



Strategic Planning Committee

Notice of Meeting | 13th April 2021

Dear Councillors

I respectfully advise that the STRATEGIC PLANNING COMMITTEE MEETING will be held in the Council Chambers, 10 Jennaberring Road, Quairading, WA on Tuesday 13th April 2021 at 5.00 pm.

MEETING AGENDA ATTACHED

Graeme Fardon

GRAEME FARDON
CHIEF EXECUTIVE OFFICER

Date: 9th April 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.

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SHIRE OF QUAIRADING

Strategic Planning Committee

ITEM 1 OPENING & ANNOUNCEMENTS

The Chairperson opened the Meeting at _____ 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	
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

Consultant

Mrs Marg Hemsley	LG People Culture
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Apologies

Leave of Absence Previously Granted

ITEM 3 DEPUTATIONS / PRESENTATIONS / SUBMISSIONS / PETITIONS

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.

ITEM 5 CONFIRMATION OF MINUTES AND BUSINESS ARISING

5.1 Confirmation of Minutes – 9th February 2021

RECOMMENDATION

MOVED _____ **SECONDED** _____

That the Minutes of the Strategic Planning Committee Meeting held on the 9th February 2021 be confirmed as a true and accurate record.

____/____

5.2 Business Arising

ITEM 6 REFERRED STRATEGIC PROPOSALS

6.1 Referred Strategic Proposals/Matters Report April 2021

REFERRED STRATEGIC PROPOSALS/MATTERS REPORT APRIL 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. Strategy to be referred to Draft Budget Workshops.
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 Feasibility of Use of Reserve No. 36774 (Purpose - "Wildlife Park") adjoining the Town Dam referred from SPC Feb 2021 for further discussion and Consideration. Reserve bounded by Harris Street, Ashton Street, Parker Street and McDonald Street is 10.4117 hectares. Vested in Shire in 1980. Issue of "Free" Camping Areas available to be discussed by Committee.
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

#	MATTER	SCP	CBP	LTFP	20/21 BUDGET
					<p>available from the two proposed accesses from M041.</p> <p>This will also be considered a Shire asset, for the purposes of construction and on-going maintenance.</p> <p>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.</p> <p>Potential Project</p> <p>Item retained on List for future reference.</p>
7	Tourism Strategy	ED1.1, ED2, ED2.1,	Y	Y	<p>Y</p> <p>Tourism Development Strategy 2020-2022 – Adopted by Council Feb 2020.</p> <p>Last Meeting of the Tourism Steering Group held 10th March 2021.</p> <p>Next Meeting scheduled for 21st March 2021.</p> <p>Tourism Budget Submission to come forward for Council's Budget Workshops</p>
8	Waste Management Strategy Plan	NE1.1, NE1.2	Y	Y	<p>N – The Waste and Recycling Strategy was placed on hold until June 2021 (3 Years) RESOLUTION: 191-17/18</p> <p>Matter to be discussed in Draft Budget Workshops as External Technical expertise will be required to prepare Waste Management Strategy in 2021/2022 Year.</p>
9	Silo Art	ED2	N	N	<p>N</p> <p>CBH have provided In-Principle Support for Silo Art.</p> <p>Shire contact has been made with the Silo Mural Artists (FORM).</p> <p>Currently no Funding identified for Planning or Implementation.</p> <p>Matter to be discussed by Grants Team with CRC to determine a way forward on the Mural Concept / Proposal.</p> <p>Matter to be discussed at Draft Budget Workshops.</p>

#	MATTER	SCP	CBP	LTFP	20/21 BUDGET
10	Streetscape / Signage Improvement request Quairading Clinicare Pharmacy Business Grants Draft Policy	S2.2, G3.2	N	N	N Refer to Officer's Report on Second Draft of the Business Assistance Grants Scheme - April SPC

ITEM 7 STRATEGIC COMMUNITY PLAN PRIORTIES

7.1 Ageing in Place

Aged Accommodation Strategy - 2020/21

Step	Activity	Timeframe	Status
Step 1	Preliminary discussion with Murray Slavin, Architect	15 th October 2020	Completed
Step 2	Reconvene working group - review of "where we're at"	20 th October 2020	Completed
Step 3	Workshop with Slavin Architect - Aged accommodation options: <ul style="list-style-type: none"> • Existing facilities at Arthur Kelly; • Vacant accommodation in town; • Upgrading of existing homes; • Noongar accommodation; and • Suburban Rd concept - layout etc. 	November 2020	Completed (Step 2 & 3 - combined activity)
Step 4	Review session with Slavin Architect	12 th April 2021	In progress
Step 5	Report & preliminary concept for Suburban Rd (Lot 501)	Mid-May 2021	Rescheduled
Step 6	Workshop - review of preliminary concept	Late May 2021	Rescheduled
Step 7	Workshop - review and endorsement of draft concept design for Suburban Rd	July 2021	Rescheduled
Step 8	Concept design for Suburban Rd precinct <ul style="list-style-type: none"> • Architectural drawings inc utilities • Probable costings for program • Modelling of Life costings.; and • Program schedule - Phasing 	August 2021	Rescheduled
Step 9	Presentation to Council	26 th August 2021	Rescheduled

Comment:

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

7.2 Multi-Purpose Sports Precinct

MCG was the preferred Architectural Consultancy to deliver the Multi-Purpose Precinct Design Concepts.

Preliminary induction meeting was held with MCG and Working Group on 7th December 2020. It entailed a Review of the Scope of Works – Timeframe, processes and outputs.

The agenda included:

- Discussion between Focus Group and MCG on basic parameters for the precinct; and
- Sites inspections.

Draft concept plans were received on 27th January 2021.

Two concepts were provided:

- Concept 1 - Redevelopment of existing facilities
- Concept 2 - Redeveloped new facilities.

Concepts were circulated to the Working Group for comments and a Working Group meeting was held on 8th March 2021. Feedback from the meeting was provided to MCG for revision of Concepts.

Revised concept designs are due in second week of April 2021.

7.3 Review of Cuneata Rise Estate Land Prices and Strategy (Confidential tem)

The CEO has deemed this report as confidential due to the information being of a commercial nature.

Under separate cover.

ITEM 8 PROJECTS

8.1 Project Management Status Report

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

Meeting Date 13th April 2021

Responsible Officer CEO Graeme Fardon

Reporting Officer CEO Graeme Fardon

Attachments (i) Project Status Report

Owner/Applicant Shire of Quairading

Disclosure of Interest Nil.

OFFICER RECOMMENDATION

MOVED _____ **SECONDED** _____

That the Strategic Planning Committee recommend to Council: -

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

____/____

VOTING REQUIREMENTS -Simple Majority

IN BRIEF

- A Project Management Tracking System is maintained to track the progress of Council Projects and Compliance issues for the 2020/2021 Year.
- Update the Strategic Committee and Council on all major projects being undertaken.
- Quarterly Status Report to the Strategic Planning Committee
- Status Report has been filtered for this Meeting to only Report on Projects and Tasks that are not 100% Complete by the 31st March 2021.

MATTER FOR CONSIDERATION

That Council receive the Project Management Status Report for April 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 Community 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 and the CEO 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.

8.2 Future heating of the Quairading Leisure Pool

Meeting Date	13 th April 2021
Responsible Officer	Chief Executive Officer
Reporting Officer	Sarah Caporn, Special Projects Officer
Attachments	Nil
Owner/Applicant	N/A
Disclosure of Interest	Nil

OFFICER RECOMMENDATION

MOVED _____ **SECONDED** _____

That the Strategic Planning Committee recommend to Council: -

1. That Council receive and support the Officer's Report on the feasibility of the installation of a heat pump system for the Leisure Pool at Quairading Memorial Swimming Pool.
2. That the Heating Proposal (Estimated Value of \$50,000) be included in Council's Draft Budget Workshops for the 2021/2022 Financial Year.
3. That the Shire prepare an application for the next round of CSRFF funding with the Department of Local Government, Sport and Cultural Industries.

____/____

VOTING REQUIREMENTS – Simple Majority

IN BRIEF

- Council received a Petition from the community at the March 2021 OCM – it was signed by 171 persons.
- The Petition was a request from members of the Community for Council to research and consider the installation of heating for the leisure pool.
- Council requested that the Grants Team conduct a preliminary study on options and costing of a heating system.
- Two heating options were considered for the Leisure Pool, being rigid solar tubing panels or a heat pump.
- Solar panels will require significant additional infrastructure including a purpose built support structure, pump system and underground piping to the treatment plant. Approx. 220m² of panels will be required (to meet the surface area of the pool).
- A heat pump can be mounted on a cement plinth within existing plant room compound and easily connected to existing plumbing and electrics.
- Staff are seeking further technical advice on best sized Heat Pump unit that will heat the water to approx. 28°C without excessive running times or energy costs.
- There will be a slight increase in chemical usage with water at higher temperatures regardless of the heating method used (+20% on chlorine).

MATTER FOR CONSIDERATION

Report on the Feasibility of the installation of Heating to the Leisure Pool at the Quairading Memorial Swimming Pool.

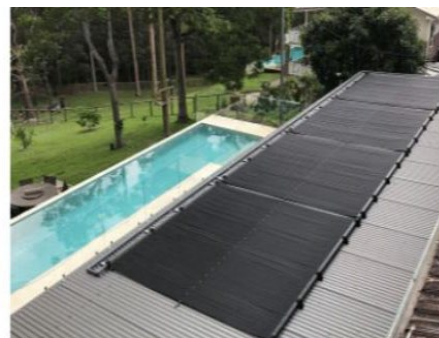
BACKGROUND

Council has received strong feedback from the community that the Leisure Pool has been considerably colder this season with the return of the large shade sail. The main demographic group that use this pool are the Seniors exercise group and families with young children in Learn to Swim programs.

The Leisure Pool specifications are a surface area of 222m² and volume of 150,000 litres.

Shire staff have explored two main options for heating the Leisure Pool. Heating largely depends on the surface area of the pool rather than overall volume.

Option 1 – Solar: The first option considered was a rigid panel system through which water is pumped and passively heated by solar radiation. Other towns have experienced a high level of damage by corellas and other birdlife using the cheaper flexible nylon tubing – Northam Rec. Centre are retrofitting mesh over their panels at a cost of \$50,000. Rhino Black rigid panels, developed in Western NSW specifically to withstand the birds, will cost approx. \$23,000 for the Shire pool. This does not include the support structure or installation costs.



This option has been discounted as the viable option due to the difficulties in locating the panels within the Quairading Pool.

Option 2 – Heat Pump: Heat pumps use electricity to capture heat and move it from one place to another. As the pump circulates the water, it passes across the heat pump heater that draws in the heat from the outside air and directs it over the evaporator coil.

A heat pump will be a far easier install as it can be placed on a plinth outside the existing treatment room and plumbed into existing lines. It also has a thermostat that will turn on and off the unit as the water reaches the required temperature. The unit will work hardest during November as it brings the water up to temperature after winter; hardly at all during the peak summer months; and more again towards the end of the season.

The existing thermal blankets which cover 70% of the surface area will trap any heat in the water overnight and further reduce overall running costs.

STATUTORY ENVIRONMENT

The pool meets all necessary regulatory compliance requirements.

POLICY IMPLICATIONS

Nil.

FINANCIAL IMPLICATIONS

2021/22 Budget

Capital costs: A 110KW unit costs \$35,000 to purchase outright. Local plumbing and electrical contractors can install the unit once it is delivered from the specialist supplier. Only other cost would be a concrete plinth giving a maximum total project cost of approximately \$50,000.

Operating costs: Preliminary estimates are provided below:

ELECTRICAL SUPPLY COSTS	kW / day average over season	Cost
kW per day required to maintain temp at 28°C	275 kW	275 x \$0.32 = \$88 / day
kW production from solar PV system (35kW)	200kW	200 x \$0.32 = \$64 / day
Additional cost to Shire		= \$720 / month
<i>Assumption is all power from solar PV system is going towards heating of pool</i>		X 5 mths = \$3,600

With the introduction of the new Synergy tariff rates (Peak / Off-peak) there has been a significant reduction in electricity costs at the Pool Facility. This has saved approximately \$15,000 / year in operating costs.

Detailed maintenance and replacement costs have still to be determined. However, heat pumps require very little maintenance through its lifetime. There is a 25-year warranty on the heat exchanger and extensive warranty on all other parts. The units are also increasingly more efficient than they were just some years ago.

Although not an identified high priority area by Department of Local Government, Sport and Cultural Industries, the project is eligible for funding under the *Community Sporting and Recreation Facilities Fund (CSRFF)* Small Grants Program. The next round will open on 1 July 2021 and close on 31 August 2021. Staff have made initial enquiries with Department staff in the Wheatbelt office.

STRATEGIC IMPLICATIONS – Strategic Community Plan 2017 - 2027

Social Objective: Active, healthy, safe and inclusive community

ITEM	OUTCOMES AND STRATEGIES
S1	Active community
S1.1	Provide facilities and support participation in sport and recreational activities, facilities and clubs
S4	Inclusive community
S4.2	Actively support youth development
S4.4	Actively support 'Ageing in Place' services, housing and infrastructure
S4.5	Actively support the access and inclusion of people with disability, their families and carers

COMMUNITY CONSULTATION

Council has received the petition from local residents and presentation from Mrs Letty Mills at their March Council Meeting.

The SPO has undertaken consultation with the Quairading Pool Manager, Ms Trista Fontana, and Mr Mat Mildwater, Principal from Contract Aquatic Services for their technical expertise and experience of preferred options. There has also been further informal discussion with the Seniors Group members

'The Wallowers'. There is great support from these parties for installing a heat pump for the simplicity of installation and operation while achieving the aim of warmer water.

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

Financial – Risk Matrix Rating is assessed as Low – Grants Team is currently conducting a detailed feasibility study on the project for heating of the leisure pool which will include capital costs and Life Costings of the program for Budget and Corporate Business Plan purposes.

Health – Risk Matrix Rating is assessed as Low – Heating of the leisure pool will greatly increase physical activity within the Community.

Reputation – Risk Matrix Rating is assessed as Medium – Swimming pool is the most used Shire facility during the Summer Season. The heating of the leisure pool will be greatly appreciated by the Community and may increase attendance figures and will mitigate the reputational risk.

Operation – Risk Matrix Rating is assessed as Low – Proposed heating system (heat pumps) technology has advanced significantly in the past few years becoming both more reliable and more energy efficient.

Natural Environment – Risk Matrix Rating is assessed as Low. Proposal will fully utilise Solar PV System installed at the Swimming Pool facility.

COMMENT

- Pool seasonal temperatures.

Month	Nov	Dec	Jan	Feb	Mar	Average
Temperature of Leisure Pool (C)	23.1	23.8	25.0	25.1	24.9	24.5

- Temperature at start and end of season is a deterrent for particular demographics to use the pool –young families, and seniors.

ITEM 9 GOVERNANCE

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

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

Meeting Date 13th April 2021

Responsible Officer CEO Graeme Fardon

Reporting Officer IPR&SPO Richard Bleakley

Attachments Nil

Owner/Applicant n/a

Disclosure of Interest Nil

OFFICER RECOMMENDATION

MOVED _____ **SECONDED** _____

That the Strategic Planning Committee recommend to Council: -

That Council receive the Strategic Community Plan Review Report for April 2020.

___/___

VOTING REQUIREMENTS -Simple Majority

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 April 2021.

BACKGROUND

Extensive community engagement commenced in February 2021 in conjunction with the running of the Community Survey with six targeted consultation sessions and one community drop-in session.

One hundred and thirty-four (134) community survey responses were received.

A draft of the engagement report was presented to Councillors for Information on the 25th March 2021.

Draft of the Strategic Community Plan to be presented to CEO and IPR&SPO on the 13th April 2021.

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	Complete
Step 3	Community Survey	Feb-Mar 2021	Complete

Step 4	IPR Refresher and Process Design	February 2021	Complete
Step 5	Preparation for engagement	February 2021	Complete
Step 6	Community Engagement	Feb-Mar 2021	Complete
Step 7	Strategic Community Plan/Corporate Business Plan Revisions – first cut; draft four-year budget – corporate challenge	April 2021	Pending
Step 8	Draft Strategic Community Plan/Corporate Business Plan – second cut; draft four-year budget – Council challenge	April / May 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

\$15,000 is allocated in the 2020/21 Current 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 \$7,636 (ex GST) leaving a balance of \$7,364 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.

Extensive Public Consultation undertaken to date and will continue as part of the Review of the Strategic Community Plan.

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 history of engagement with rural LGAs in Integrated Planning Process and a sound understanding of regional issues.

9.3 Organisational Culture and Capacity Building – Reviewed Workforce Plan 2018 – 2022

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 April 2021.

Consultant Mrs Marg Hemsley (LG People Culture) will be in attendance and make Presentation on the Review Report.

Meeting Date	13 th April 2021
Responsible Officer	CEO Graeme Fardon
Reporting Officer	Consultant Marg Hemsley
Attachments	(i) Reviewed Workforce Plan 2018 – 2022 (Confidential – Under Separate Cover) (ii) CEO's WFP Issues Paper (Confidential – Under Separate Cover)
Owner/Applicant	N/A
Disclosure of Interest	CEO – Nil Marg Hemsley – LG People and Culture engaged by Council.

OFFICER RECOMMENDATION

MOVED _____ **SECONDED** _____

The Strategic Planning Committee recommend to Council: -

1. That Council accept the Reviewed Workforce Plan 2018-2022 – April 2021 as presented.
2. That the Findings and Recommendations of the Workforce Plan Review Report be included in the 2021/2022 Draft Budget Workshops.

____/____

VOTING REQUIREMENTS – Simple Majority

IN BRIEF

- Consultant Marg Hemsley of LG People and Culture was engaged to review the current organisational culture, structure and workforce.
- A major review of the Shire's Workforce Plan was undertaken 2017/2018 and adopted by Council at its June 2018 Ordinary Council Meeting.
- The Workforce Plan is intended to be a rolling document that is formally reviewed every 4 years but may be updated to align with changes to its Strategic Community Plan or Corporate Business Plan as required.
- The current Plan covers the Period 2018-2022.
- Review undertaken from July / August 2020 until April 2021. This has enabled multiple inputs from the Consultant, Executive Staff, relevant Staff and also the then Acting CEO, Mr Allen Cooper during September and October 2020.
- The CEO has undertaken further work with the Consultant and Staff since returning from Long Service Leave.
- Significant Changes have occurred in the Workforce, the Organisation and the Local Government industry during the life of the Current WFP.

- Council's Consultant will be present at the Committee Meeting to further elaborate on Findings, LG Industry trends and Recommendations.

MATTER FOR CONSIDERATION

Updated Workforce Plan – April 2021.

BACKGROUND

Workforce Planning is a key component of the Integrated Planning and Reporting Framework which was introduced to Western Australian local governments in 2011, underpinned by regulatory amendments.

Together with Strategic Community Planning, Asset Management and Long-Term Financial Planning, it forms part of the Integrated Planning and Reporting Framework.

The Workforce Plan is an internal planning tool that enables the Shire to determine the workforce requirements in relation to its operational priorities. Specifically, the Plan Review details the workforce requirements to support the services, operations and projects the local government plans to deliver over the next 2 years.

Having a Workforce Plan allows the organisation to maximise the capacity of the workforce and better respond to challenges, as well as ensuring that a consistent and integrated approach is taken into account when making decisions that relate to the workforce or will have an impact on workforce capacity.

The Workforce Plan has been reviewed to determine workforce strategies that will allow the Shire to achieve its Strategic Community Plan and Corporate Business Plan objectives through consideration of:

- how the workforce will need to change over the short term to achieve immediate strategic priorities of Council
- who is responsible for managing key Shire projects and expected service levels;
- external factors that may influence the workforce;
- data about the current workforce and trends.
- Identifying "pressure points" where further Capacity needs to be funded and directed.

STATUTORY ENVIRONMENT

Local Government Act 1995

5.56. Planning for the future

- (1) A local government is to plan for the future of the district.
- (2) A local government is to ensure that plans made under subsection (1) are in accordance with any regulations made about planning for the future of the district.

[Section 5.56 inserted: No. 49 of 2004 s. 42(6).]

Local Government (Administration) Regulations 1996

19DA. Corporate business plans, requirements for (Act s. 5.56)

- (1) A local government is to ensure that a corporate business plan is made for its district in accordance with this regulation in respect of each financial year after the financial year ending 30 June 2013.
- (2) A corporate business plan for a district is to cover the period specified in the plan, which is to be at least 4 financial years.
- (3) A corporate business plan for a district is to –

- (a) set out, consistently with any relevant priorities set out in the strategic community plan for the district, a local government's priorities for dealing with the objectives and aspirations of the community in the district; and
- (b) govern a local government's internal business planning by expressing a local government's priorities by reference to operations that are within the capacity of the local government's resources; and
- (c) develop and integrate matters relating to resources, including asset management, workforce planning and long-term financial planning.

Extract from Integrated Planning and Reporting Framework and Guidelines September 2016

Note that it is not a requirement for Councils to adopt the Workforce Plan, although some do by agreement with their Chief Executive Officer. The Council has a legislative role in some aspects of the workforce, notably the appointment and performance management of the Chief Executive Officer, responsibility for ensuring that there is an appropriate structure for administering the local government, and some specific provisions regarding designated senior employees.

Other than those exceptions, the Workforce Plan is in the domain of the Chief Executive Officer's authority. Therefore, while the resourcing of the Workforce Plan is essentially an outcome of the Council's IPR decisions, it is for the Chief Executive Officer to ensure that the Workforce Plan enables the organisation's objectives to be achieved in the most efficient and effective manner.

Typically, the Chief Executive Officer provides the Workforce Plan for the information of the Council.

POLICY IMPLICATIONS

N/A.

FINANCIAL IMPLICATIONS

The Budget implications are outlined within the Plan. However, it is critical to note that these are projections based on information which is currently known. Approved additional Employee Costs are determined as part of the Draft Budget Workshops and the adoption of the Annual Budget.

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
G4	Sound Organisation
G4.3	Ensure optimum organisational capacity and efficiency

COMMUNITY CONSULTATION

No Community 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.

Health – Risk Matrix Rating is assessed as Low

Reputation – Risk Matrix Rating is assessed as Low

Operation – Risk Matrix Rating is assessed as Low. An effective WFP which is then utilised to develop each year’s Annual Budget mitigates level of Operational Risk.

The Review process has identified “Pressure points” in Customer Service, Administration, Compliance, Recordkeeping and Program Delivery. Further issues have been identified in succession planning, staff development and Cover for Staff when on Leave, RDO’s or away due to training.

Natural Environment – Risk Matrix Rating is assessed as Low.

COMMENT

Nil Further Comment

Consultant and CEO to present further to the Meeting.

9.4 Review of the Draft Business Support Grant Program

Meeting Date	13 th April 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

MOVED _____ **SECONDED** _____

That the Strategic Planning Committee recommend to Council: -

1. Council adopt the revised Business Support Grants Policy and supporting documentation;
2. Council consider Draft Budget allocation of \$20,000 for the 2021/2022 Financial Year; and
3. Subject to the inclusion in the Adopted Budget, the Business Support Grants Funding Program be publicised to all businesses in the District and the Program be open for the duration of the Financial Year 2021/22.

____/____

VOTING REQUIREMENTS: Simple Majority

IN BRIEF

- A proposed 'Business Support Grants' Program Policy and Application Form has been developed by the Grants Team and was presented at the Strategic Planning Committee Meeting in February 2021.
- The Draft Policy and Forms were debated by the Committee and a number of issues and recommendations were raised by Councillors including: -
 - Clear separation of eligibility for the 'Community Grants Program' and 'Business Support Grants Program'
 - Quantum of proposed Budget allocation - currently proposed at \$20,000 per year
 - Concern over potential disclosure of Business finances (confidentiality)
 - Program opening times - currently proposed to be all year round
- Revised Policy and Application Form were forwarded to Councillors on the 25th February 2021 for additional feedback.
- A second revision of the documents is now being presented at the Strategic Planning Committee for endorsement and then to be able to proceed to the resourcing and promotion the Business Grant Program to the Community.

MATTER FOR CONSIDERATION

Shire of Quairading Business Support Grants Policy and Application Form

BACKGROUND

In 2018/19, Council 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 businesses, who have a great impact on the quality of life of the Quairading community and are currently ineligible for Shire funding.

Recently, Shire have received a number of requests from non-sporting/recreation bodies for funding. This is an opportunity to establish 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 Council introduce a 'Business Support Grants' Programme that encourages investment in local enterprises and recognise the important role 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

FINANCIAL IMPLICATIONS

2020/2021 Budget – Nil

2021/2022 Budget – Draft Budget provision of \$20,000 proposed. Actual implication will be subject to Applications received and supported during the next 12 months. Proposed that the Programme be limited to the Budget Allocation.

STRATEGIC IMPLICATIONS – Strategic Community Plan 2017 – 2027

Economic Objective: Growing economy and employment opportunities

ITEM	OUTCOMES AND STRATEGIES
ED1	Economic diversity and resilience
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

ITEM	OUTCOMES AND STRATEGIES
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 Program have come through the Shire Administration and through 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 Shires.

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

Financial – Risk Matrix Rating is assessed as Low. Further refinements through reviews to the Grant Process will reduce risk to Council and the Businesses through better planning, budgeting and delivery of Projects supported by the Shire.

Health – Risk Matrix Rating is assessed as Low

Reputation – Risk Matrix Rating is assessed as Low. Risk will be mitigated if Council is seen to be actively engaging with and supporting local enterprises who apply under the Program.

Operation – Risk Matrix Rating is assessed as Low. Management of the Program will be undertaken with Council’s existing Organisational Structure and resources.

Natural Environment – Risk Matrix rating assessed as 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.

9.5 Community Grants Program (2021/22) – Round 1

Meeting Date	15 th April 2021
Responsible Officer	CEO Graeme Fardon
Reporting Officer	GPO Jen Green
Attachments	(i) Community Grant Assessment- Under separate cover (ii) Grant Applications – Under separate cover
Owner/Applicant	n/a
Disclosure of Interest	Nil

OFFICER RECOMMENDATION

MOVED _____ **SECONDED** _____

That the Strategic Planning Committee recommend to Council: -

1. That Council accepts the Officer's Report and supports the Grant Assessment Recommendations on Round 1 of the 2021/22 Community Grants Program.
2. That Council allocates funds and resources in the 2021/22 Budget for Round 1 to the value of \$29,106.68 to the Clubs listed in the Grant Assessment Document; and
3. That Council allocates the equivalent of 33% of the above figure (\$10,000) in the 2021/22 Budget for Grant 1 In-Kind funding and Round 2 of the 2021/22 Community Grant Program.

____/____

VOTING REQUIREMENTS – Simple Majority

IN BRIEF

- Community Grant Process was reviewed, updated and endorsed by Council in December 2020.
- Thirteen applications were received for Round 1 to the value of \$29,106.68.
- Details of each Application have been provided for Committee Consideration and Recommendation to Council.
- All applications were evaluated by the Grants Team based on criteria in the Grant Guidelines.

MATTER FOR CONSIDERATION

- Evaluation of Community Grant Applications received by the 31st March 2021.
- Allocation of financial resources in the 2021/22 Shire's Annual Budget.
- Allocation of financial resources in Round 1 of Community Grant Program.
- Allocation of financial resources for Grant 1 – In-Kind funding in 2021/22.
- Allocation of financial resources for Round 2 of Community Grant Program in 2021/22.

BACKGROUND

At the December 2020 Council Meeting the Council adopted a revised Community Grants Policy and supporting documentation.

Round 1 of the Community Grant Program was opened on 7th January 2021 with Policy and Grant Application forms forwarded to all Sporting and Recreation Clubs via email and regular advertising was conducted in the Banksia Bulletin, Passion Sheet and via the Quairading Shire Facebook Page.

Follow-up promotion of the Grants Program was circulated on the Shire's Facebook page on a regular basis.

Closing date for the submission of applications for grant funding was on 31st March 2021.

Four categories of Grant Funding were promoted:

- Grant 1 - up to \$500 per annum – in-kind contributions from Council.
- Grant 2 – Minor Projects \$500 to \$2500.
- Grant 3 – Major Projects over \$2500.
- Grant 4 – Annual / Recurrent Funding.

A total of thirteen applications was received to the value \$29,106.68.

Grant Type	Number	Amount
1	0	\$0.00
2	8	\$10,106.68
3	1	\$3,000.00
4	4	\$16,000.00
Grand Total	13	\$29,106.68

Grant 1 (in-Kind) funding will be open throughout the year

A second round of Grant 2 - (Minor projects) funding will be open from 1st July 2021 to 30th September 2021.

STATUTORY ENVIRONMENT

Local Government Act 1995.

POLICY IMPLICATIONS

CS.3 Community Grants Policy

FINANCIAL IMPLICATIONS

Nil – 2020/21 Financial year

Submitted for 2021/22 Budget deliberations

STRATEGIC IMPLICATIONS – Strategic Community Plan 2017 - 2027

Social Objective: Active, healthy, safe and inclusive community

ITEM	OUTCOMES AND STRATEGIES
S1	Active community
S1.1	Provide facilities and support participation in sport and recreational activities, facilities and clubs
S1.2	Promote increased participation in the social and cultural life of the community

Governance Objective: Strong governance and community engagement

ITEM	OUTCOMES AND STRATEGIES
G1	Robust Integrated Planning and Reporting (IPR)

ITEM	OUTCOMES AND STRATEGIES
G1.1	Continual improvement in IPR, transparency and accountability
G3	Community Engagement
G3.2	Collaborate with the community to achieve desired outcomes

COMMUNITY CONSULTATION

Policy and Grant Application forms were forwarded to all Sporting and Recreation Clubs via email and regular advertising was conducted in the Banksia Bulletin, Passion Sheet and via the Quairading Shire Facebook Page.

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

Financial - Risk Matrix Rating is assessed as Low. Will reduce risk to Council and the Clubs / Organisations through better planning and delivery of Projects supported by the Shire.

Health – Risk Matrix Rating is assessed as Low.

Reputation – Risk Matrix Rating is assessed as Low. With the introduction of Policy and Scheme, this has increased transparency and accountability of Council, the clubs and organisations.

Operation – Risk Matrix Rating is assessed as Low

Natural Environment – Risk Matrix Rating is assessed as Low.

COMMENT

- This year the Community Grants program demonstrated greater emphasis on:
 - Youth and Noongar activities;
 - Recognition of the Shire's historical heritage; and
 - Promotion of the Quairading community.
- Thirteen grant applications were received and assessed.
- Assistance was provided to a number of clubs to ensure the applications were completed correctly.
- All grant applications met the selection criteria outlined in the Grant Guidelines.
- With COVID-19 affecting all recreational and Sporting Clubs during 2020, there has been a marked increase of clubs engaging with the 2021/22 Community Grant Program as their regular club programming has gone back to normal this year. The number applications are significantly increased on 2020/21.
- A Grant Writing Seminar was facilitated by the Shire during February (run by Tara Whitney from 'Whitney Grants' which helped build capacity for Clubs to complete competitive applications. It is planned to hold this workshop annually as part of the program.

ITEM 10 ASSET MANAGEMENT PLAN

10.1 Asset Management Plan Progress Report

Progress Report on the finalisation of the Asset Management.

The Chief Executive Officer has approached Mr Stephen Grimmer to assist Council's Executive Management Team with finalising a consolidated Asset Management Plan following the completion of the Strategic Community Plan.

11.1 Risk Management Quarterly Report

Quarterly progress and tracking report on issues identified as high risk to Council

LGIS Risk Management Dashboard Workshop with Shire Management Team is scheduled for 25th May 2021.

Workshop Objective is to review and assess the Shire's operational risks and update the existing Risk Profile for future Quarterly reporting to Council Committee.

CEO recommends that future Monitoring Risk Reports be listed for the Audit & Risk Committee rather than the Strategic Planning Committee to more align with the respective Committees' Terms of Reference.

ITEM 12 EMERGING ISSUES

12.1 **The Groves – Investigation into Future Infrastructure**

Extract from the March 2021 Ordinary Council Meeting: -

The Groves - Installation of ablutions and basic facilities

RESOLUTION: 139-20/21

That the Reconciliation Action Plan Committee Recommend to Council that: -

The installation of ablutions and basic facilities be investigated for "The Groves" area due to its historical and cultural significance to the Nyoongar Community in Quairading.

ITEM 13 NEXT MEETING DATE

The next Strategic Planning Committee Meeting is scheduled to take place on Tuesday 10th August 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 _____ pm.