

# Strategic Planning Committee

Minutes | 15<sup>th</sup> February 2022

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## Disclaimer

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# SHIRE OF QUAIRADING

## Strategic Planning Committee

### ITEM 1 OPENING & ANNOUNCEMENTS

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The Chairperson opened the Meeting at 4.51 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

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#### Councillors

Cr B McGuinness	Chairperson
Cr PD Smith	Shire President
Cr TJ Stacey	Deputy Shire President
Cr E Cheang	
Cr JC Hayes	
Cr JN Haythornthwaite	
Cr JR Hippisley	
Cr BR Cowcill	

#### Council Officers

Ms NJ Gibbs	Chief Executive Officer
Mr DV Wallace	Executive Manager of Works & Services
Mrs LM Horton	Executive Manager of Corporate Services
Mr RM Bleakley	Executive Manager Community, Projects and Strategy
Miss BJ Hadlow	Executive Officer

#### Apologies

Nil.

#### Leave of Absence Previously Granted

Nil.

### ITEM 3 DEPUTATIONS / PRESENTATIONS / SUBMISSIONS / PETITIONS

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Nil.

## ITEM 4 DISCLOSURE OF INTEREST

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Cr Becky Cowcill Declared an Impartial interest with Confidential Item 8.6.1 Continuous Quality Improvement: Cost-benefit Modelling

## ITEM 5 CONFIRMATION OF MINUTES AND BUSINESS ARISING

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### 5.1 Confirmation of Minutes – 12<sup>th</sup> October 2021

**RECOMMENDATION: SP10-21/22**

**MOVED Cr Haythornthwaite SECONDED Cr Hippisley**

That the Minutes of the Strategic Planning Committee Meeting held on the 12<sup>th</sup> October 2021 be confirmed as a true and accurate record.

**CARRIED 8/0**

### 5.2 Business Arising

Nil.

### 5.3 Confirmation of Special Meeting Minutes – 25<sup>th</sup> November 2021

**RECOMMENDATION: SP11-21/22**

**MOVED Cr Hippisley SECONDED Cr Hayes**

That the Minutes of the Special Strategic Planning Committee Meeting held on the 25<sup>th</sup> November 2021 be confirmed as a true and accurate record.

**CARRIED 8/0**

### 5.4 Business Arising

Nil.

## 6.1 Ageing in Place

Slavin Architects were contracted as a Quantity Surveyor to provide estimates of Probable Costs for both:

- The Independent Living Units (ILU) Precinct (Lot 501); and
- Refurbishment of the Arthur Kelly Units.

Budget Cost Indications were received in late 2021. As expected, the costs are significant, being:

- Independent Living Units Precinct (Lot 501): \$9,854,495;
- Refurbishment of the Arthur Kelly Units: \$3,083,219

The remaining balance of \$3,695 of a \$10,000 project budget means that the project cannot progress further without securing additional funding.

Initial meetings with Regional Development Australia Wheatbelt and the Wheatbelt Development Commission have commenced. RDA Wheatbelt is responsible for endorsing Building Better Regions Fund business cases before the application proceeds to Regional Development Australia. Regional Development Australia must approve the Business Case before the project is endorsed as 'qualified to apply.' Building Better Regions Fund grants must be matched dollar for dollar.

Attachments:

- Independent Living Units Precinct Lot 105: Budget Cost Indication.
- Arthur Kelly Duplex Modification: Budget Cost Indication.
- Parker House (Residential Aged Care).
- Refurbishment of existing independent living units.
- New independent living units.
- Successful Royalties for Regions and Building Better Regions submissions now form a template to assist in the development of Quairading's submission.

## 6.2 The Groves: Access & Infrastructure

<b>Meeting Date</b>	15 <sup>th</sup> February 2022
<b>Responsible Officer</b>	CEO Nicole Gibbs
<b>Reporting Officer</b>	CEO Nicole Gibbs
<b>Attachments</b>	(i) Existing and proposed Road and Rail Infrastructure Drawing
<b>Owner/Applicant</b>	Shire of Quairading
<b>Disclosure of Interest</b>	n/a

### OFFICER RECOMMENDATION

#### RECOMMENDATION: SP12-21/22

#### MOVED Cr Smith SECONDED Cr Hippisley

That the Strategic Planning Committee recommend to Council:

That Council consider formally acknowledging support for The Groves' project. This support will take the form of:

1. Enabling the Noongar population to use 'The Groves' as an area where people may gather to celebrate the cultural significance of the area;
2. Finalising legal access to the site;
3. Assisting to source external funds to purchase a toilet and water tank; and
4. Placing The Groves on the Shire's maintenance schedule (predominantly for grass/weed maintenance).

**CARRIED 8/0**

### IN BRIEF

The Quairading Community Nature Reserve (established under the auspice of the Land Act 1933 and approved by the Minister for Lands: Lot 28882 on Deposited Plan 216451 Volume LR3135 Folio 962) is a 527ha parcel of diverse bushland two kilometres west of the Quairading townsite. The Reserve is situated on the North and South sides of the York-Merredin Rd.

The Reserve was established in 1995 and is now vested in the Shire of Quairading for the purposes of conservation of flora and fauna.

The Groves is a small parcel of land situated within the Reserve, previously the site of an Aboriginal town camp (1950s - 1970s). The land has cultural significance to the local Noongar people.

The Noongar population want to use 'The Groves' as an area where people may gather to celebrate the cultural significance of the area. The area is zoned for short-term camping.

Over a 25 year period, there has been various levels of commitment made by the Shire and 'recollections differ' on the exact nature of these commitments. Much time could be spent attempting to confirm commitments made or not made but this would be time-consuming and in some instances impossible (e.g. where people are deceased).

It is the view of the Noongar population that at various junctures over the years, the Shire has committed to:

- Resolving the legal access issue;
- Providing a toilet and water tank; and
- Placing the Groves on the Shire's maintenance schedule (predominantly for grass/weed maintenance).

### **MATTER FOR CONSIDERATION**

Council is asked to consider formally acknowledging support for The Groves' project. This support will take the form of:

- Enabling the Noongar population to use 'The Groves' as an area where people may gather to celebrate the cultural significance of the area;
- Finalising legal access to the site;
- Assisting to source external funds to purchase a toilet and water tank; and
- Placing The Groves on the Shire's maintenance schedule (predominantly for grass/weed maintenance).

Such assistance is aligned with the 'Objectives of the Friends of the Quairading Community Nature Reserve,' being:

- To ensure long term protection of the indigenous flora and fauna.
- To improve the awareness and education of the Community in the natural values of the Reserve and of the Quairading Shire.
- To maximize resources available for local conservation processes.
- To demonstrate the importance of bush land conservation to whole of landscape management.
- To heighten awareness and educate the community of Noongar culture.

### **BACKGROUND**

The Groves project has been in train for over 10 years and is referenced in documentation related to almost all RAP meetings. The project has unanimous support within the local Noongar population and high-level support across the non-Aboriginal population.

In 2013 a picnic area with picnic tables and seating, two small fire pits, designated parking area and signage were installed with grant funding assistance from Wheatbelt NRM.

Recently the Shire focus appears to have been directed at facilitating the legal access to the site. Over a three-year period the Shire has been negotiating with ARC Infrastructure (ARC), the Public Transport Authority (PTA) and the Local Government Insurance Scheme in an attempt to establish a mutually acceptable Easement or License Agreement.

ARC and PTA have both now revised their position and have agreed to the following:

- ARC will accept the construction of the road through rail corridor without a change in the existing tenure of the land.
- ARC will review and approve the design drawings.
- ARC will no longer require six months' notice prior to the Shire commencing works. Upon completion of design review and subject to execution of the relevant documentation, the construction work can then commence without further delay.
- ARC will liaise with the Shire to update the level crossing safety interface agreement as required.

- The above arrangements will be formalised through a Tripartite Agreement between ARC, PTA and the Shire. The Agreement will cover the design review process, include the PTA's s.47 consent under the Rail Freight Systems Act and give the Shire the right to construct the level crossing in corridor land. It also means that the Shire will not need to remove the level crossing at the end of ARC's lease. The construction licence comes as an attachment to this document.
- The Shire has engaged SMEC Australia to design the relocation of the rail crossing to the Groves on the western side of Quairading. Once the background feature survey and detailed drawings are complete, they will be submitted to ARC for endorsement. SMEC's estimated time of delivery is four weeks.

The Community, Projects & Strategy Team are currently investigating external funding sources for the purchase of the toilet and water tank, noting that external funding may need to be matched dollar for dollar by the Shire.

The Works & Services Team have already agreed to include The Groves on the regular maintenance schedule.

## STATUTORY ENVIRONMENT

*Local Government Act 1995*

## POLICY IMPLICATIONS

Nil.

## FINANCIAL IMPLICATIONS

The minimal cost attached to maintenance of the site. Asset life-cycle costs are insignificant (approximately \$2,000 over 10 years) and replacement of the assets can be factored into the long-term financial plan.

## STRATEGIC IMPLICATIONS – Strategic Community Plan 2021 – 2031

1. COMMUNITY	
1.1	Work collaboratively with local and regional service providers to engage the community as active citizens.
1.2	Provide social and cultural activities for all members of the community

5. GOVERNANCE AND LEADERSHIP	
5.1	Shire communication is consistent, engaging and responsive
5.3	Provide informed and transparent decision making that, meets our legal obligations, and the needs of our diverse community

## COMMUNITY CONSULTATION

Extensive consultation with the Noongar population, ARC Infrastructure, the Public Transport Authority and the Local Government Insurance Scheme.

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

Financial - Risk Matrix Rating is assessed as Moderate.



#### Capital:

- The project has commenced without costings and approximately \$25,000 has been spent on engineering drawings. There is a remaining \$16,228 to construct the road.
- While the Shire will be seeking external grant funding to purchase the toilet and water tank, no obvious funding source has yet been identified. Local quotes are being sourced in an attempt to bring down the cost of installation.

#### Operational:

- Works & Services have already included the Groves on the maintenance schedule.

Health – Risk Matrix Rating is assessed as Low

Reputation – Risk Matrix Rating is assessed as Medium

- Delivery of the access has been a longstanding issue within the Noongar Community. A clear and transparent process with a timeline for delivery will reduce reputational risk.
- A review and modification of the current boundaries in the Reserve Management Plan will reflect a realistic usage of the reserve.

Operation – Risk Matrix Rating is assessed as Low

- Works & Services have already included the Groves on the maintenance schedule.

Natural Environment – Risk Matrix Rating is assessed as Low.

- Fire pits already exist and are used regularly

#### **DISCUSSIONS POTENTIALLY IMPACTING DECISIONS**

As Chair of the Reconciliation Actions Committee, Councillor Smith confirmed that the Groves project was a high priority with the Noongar community.

There was unanimous agreement that the commitment to establish legal access to the Groves must be fulfilled.

Council asked the Executive Management Team to investigate external funding opportunities to purchase the toilets, shower, water tank and fire pit.

## 6.3 Waste Management Strategy

**Meeting Date** 15<sup>th</sup> February 2022

**Responsible Officer** CEO Nicole Gibbs

**Reporting Officer** CEO Nicole Gibbs

**Attachments** (i) Waste Management Strategy

**Owner/Applicant** Iw Projects Pty Ltd

**Disclosure of Interest** n/a

### OFFICER RECOMMENDATION

#### RECOMMENDATION: SP13-21/22

#### MOVED Cr Hippisley SECONDED Cr Hayes

That the Strategic Planning Committee recommend to Council: -

That Council endorse the Waste Management Strategy, including the agreed future strategies contained within.

**CARRIED 8/0**

### IN BRIEF

In April 2021 the Shire of Quairading engaged Ian Watkins (IW Projects) to develop a waste management strategy for the Shire. The Waste Management Strategy was completed in September 2021 and is attached for Council consideration.

In summary, the Strategy recommends:

- Continue verge-side collection for general waste;
- Continue verge-side collection for recyclable materials;
- Continue the current policy of no bulk verge-side collection;
- Continue the current policy of no greenwaste collection;
- Continue to allow an unlimited amount of waste at the landfill site at no cost;
- Do not engage in a Regional approach to waste management because it is cost-prohibitive;
- Consider the introduction of segmented bulk recycling bins in the centre of town (note Meriden currently offers this service);
- Operate the landfill with only one active tipping area, as opposed to three;
- Develop a site masterplan that includes future landfill development options, available landfill airspace, future lifespan and landfill closure and post-closure activities.
- Develop a financial model for the anticipated landfill closure and post closure costs.

A weakness in the Strategy is that it is based on an assumption that there is at least 20 years left on the life-cycle of the landfill (this assumption was confirmed via conversation with Mr Watkins). However, according to long-standing, qualified and experienced Shire employees, the end of life-cycle is closer to 10 years (maximum).

### MATTER FOR CONSIDERATION

That Council endorse the Waste Management Strategy as the first stage of a larger and more comprehensive body of work to address future planning for Waste Management.

## BACKGROUND

In April 2021 the Shire of Quairading engaged Ian Watkins (IW Projects) to develop a waste management strategy for the Shire. The scope of works included (quote):

A site visit to discuss current waste management activities and to inspect waste management infrastructure.

- Review of available documentation.
- Develop a list of possible future waste management activities:
- Description of the waste management activities;
- Pros and cons of the waste management activities;
- Recommendation on possible implementation of the waste management activities;
- Grant funding opportunities; and
- Summary of the proposed way forward.

Following the development of the conceptual waste strategy, a workshop with elected members and Shire Officers would be held to determine the preferred way forward for the Shire. The concept waste strategy would then be updated to reflect the outcome of the workshop and form the basis for the Shire waste strategy into the future.

The Waste Management Strategy was delivered in September 2021.

Of note, the Strategy recommends:

- Operating the landfill with only one active tipping area, as opposed to three (Avon waste, General waste and inert waste). This will save operational effort and cover material, reduce litter generation and result in a more organised and contained landfilling operation.
- Developing a site masterplan that includes future landfill development options, available landfill airspace and future lifespan. This should also include the front-end drop-off facility and small tip shop; and
- Landfill closure and post-closure activities.

Please refer directly to the Waste Strategy.

## 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).]*

*Waste Avoidance and Resource Recovery Act 2007*

### 40. Waste plans

- (1) In this section –  
**plan for the future** means a plan made under the *Local Government Act 1995* section 5.56.
- (2) A local government may include within its plan for the future a waste plan outlining how, in order to protect human health and the environment, waste services provided by the local government in the relevant district will be managed to achieve consistency with the waste strategy.

*Environmental Protection (Rural Landfill) Regulations 2002*

### 9. Separation of waste from water and site boundary

Unless otherwise approved in writing, the occupier of a landfill site must ensure that there is no waste within – (a) 35 metres from the fence surrounding the site; (b) 100 metres of any surface water body at the site; or (c) 3 metres of the highest level of the water table aquifer at the site. Penalty: \$5 000.

## POLICY IMPLICATIONS

Nil.

## FINANCIAL IMPLICATIONS

The detailed financial implications associated with this project are unknown at this stage. A simple cost-benefit analysis will be provided to Council at March 2022 meeting.

## STRATEGIC IMPLICATIONS – Strategic Community Plan 2021 - 2031

### 4. NATURAL ENVIRONMENT

- 4.1 Maintain a high standard of environmental health services
- 4.2 Conservation of our natural environment
- 4.3 Demonstrate sustainable practices of water, energy and waste management

### 5. GOVERNANCE AND LEADERSHIP

- 5.2 Forward planning and implementation of plans to determine Strategic Plan and service levels
- 5.3 Provide informed and transparent decision making that, meets our legal obligations, and the needs of our diverse community

## COMMUNITY CONSULTATION

Nil.

## RISK ASSESSMENT

### As assessed against the Risk Matrix

#### *Risk attached to end of life-cycle of landfill*

Financial:	Risk Matrix Rating is potentially 'Extreme' but currently unknown. Immediate investigation and modelling will commence to ascertain the exact level of financial risk.
Health:	Risk Matrix Rating is 'Low.' The end of life-cycle of the landfill will have no impact on health related issues.
Reputation:	Risk Matrix Rating is potentially 'High.' The final risk rating will be dependent on Council sourcing a waste management option that is effective and cost neutral.
Operation:	Risk Matrix Rating is potentially 'High.' Works & Services operations will potentially be impacted by the new waste management arrangements.
Natural Environment:	Risk Matrix Rating is 'Low.' All arrangements put in place will need to comply with the Environmental Protection Act 1986 and other related legislation.

## DISCUSSIONS POTENTIALLY IMPACTING DECISIONS

Cr Haythornthwaite referred to page 73 of the agenda regarding the following point:

- Permanently discontinue the current policy of no bulk verge-side collection

Cr Haythornthwaite was under the impression that bulk verge-side collection only stopped temporarily because when the floods happened, and resources were limited, the Shire did not have the capacity to collect the waste. There was no set policy to permanently discontinue the program.

Issues raised in response included:

- Many local governments had discontinued bulk verge-side collection but now provided mini-skip bins for the same purpose. This would be a cost-prohibitive model for the Shire of Quairading.
- Many local governments had discontinued bulk verge-side collection because Worker's Compensation claims had escalated due to the lifting of heavy bulk items.
- Council asked for the wording to be changed to: "Continue the current policy of no bulk verge-side collection until a Council review amends/reviews this position."

## 6.4 Using Social Media for Destination Marketing

### BACKGROUND

The most recent tourism television advertisement for Quairading was completed in December 2021. However, the advertisement was not run because:

- Neither the messaging nor target audience were clear; and
- GWN wanted \$10,000 for three months of advertising.

In consultation with Jill Hayes (Coordinator, CRC and Tourism Committee Member), we are proposing that the Shire explore alternate and more effective forms of advertising.

**PLEASE NOTE: This is not an endorsed digital marketing strategy for the Shire of Quairading, but a simple example of basic elements that might constitute a social media strategy if one was to be developed.**

### Digital online ads

Digital advertising is replacing offline and mass media advertising because it is cheaper, tightly targeted and easier to track Return on Investment (ROI).

Digital advertising can also be helpful for other objectives, including:

- Brand building;
- Testing and refining the messaging;
- Reaching more people; and
- Re-targeting (getting users who visited your site to come back).

### 1. Exploit mobile technology

Mobile bookings and usage have increased significantly in recent years. Consideration could be given to optimizing the website for smartphones and introducing our own mobile app. Potentially, the Shire could also invest in creating a Shire guide app that highlights the best attractions and other things to do. With easy to use app-builders now available, the Shire could be fully mobile quickly and cheaply.

### 2. Become data-driven

Analytics are used to determine who our visitors are (both online and offline) to enable us to make better decisions and tailor offerings to the visitor need. This is a simple and cost-effective strategy with readily available tools like Google Analytics.

Marketing is more effective when you have more information:

- What's the average age of visitors?
- Why do they visit your Shire?
- How much do they spend on average?
- How did they arrive?

The key point for this strategy is to base all of the decisions on hard data instead of assumptions.

### 3. Seek out win-win partnerships

This strategy seeks win-win partnerships with organizations who have similar interests to ours. For instance, a conglomerate of Wheatbelt local governments may be responsive to a regional approach to digital marketing.

#### **4. Focus on branding**

Quality branding is important in this space and the Shire has recently re-branded - establishing quality messaging, logo, design and overall image. This focus needs to be maintained.

#### **5. Personalize the experience for your target visitors**

The Shire can use detailed segmentation to tailor offers to several markets. The personalization strategy is about tailoring the approach to a specific market. Decisions about offers, messaging and branding then become more focused. For example, the target audience for a tourism campaign would be different to a campaign to sell residential blocks and different again to a campaign to sell industrial blocks.

#### **6. Start a marketplace**

As a way to generate extra income, the Shire can sell certain offers directly on the website instead of redirecting to a specific supplier.

Creating a marketplace amplifies the ability to unite and lead collaboration between local businesses. This strategy allows you to have more influence over the end customer experience.

What are the offers they see? What's their buying experience? What's their feedback and reflections about your location?

#### **7. Focus on growing repeat visits**

Repeat visits can be the staple of a destination marketing strategy. Using this strategy, the Shire can potentially achieve a critical mass for referrals and become popular in one or more markets.

## 6.5 Multi-Purpose Sports Precinct

<b>Meeting Date</b>	15 <sup>th</sup> February 2022
<b>Responsible Officer</b>	EMCP&S Richard Bleakley
<b>Reporting Officer</b>	EMCP&S Richard Bleakley
<b>Attachments</b>	Proposed Redevelopment of Quairading Recreation Pavilion A3 BRA21097 ICE - Quairading Recreation Precinct
<b>Owner/Applicant</b>	N/A
<b>Disclosure of Interest</b>	Nil.

### OFFICER RECOMMENDATION

#### MOVER NIL

That the Strategic Planning Committee recommend to Council: -

- 1 That Council accepts the Officer's Report on the draft concept and design, and the Indicative Costings of the Multi-Purpose Sports Precinct submitted by the Executive Manager of Community, Projects and Strategy
- 2 That Council proceed to sourcing external funding to progress to the detailed design, costing and implementation schedule of the Multi-Purpose Precinct Project.

**MOTION LAPSED**

### AMENDED RECOMMENDATION

#### RECOMMENDATION: SP14-21/22

#### MOVED Cr Stacey SECONDED Cr Haythornthwaite

That the Strategic Planning Committee recommend to Council: -

- 1 That Council accepts the Officer's Report on the draft concept and design, and the Indicative Costings of the Multi-Purpose Sports Precinct submitted by the Executive Manager of Community, Projects and Strategy

#### MOVER NIL

- 2 Council requested more information to be available regarding true costs and opportunities for external funding before approving significant expenditure on development.

**CARRIED 8/0**

### IN BRIEF

- MCG Architect was contracted to develop Concept for Multi-Purpose Precinct alongside Working Group.
- Concept design was presented at the District Sport & Recreation Council Meeting where a number of recommendations were made.
- These recommendations have been taken on-board and incorporated into the Concept design being presented to the Strategic Committee.



- A Quantity Surveyor was engaged to determine Probable Cost for redevelopment of the Precinct.
- Upon adoption of both Concept and Probable Costings, the Council is to proceed to detailed designs, costings and program schedule.

**MATTER FOR CONSIDERATION**

Adoption of revised Quairading Recreation Precinct Plan and the Indicative Costings.

**BACKGROUND**

MCG Architects were contracted to work with the Multi-Purpose Present Working Group to develop a concept for the renewal and upgrade of existing facilities.

A series of concepts and designs were developed with a third iteration being presented for discussion and feedback at the reconvening of the Quairading District Sport & Recreation Council Meeting held on 27<sup>th</sup> July 2021.

Following on from the Meeting a further draft of the Concept was drawn up.

This draft has addressed points raised by the Council at its Ordinary Council Meeting on the 26<sup>th</sup> August 2021 resolved as follows: -

*Precinct Concept Plan*

*RESOLUTION: 19-21/22*

1. *That the Concept Plan be revised to include a second ladies Change room, a second umpire's facility and modifications to the hard court layout;*
2. *That the feasibility of hockey field location and surface be researched and considered; and*
3. *That once the Final Design Revisions has been received, Council proceed to engage a Quantity Surveyor to provide an Estimate of Probable Costs for Forward Planning and future Grant Funding Applications.*

Recommendations from the Resolution including re-alignment of Entry Road were taken onboard and included in the Final Design Concept and the Probable Costings.

**STATUTORY ENVIRONMENT**

*Local Government Act 1995.*

**POLICY IMPLICATIONS**

Nil.

**FINANCIAL IMPLICATIONS**

<b>GL3200</b>	<b>Budget</b>	<b>Expenditure</b>	<b>Committed</b>	<b>Balance</b>
S&R Planning	\$22,500.00	\$21,694.00	\$0.00	\$806.00

A budget allocation of \$22,500 was made for S&R Planning for 2021/22.

Current balance is \$806.

**STRATEGIC IMPLICATIONS – Strategic Community Plan 2021 – 2031**

<b>1. COMMUNITY</b>
1.2 Provide social and cultural activities for all members of the community

### 3. BUILT ENVIRONMENT

3.2 Parks, gardens and social spaces are safe and encourage active, engaged and healthy lifestyles

3.3 Improvements to building infrastructure including our sport and recreation facilities, residential and service delivery facilities following considered cost benefit analysis models and venue management plans

### 5. GOVERNANCE AND LEADERSHIP

5.1 Shire communication is consistent, engaging and responsive

5.2 Forward planning and implementation of plans to determine Strategic Plan and service levels

5.3 Provide informed and transparent decision making that, meets our legal obligations, and the needs of our diverse community

5.4 Implement systems and processes that meet legislative and audit obligations

### COMMUNITY CONSULTATION

No 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. The engagement of a Quantity Surveyor provided the Council with a probable cost for the project, and the ability of the Council to determine the feasibility of the project and its capacity to deliver.

Health – Risk Matrix Rating is assessed as Low

Reputation – Risk Matrix Rating is assessed as Low. On adoption of Concept Design and Probable Costing, the Council will be able to proceed to the next step in the process – detailed design, costings and schedule.

Operation – Risk Matrix Rating is assessed as Low. This step will assist the Council in determining its budgetary requirements, the resourcing – reserves and external funding, and tentative timeframe

Natural Environment – Risk Matrix Rating is assessed as Low.

### DISCUSSIONS POTENTIALLY IMPACTING DECISIONS

- The concept has now been narrowed down to a single option with:
  - Upgrading of existing community hall;
  - Construction of new change rooms
  - Relocation of courts;
  - Relocation of gym;
  - Realignment of parking; and
  - Realignment of entry road on south side of Oval

- Following acceptance of Concept and Indicative Costings, the next step is to progress to detailed design and costings, timeframe and phasing. The estimate for this body of work was \$200,000 to \$300,000.
- Concern was raised at this level of expenditure without a clear understanding of external funding opportunities available to complete the project.

## ITEM 7 PROJECTS

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### 7.1 Project Management Status Report

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

**Meeting Date** 15<sup>th</sup> February 2022

**Responsible Officer** CEO Nicole Gibbs

**Reporting Officer** CEO Nicole Gibbs

**Attachments** (i) Project Status Report

**Owner/Applicant** Shire of Quairading

**Disclosure of Interest** Nil.

### OFFICER RECOMMENDATION

**RECOMMENDATION: SP15-21/22**

**MOVED Cr Hippisley SECONDED Cr Haythornthwaite**

That the Strategic Planning Committee recommend to Council: -

That Council receive the Project Management Status Report for February 2022.

**CARRIED 8/0**

### IN BRIEF

- A Project Management Tracking System is maintained to track the progress of Council Projects and Compliance issues for the 2021/2022 Year.
- An updated Project Management spreadsheet is attached for discussion.

### MATTER FOR CONSIDERATION

That Council receive the Project Management Status Report for February 2022.

### 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 Tracker has been refreshed to incorporate all new projects included in the 2021/2022 Adopted Budget and to report on the Carryover Project from the previous Financial Year.

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

- Improves communication on projects and Compliance tasks across the organization
- Keeping Team members informed as the projects move forward to meet time frames
- 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**

5. GOVERNANCE AND LEADERSHIP	
5.3 Provide informed and transparent decision making that, meets our legal obligations, and the needs of our diverse community	Performance against targets – Strategic Community Plan and Corporate Business Plans goals

**CONSULTATION**

No external Community Consultation required in the preparation of 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. Tracker was developed and maintained within the organisation and managed by the CEO and the EO.

Natural Environment – Risk Matrix Rating is assessed as Low

## ITEM 8 GOVERNANCE

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### 8.1 Strategic Community Plan

*Strategic planning is the process of defining the vision, mission and objectives of the organization over a set period of time, and the strategies by which these goals will be achieved and resourced.*

The current Strategic Community Plan 2021-31 was adopted by Council on 29 July 2021. Implementation of initiatives has commenced and is being managed and monitored through the Project Tracking Spreadsheet and other regulatory reporting mechanisms.

#### Pending Actions

- Minor review is due in 2023
- Major review is due in 2025.

#### 6.20pm – Cr Haythornthwaite left meeting

#### 6.24pm – Cr Haythornthwaite returned to meeting

### 8.2 Corporate Business Plan

*A Corporate Business Plan is an internal business planning tool that translates council priorities into operations within the resources available. The Corporate Business Plan and Long-term Financial Plan drive the annual budget.*

The current Corporate Business Plan was due to be reviewed and updated by July 2021. It is now non-compliant.

#### Pending Actions

- The Executive Management Team met in January 2022 to outline respective roles and responsibilities with regard to development of the new Plan.
- A draft document will be provided to Council in April 2022.

### 8.3 Asset Management Plan

*An Asset Management Plan is a tactical plan for managing an organisation's infrastructure and other assets to deliver an agreed standard of service. The primary objectives are:*

- *Justification: To give visibility of the costs and benefits associated with providing the agreed standard of service.*
- *Optimisation: To minimize the whole-life cost, including the operation, maintenance and replacement or disposal of each asset in the system.*

The Asset Management Plan was due to be reviewed and updated by July 2017. It is now non-compliant.

- The Executive Management Team met in January 2022 to outline respective roles and responsibilities with regard to development of the new Plan.
- A draft document will be provided to Council in April 2022.

## 8.4 Long-term Financial Management Plan

The Long Term Financial Plan is a ten-year rolling plan that informs the Corporate Business Plan to activate Strategic Community Plan priorities. From these planning processes, annual budgets that are aligned with strategic objectives can be developed.

Unfortunately the current Long-term Financial Management Plan does not appear to have been active for approximately four years. That is, there appears to have been limited capacity to review, amend or use the document as a tool to assist strategic, financial or asset planning. The Long-term Financial Management Plan does not appear to integrate into the Strategic Community Plan nor the Asset Management Plan and so is no longer relevant. This is with the exception that the document provides a base-line for the development of a new Long-term Financial Management Plan.

- The Long-term Financial Management Plan is under development and a draft will be presented to Council for consideration in April 2022.

## 8.5 Workforce Management Strategy

*A workforce strategy is a form of asset management. Recognising that employees are a key asset, the Strategy details actions to acquire, retain, develop, motivate and deploy human capital in the service of an organisation's mission.*

The Workforce Plan was adopted by Council on 29 April 2021. The Strategy is due for a major review in 2022 because it was originally drafted in 2018.

### Pending Actions

- The Executive Management Team met in January 2022 to outline respective roles and responsibilities with regard to the development of the new Strategy.
- A draft document will be provided to Council in June 2022.
- Outstanding action items from the current Workforce Plan are currently being actioned as a matter of priority. This include but is not limited to:
  1. High levels of workload and interpersonal issues causing stress and job dissatisfaction in the workforce that needed priority interventions.

In January 2022 the Administration Team was restructured in consultation with affected staff and roles and responsibilities and terms and conditions redefined.

In January 2022 the Works & Services Team was restructured and terms and conditions redefined.

In January 2022 the Executive Manager, Community, Projects & Strategy, had his terms and conditions redefined and these will be enacted in March 2022, pending Council approval. Consideration is currently being given to providing additional resource to the Community, Projects & Strategy Team.

The organisation is moving as quickly as possible away from a hard copy environment to a soft copy (electronic) environment to reduce employee workload, increase employee morale and increase productivity. Over the past two months there has been significant activity and progress across the organisation in this space.

2. Internet connections and capacity are fast becoming inadequate in the Shire as information and communication technology use increases and expectations rise among the community members and key stakeholders.

In March 2022, the Shire will be tendering for an Information and Communication Technology (ICT) provider to ensure with the intent of increasing the quality of both service and connection and ensuring continuity of business, regardless of circumstance.

3. Workload and capacity at the Medical Centre impacting on training and development.

The Medical Centre is under-resourced with the receptionist often being the only employee on the premises with the doctor. This has resulted in breaches of the *Fair Work Act 2009*, in terms of no lunch break, no morning or afternoon break and an expectation that the receptionist performs other unpaid administrative roles on her way home from work.

Temporary strategies enacted in January 2022 have included increasing the Practice Manager's hours by one day per week and making clear that patients cannot be scheduled through the day without a break. This issue will be permanently addressed pending the March 2022 budget review.

#### **DISCUSSIONS POTENTIALLY IMPACTING DECISIONS**

- A proposed new and reduced scope of the Old School Site Project was tabled. The new concept would deliver a high-end and quality project for 25% of the original cost.
- The new concept would be taken to the RAP Committee Meeting for endorsement by Committee Members before proceeding.
- Seating would be included in the revised scope.

#### **8.6 Organisational Culture and Capacity Building**

*Briefing/report on the culture, capacity and opportunities for improvement and efficiency six (6) monthly.*

##### **8.6.1 Continuous Quality Improvement: Cost-benefit Modelling (Confidential Item)**

*The report was provided to elected members under separate cover. The report is not for publication as the CEO has deemed this report as confidential due to the information being of a commercial nature and the matter affecting an employee or employees.*

#### **8.7 Business Support Grant Program**

No applications have been received since the December 2021 Council Meeting. Re-advertising of the program has commenced.

#### **8.8 Waste & Recycling Facility Environmental Health Matters**

In late December 2021 it was established that the workplace conditions provided to employees located at the waste facility are in breach of the Work Health and Safety Act 2020, the Fair Work Act 2009 and the Public Health Act 2016, for reasons being:

- The water is potentially contaminated. The water runs from a water tank and along the shed guttering before it reaches the tap that the employees are using as drinking water. Potential contaminants include asbestos, chemicals, residual waste after burning and other air-borne waste matter.
- Both the office donger and the toilet donger are dilapidated, sinking into the ground and demonstrating significant rat infestation.
- The office and staff room furniture and electrical equipment has been sourced from the landfill.



- There are (allegedly) hundreds of cats infesting the landfill site, potentially spreading disease and contamination.
- The two employees have been under paid over a six-month period, as per the AWARD and the National Employment Standards.

Actions to date include:

- Signage has been placed at the facility, prohibiting drinking the water on site. A water cooler has been provided.
- Quotes are being obtained to replace the office donger and the toilet donger.
- A rat poisoning program has commenced.
- A cat trapping and shooting program has commenced.
- The two employees that have been under paid over a six-month period have been back paid (an unforeseen cost of approximately \$10,000).

## ITEM 9 EMERGING ISSUES

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### 9.1 Tier 3 Grain Rail

Business cases for rail freight investment proposals on Tier 1, 2 and 3 rail are being prepared by the State Government and submitted to Infrastructure Australia for consideration.

In 2020 Transport Minister Rita Saffioti released an independent engineering assessment outlining the estimated cost of restoring each section of the Wheatbelt's Tier 3 rail network.

The Tier 3 Grain Lines Engineering Review Report, undertaken by Agonis Group, provides detailed estimates of the cost to restore each line section of the Tier 3 network to a suitable condition for commercial operation, including the potential to upgrade some sections from narrow to standard gauge (attachment provided).

The Tier 3 rail lines, built in the early 1900s, were previously used to transport grain. They were privatised in 2000 as part of the freight rail network by the previous Liberal National Government and are now held by Arc Infrastructure.

Arc closed the Tier 3 rail lines in 2014 on the grounds that they were not commercially viable.

Since the closure of the Tier 3 rail lines, there has been an increase in freight volumes on local roads, compounding challenges in maintaining the roads to an acceptable standard.

The Tier 3 lines are in variable condition and any line section would need to be upgraded before being brought back into service.

The respective Business Cases have been under development for over three years, resulting in high-level criticism of the State Government. With the impending Federal election, there is conjecture that both the State and the Federal Governments may escalate the project. The intention would be for one to beat the other in time for respective elections.

### 9.2 Strategic (Community) Plan Review

Consideration was given to:

- Whether there should be an early review of the Strategic (Community) Plan;
- Whether Council should dedicate specific time to prioritising projects.

The following issues were raised:

- The Community was consulted with regards to the development of the current Strategic (Community) Plan and so the Plan could not be amended without enacting a follow-up consultative process.
- The Strategic Plan was endorsed recently and is only due for a "minor" review in 2023.

Council requested the CEO set a date for an informal meeting to discuss the matter further.

### **9.3 Family Memorial Request**

Cr Stacey was approached by a member of the public seeking support from the Quairading Council to erect a commemorative gazebo in honour of a Local Pioneering Family on Private Land. The gazebo would display information about other Pioneering families and the Badjaling Mission.

The Chair asked for the request to be made in writing to the Shire for consideration.

### **9.4 Absent Land Owner Responsibilities – Bush Fire's on Private Land**

Cr Stacey raised that there is a Land Owner in Pantapin that does not live in Australia. During the Bush Fires there was a fire on the Land Owners property that was unable to be reached by the Fire Brigade Volunteers. The land is not easily accessible.

Cr Stacey was concerned that the Land Owner would not be informed of the fires and suggested that the Land Owner be contacted.

The CEO took the suggestion on notice and will consult with Simon Bell, CESM.

### **9.5 Industrial Lots – Hinkley Way**

Cr Stacey raised that it may be appropriate to hold a small ceremony to acknowledge the family members still in town related to the Hinkley's, who the new Road is named after.

The presentation is to include a small sign presented to the family, some photos taken and a post in the Banksia Bulletin and State Councillor Magazine.

There was unanimous agreement. The CEO is to organise presentation in honour of the Hinkley family.

ITEM 10      NEXT MEETING DATE

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The next Strategic Planning Committee Meeting is scheduled to take place on Tuesday 12<sup>th</sup> April 2022 to be confirmed, commencing at 5.00 pm at the Council Chambers, 10 Jennaberring Road, Quairading.

ITEM 11      CLOSURE

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There being no further business, the acting Chairperson closed the Meeting at 7.04 pm.

I certify the Minutes of the Strategic Planning Committee Meeting held on 15<sup>th</sup> February 2022 were confirmed on 12<sup>th</sup> April 2022 as recorded.

Confirmed.......... 12/04/2022