels of staff have a role to play in adopting risk management awareness and integrating risk management activities within their business unit environments.

As part of the Risk Management Governance Framework, a relationship between Strategic and Operational risks exists, allowing risk oversight to occur at both of these contexts. (i.e. at an Executive or Operational level). In particular, there is potential for risk to be escalated and/or de-escalated between Strategic and Operational Risk as a result of risk changing either through increased controls effectiveness or an emerging or changing Operational risks requiring Executive Management Team oversight.

Council's Risk Management Governance Framework provides the foundations for designing, developing, implementing, monitoring, reviewing, and communicating risk management and continuous improvement of performance associated with Council strategy, operations and routine tasks.

The items identified as "high risk" in the Framework Review in July 2019 (and subsequent CEO desktop Review) were:

- Document Management
- External Theft and Fraud (including Cyber)
- Project / Change Management
- IT or Communication systems and infrastructure

Risk profiles are included in all agenda items and the Risk Matrix is used to identify known perceived risk causes. Currently the following headings are utilised to assess risk:

- Financial
- Health
- Reputation
- Operation
- Natural environment

Risks are to be assessed at the following levels within the organisation:

LEVEL	DESCRIPTION
Strategic Risks	<p>Strategic Level Risks for Council are associated with achieving the organisation's long term objectives. These risks can be of an internal or external nature. They are usually owned and managed by Council and/or the Executive Team.</p> <p>In the context of Integrated Planning and Reporting, Strategic Level Risks may include: -</p> <ul style="list-style-type: none"> <li>• Risks associated with achieving the objectives of the Strategic Community Plan; and</li> <li>• Risk associated with delivering the Corporate Business Plan.</li> </ul>
Operational Risks	<p>Operational Level Risks are associated with developing or delivering the operational plans, functions or activities of the local government. These risks have day to day impacts on the organisation. These risks are owned and managed by the person who has responsibility for the activity or function to the level of their delegated authority or capacity.</p>

LEVEL	DESCRIPTION
	<p>In the context of Integrated Planning and Reporting, Operational Level Risks may include: -</p> <ul style="list-style-type: none"> <li>• Risks associated with the development or delivery of the Long Term Financial Plan</li> <li>• Risks associated with the development or delivery of the Asset Management Plan.</li> <li>• Risks associated with the development or delivery of the Workforce plan.</li> </ul>
Project Risks	Project Level Risks are associated with developing or delivering projects or discrete activities. Project risks should be managed at each stage of the project by the person who has responsibility for that project.

### Risk Appetite

The Shire quantified its Risk Appetite through the development and endorsement of the Shire's Risk Assessment and Acceptance Criteria. See the Risk Matrix Page 1 of the Risk Dashboard Report.

All organisational risks to be reported at a corporate level are to be assessed according to the Shire's Risk Assessment and acceptance Criteria to allow consistency and informed decision making.

### STATUTORY ENVIRONMENT

*Local Government Act 1995* Section 2.7 – Role of Council

Implications of Section 3.18(3) *Local Government Act 1995*

*Local Government (Audit) Regulations 1996*, Regulation 17 – CEO to review certain systems and procedures

AS/NZS ISO 3100:2009 Risk Management – Principles and guidelines.

### POLICY IMPLICATIONS

ORG.3 Risk management Policy – Reviewed and confirmed in December 2020.

Shire of Quairading – Risk Management Governance Framework.

### FINANCIAL IMPLICATIONS

Nil.

### STRATEGIC IMPLICATIONS – Strategic Community Plan 2017 - 2027

#### Governance Objective: Strong governance and community engagement

ITEM	OUTCOMES AND STRATEGIES
G1	Robust Integrated Planning and Reporting (IPR)
G1.1	Continual improvement in IPR, transparency and accountability

### CONSULTATION

Contact has been made with LGIS to schedule the Risk Dashboard Review before 31<sup>st</sup> July 2021.



**RISK ASSESSMENT – Risk Management Policy and Risk Management Governance Framework Applicable.**

Financial - Risk Matrix Rating is assessed as Low.

Health – Risk Matrix Rating is assessed as Low.

Reputation – Risk Matrix Rating is assessed as Low.

Operation – Risk Matrix Rating is assessed as Low.

Natural Environment – Risk Matrix Rating is assessed as Low.

**COMMENT**

Actions are continually being undertaken to reduce levels of acceptable risk, whether through planning, allocation of resources, training or identifying risk.

UNCONFIRMED

## ITEM 12      EMERGING ISSUES

---

**6.24 pm**

Cr Cowcill left the Meeting.

### **Cr Smith**

Cr Smith commented that Council should be considering Traineeships as Council has an objective of local employment and skills development. Cr Smith further commented on the Grants / Incentives available to Employers for taking on Trainees.

The CEO commented that the opportunity for Trainees to be placed across the organisation was being considered as part of the Review of the Work Force Plan which would be submitted to Council in March 2021.

### **Cr Hippisley**

Cr Hippisley commented on the Community request / petition for heating of the Learn to Swim Pool and that the presentation of the petition would be made to the February 2021 OCM. Cr Hippisley commented that possibly Council could investigate whether the excess electricity generated from the solar panels which is fed back into the Grid, without compensation could be used to power heat pumps.

The CEO commented that he was aware that Mrs Letty Mills was arranging to make Presentation of the Petition / letter to the Council Meeting.

Cr Hippisley reported that he had recently met with the School Principal in regard to the feasibility of sharing the School Recreation assets thereby providing public access out of school hours. Cr Hippisley commented that Mrs Wray had indicated support for the proposal in principle subject to the matter of Public Liability Cover being in place out of School hours.

Prior to further investigation with Council's Insurer, the CEO is to seek formal confirmation that the Education Department and the School are in agreement with the proposal being further investigated and assessed.

### **Cr McGuinness**

Cr McGuinness commented on a number of building maintenance issues observed during the set up for the Australia Day Function including: -

Overload or RCD / Appliance fault on the Building's electrical circuit (long known issue)

Roof gutters need cleaning

Air-conditioning in the Kitchen Area

Comment was made on the need for the maintenance effort on Council's Buildings to be maintained and the importance of regular Condition and Compliance inspections.

## ITEM 13      NEXT MEETING DATE

---

The next Strategic Planning Committee Meeting is scheduled to take place on Tuesday 13<sup>th</sup> April 2021, commencing at 5.00 pm at the Council Chambers, 10 Jennaberring Road, Quairading.

ITEM 14 CLOSURE

---

There being no further business, the Chairman closed the Meeting at 6.37 pm.

I certify the Minutes of the Strategic Planning Committee Meeting held on 9<sup>th</sup> February 2021 were confirmed on 13<sup>th</sup> April 2021 as recorded.

Confirmed..... 13/04/2021

UNCONFIRMED