



Strategic Planning Committee

Minutes | 9th August 2022



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SHIRE OF QUAIRADING

Strategic Planning Committee

ITEM 1 OPENING & ANNOUNCEMENTS

The Chief Executive Officer opened the Meeting at 4.56pm.

“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 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
Mrs LM Horton	Executive Manager of Corporate Services
Miss BJ Hadlow	Executive Officer
Mrs SE Caporn	Acting Executive Manager, Works & Services

Apologies

Nil.

Leave of Absence Previously Granted

Nil.

ITEM 3 DEPUTATIONS/PRESENTATIONS/SUBMISSIONS/PETITIONS

Nil.

ITEM 4 DISCLOSURE OF INTEREST

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

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

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

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

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

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

ITEM 5 ELECTION OF PRESIDING MEMBER

5.1 Election of Presiding Member

Due to the resignation of Cr McGuinness, Presiding Member, Strategic Planning Committee, on the 16th June 2022, the Strategic Planning Committee was required to elect a new Presiding Member.

The Chief Executive Officer conducted proceedings for the call for nominations and the election of the Presiding Member.

The Chief Executive Officer advised that nominations for the office of Presiding Member must be made in writing to herself.

The following written nominations were received at the meeting.

Cr Peter Smith nominated Cr Jonathan Hippisley.

Cr Becky Cowcill nominated Cr Trevor Stacey.

Both nominees verbally accepted their nomination.

A secret ballot was held and the Chief Executive Officer and Executive Officer left the room to tally the votes.

On their return, the Chief Executive Officer declared Cr Jonathan Hippisley as the elected Presiding Member until the next election, concluding in October 2023.

5:02pm: Cr Hippisley assumed the Chair.

ITEM 6 CONFIRMATION OF MINUTES AND BUSINESS ARISING

6.1 Confirmation of Minutes – 12th April 2022

OFFICER RECOMMENDATION

RECOMMENDATION: SP1-22/23

MOVED Cr Smith SECONDED Cr Cowcill

That the minutes of the Strategic Planning Committee meeting held on the 12th April 2022 be confirmed as a true and accurate record.

CARRIED 7/0

6.2 Business Arising

Nil.

SHIRE OF QUAIRADING

Strategic Planning Committee

The Minutes of the Strategic Planning Committee Meeting held on Tuesday 12th April 2022 commencing at 4.53 pm.

ITEM 1 OPENING & ANNOUNCEMENTS

The Chief Executive Officer opened the Meeting at 4.53pm.

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

Election of Presiding Member

Due to the absence of elected Chairperson, Cr McGuinness, the Strategic Planning Committee was required to elect an Acting Presiding Member.

The CEO called for nominations.

Cr Haythornthwaite nominated Cr Stacey.

Cr Stacey was elected unopposed.

OFFICER RECOMMENDATION

RECOMMENDATION: SP16-21/22

MOVED Cr Haythornthwaite SECONDED Cr Cheang

That the Strategic Planning Committee elects Cr Trevor Stacey to be the acting Presiding member for the Strategic Planning Committee meeting dated 12th April 2022.

CARRIED 7/0

ITEM 2 ATTENDANCE AND APOLOGIES

Councillors

Cr TJ Stacey	Acting Chairperson
Cr PD Smith	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
Mrs LM Horton	Executive Manager, Corporate Services
Mr RM Bleakley	Executive Manager, Community, Projects & Strategy
Miss BJ Hadlow	Executive Officer

Apologies

Cr B McGuinness

Leave of Absence Previously Granted

Cr B McGuinness

ITEM 3 DEPUTATIONS/PRESENTATIONS/SUBMISSIONS/PETITIONS

Nil.

ITEM 4 DISCLOSURE OF INTEREST

Cr Hayes declared an impartial interest with item 8.9 Community Grants Program being that she is the Treasurer of the Quairading Agricultural Society and prepared the Community Grant application for the organisation.

Cr Smith declared an impartial interest with item 8.9 Community Grants Program being that he is the President of the Quairading Agricultural Society.

Cr Cowcill declared an impartial interest with item 8.9 Community Grants Program being that she is the President of the Wamenusking Sports Club Inc and the organisation had submitted an application for the program.

ITEM 5 CONFIRMATION OF MINUTES AND BUSINESS ARISING

5.1 Confirmation of Minutes – 15th February 2022**OFFICER RECOMMENDATION**

RECOMMENDATION: SP17-21/22**MOVED Cr Hayes SECONDED Cr Haythornthwaite**

That the Minutes of the Strategic Planning Committee Meeting held on the 15th February 2022 be confirmed as a true and accurate record.

CARRIED 7/0

5.2 Business Arising

Cr Haythornthwaite asked for an update on a previous query by Cr Stacey, being the manner in which landowners were notified if they lived overseas and their property was subject to impact by bushfire. The specific property in question is at the intersection of Kellerberrin-Yoting Road and Hayes East Road, Mt Stirling and was impacted by the Corrigin Bushfires (February 2022).

Ms Gibbs said that the Shire had attempted to contact the land owner by sending a letter, searching the owner on social media and reaching out to the community for contact details but had been unsuccessful in making contact. The Community Emergency Services Manager (CESM) was sent out to check the impacted property to confirm that the fire in question was no longer burning.

Outsourcing rates has exposed some deficiencies in how we have previously managed rate payers' details. Attempts to contact the land owner will be made again and a system put in place to ensure future proofing for ensuring all land owners are notified of property damage due to bushfire. This will likely be through inclusion in the Local Emergency Recovery Plan, which is now due for review.

ITEM 6 STRATEGIC COMMUNITY PLAN PRIORITIES

6.1 The Groves

Meeting Date:	12 th April 2022
Responsible Officer:	Nicole Gibbs (Chief Executive Officer)
Reporting Officer:	Nicole Gibbs (Chief Executive Officer)
Attachments:	(i) The Groves concept plan – Alternate access (ii) Preliminary Design - Access
Owner/Applicant:	The Shire of Quairading
Disclosure of Interest:	Nil

OFFICER RECOMMENDATION

RECOMMENDATION: SP18-21/22

MOVED Cr Hayes SECONDED Cr Smith

That the Strategic Planning Committee recommend to Council: -

That Council note the information and await a response from the Noongar community via the Reconciliation Action Plan Committee Meeting.

CARRIED 7/0

VOTING REQUIREMENTS – Simple Majority

IN BRIEF

Council has made a significant commitment to the Quairading Noongar community to establish legal access to 'The Groves,' a small section of land located within the Quairading Community Nature Reserve. Council made this commitment in an attempt to support the culturally diverse needs of the Aboriginal people. 'The Groves' was previously the site of an Aboriginal town camp (1950s - 1970s). As such, the land continues to have 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. Establishing lawful access to a camping site (and by default assuming lawful responsibility and liability for the consequences of that access) necessitates the need for the Shire to provide toilets and drinking water.

Unfortunately, at the time Council made the commitment to the Noongar community to provide legal access, there was no business case, no cost-benefit analysis nor projected costs available for consideration.

A simplistic cost-benefit performed last month suggested that the 'access project' in its current form is cost-prohibitive because the construction costs attached to the project are excessive and unfunded. The Shire has since received confirmation from an established and experienced engineering firm that the estimated cost of construction is \$80,000. The project has no funding source for the construction works. An alternate access solution needs to be offered to the Noongar community.

BACKGROUND

The Nookaminnie 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 town site. The reserve is situated on the north and south sides of the York-Merredin Road.

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 located within the nature reserve, approximately 500 metres in from Quairading-York Road.

The Shire has formally committed to resolving the legal access issue. This commitment means that the Shire is now legally compelled to provide a toilet and water tank and to place the 'The Groves' on the Shire's maintenance schedule (predominantly for grass/weed maintenance). This is because:

- The *Work Health & Safety Act 2020* prohibits the Shire from sending employees in to maintain an area if people are using open bushland as toilets without hazard materials PPE;
- The Shire is liable if there is no potable drinking water available on the site and someone becomes unwell or dies as a result of drinking unpotable water; and
- The *Bushfires Act 1954* and *Local Government Act 1994* compel the Shire to perform fire prevention management on the nature reserve.

In December 2021, the Public Transport Authority, Arc Infrastructure and Main Roads agreed to approve the legal access, subject to the development of engineering drawings and the use of Arc approved contractors to perform the works.

Since that point in time it has become apparent that the cost of obtaining the engineering drawings and using Arc approved contractors to perform the construction works will be far higher than Shire officers had anticipated.

MATTER FOR CONSIDERATION

Over the past three months the Shire has been gathering information critical to decision-making relevant to this project as expediently as possible. The information update is as follows:

1. In December 2021 the Public Transport Authority (PTA), Arc Infrastructure and Main Roads agreed to approve the project, subject to the development of engineering drawings.
2. In December 2021 the engineering company was engaged to develop the engineering drawings on the understanding that the cost of the drawings would be less than \$10,000. The cost to date has been closer to \$25,000 and this amount exceeds the budget assigned to the entire 'Groves' project.
3. While there is a potential water pipe that could be used which is running parallel to the track that goes to the 'Groves' (see screenshot below), the pipe is a farmland-reticulated pipe, considered in Water Corp as a 'non-standard service.' A non-standard service application form was submitted and the following information was obtained:
 - 3.1 Low flow rates: 2.8 litres per minute.
 - 3.2 Issues with continuity: A tank would still need to be installed to guarantee the supply

- 3.3 Issues with water quality: The water within this pipe is not potable so a filtration system would need to be installed on site.
4. The most challenging concern is the projected cost of constructing the access. Constructing across a railway line is highly regulated and cannot be performed by Shire employees. The Shire would be required to use Arc Infrastructure approved contractors with specialised experience in this space.
 5. There is alternate access option that could be developed and finalised immediately using internal resources without requiring external approvals. However, this option was discarded by both the Shire and the Noongar community for unknown reasons some years ago in preference of the current option. The alternate option would have had the access point commencing approximately 500m from Jennaberring Road. A concept drawing is attached as Attachment (i).
 6. Immediate discussions are being arranged with the Noongar community through the RAP Committee to update the community on the above information and to arrange a way forward. The timing of the next meeting will need to be brought forward to ensure the Shire is not delaying an outcome.

STATUTORY ENVIRONMENT

Local Government Act 1995

Work Health & Safety Act 2020

Bushfires Act 1954

POLICY IMPLICATIONS

Nil

FINANCIAL IMPLICATIONS

Option 1:	The alternate option depicted in (Attachment i), whereby access is gained from behind the CBH paddocks.	
	Works & Services Team labour times one week:	\$6,000 (Accounted for in current work schedule)
	Reproofing 1km of rabbit proof fence:	\$1,500
	Gravel sheeting truck:	\$5,200
	(\$130 per hour x 8 hours per day x 10 days)	
	Toilet & Water Tank	\$12,000
	TOTAL:	\$24,700
Option 2:	Continuing with the current option, whereby access is gained from Quairading-York Road.	
	Construction by Arc Infrastructure approved contractors:	\$80,000 (minimum)
	Works & Services Team labour times one week:	\$6,000
	Reproofing 1km of rabbit proof fence:	\$1,500
	Gravel sheeting truck:	\$5,200
	(\$130 per hour x 8 hours per day x 10 days)	
	Toilet & Water Tank	\$12,000
	TOTAL:	\$104,700

ALIGNMENT WITH STRATEGIC PRIORITIES

3.2 Built Environment: Parks, gardens and social spaces are safe and encourage active, engaged and healthy lifestyles.

COMMUNITY CONSULTATION

Extensive 10-year consultation period with the Noongar community on both a formal and informal basis.

RISK ASSESSMENT

	Option 1	Option 2
Financial	Medium <i>Refer to Financial Implications above</i>	High <i>Refer to Financial Implications above</i>
Health	n/a	n/a
Reputation	Low <i>The Works & Services Team salary component is already committed and one week of work will not detract from existing commitments.</i>	High <i>It is unlikely that rate payers would endorse the use of the level of funding for the purpose.</i>
Operations	Low	High <i>There is no grant funding opportunity available for the project and so it will need to be deducted from the current operations budget.</i>
Natural Environment	Low	Low

Likelihood	Consequence				
	Insignificant	Minor	Moderate	Major	Critical
Rare	LOW Accept the risk Routine management	LOW Accept the risk Routine management	LOW Accept the risk Routine management	MEDIUM Specific responsibility and treatment	HIGH Quarterly senior management review
Unlikely	LOW Accept the risk Routine management	LOW Accept the risk Routine management	MEDIUM Specific responsibility and treatment	MEDIUM Specific responsibility and treatment	HIGH Quarterly senior management review
Possible	LOW Accept the risk Routine management	MEDIUM Specific responsibility and treatment	MEDIUM Specific responsibility and treatment	HIGH Quarterly senior management review	HIGH Quarterly senior management review
Likely	MEDIUM Specific responsibility and treatment	MEDIUM Specific responsibility and treatment	HIGH Quarterly senior management review	HIGH Quarterly senior management review	EXTREME Monthly senior management review
Almost certain	MEDIUM Specific responsibility and treatment	MEDIUM Specific responsibility and treatment	HIGH Quarterly senior management review	EXTREME Monthly senior management review	EXTREME Monthly senior management review

COMMENT

Cr Hayes queried if any permissions would be required to remove shrubbery. Ms Gibbs responded that previous Executive Manager, Works and Services, Mr Wallace initially thought there may be a requirement for permissions to remove vegetation, but there is no vegetation that requires to be removed. The shrubbery just needs to be cut back away from the path.

Ms Gibbs explained option 1 is much more efficient as there is no permissions required from Main Roads or ARC Infrastructure as we own the land, and it is work that can be carried out by our own workers.

ITEM 7 PROJECTS

7.1 Electric Vehicle Station

Meeting Date	12 th April 2022
Responsible Officer	Nicole Gibbs (Chief Executive Officer)
Reporting Officer	Jen Green (Grants & Projects Officer)
Attachments	(i) Project Proposal
Owner/Applicant	N/A
Disclosure of Interest	Nil

OFFICER RECOMMENDATION

MOVER NIL

That the Strategic Planning Committee recommend to Council: -

1. That Council accepts the officer's project proposal on an electric vehicle charging station for Quairading submitted by the Grants and Project Officer.
2. That Council notes that the Shire will be approaching both fuel providers in town to ascertain whether they will contribute \$25,000 to the \$50,000 total cost for the infrastructure and the installation of a fast-charging EV station at one of the two premises.
3. That if both fuel vendors decline the offer for a 50% contribution to the fast-charging EV station, officers will be tabling a proposal at the May 2022 Council Meeting recommending that Council fund 100% of the project costs.

MOTION LASPED

ALTERNATIVE RECOMMENDATION

RECOMMENDATION: SP19-21/22

MOVED Cr Smith SECONDED Cr Cowcill

That the Strategic Planning Committee recommend to Council: -

That the motion to discuss and progress the electric vehicle charger project is deferred until the Strategic Planning Committee Meeting of 9th August 2022, to allow the officers to conduct additional investigation.

CARRIED 4/3

IN BRIEF

- The Grants Team were requested by Council to investigate the purchase and installation of electric vehicle charging infrastructure within the town site.
- Two quotes have been sourced and a proposal prepared detailing the preferred infrastructure option and the upfront and ongoing project costs.
- There is currently no external grant funding available to support this project and Council may need to consider funding the entire project.

MATTER FOR CONSIDERATION

Introducing electric vehicle charging infrastructure into the Shire of Quairading.

BACKGROUND

With an increasing adoption of EV vehicles being purchased in Western Australia, there has been a strong shift towards providing the infrastructure to facilitate travel all over Western Australia.

As Western Australian's embrace the electric vehicle technology, it is imperative for EV charging infrastructure to be available to encourage visitors to change their travel route to the South West Great Southern and Eastern Wheatbelt, off the main highways and through small towns such as Quairading. An EV station opens many opportunities including economic benefits for small local business, not to mention the overall environmental benefits of encouraging renewable energy.

The attached Project Proposal outlines the background, costs, potential benefits and business models for funding the project.

STATUTORY ENVIRONMENT

Local Government Act 1995

POLICY IMPLICATIONS

Nil

FINANCIAL IMPLICATIONS

- Nil in the 2022-23 Financial year
- Submitted for 2022-23 budget deliberations

STRATEGIC IMPLICATIONS – Strategic Community Plan 2021-2031

- 2.1 Economy: Promote the Economic and Business Growth Strategy for current businesses and the sustainable attraction of new industry (Small Business Friendly Local Government and Action Plan)
- 4.3 Natural Environment: Demonstrate sustainable practices of water, energy and waste management
- 5.1 Governance: Shire communication is consistent, engaging and responsive
- 5.3 Governance: Provide informed and transparent decision making that, meets our legal obligations, and the needs of our diverse community

COMMUNITY CONSULTATION

The Quairading Community Resource Centre (CRC) Manager has indicated their full support of the project, including the use of car spaces adjacent to the switchboard in the CRC car park.

RISK ASSESSMENT

	Rating
Financial	Low <i>The project is currently in design phase. If accepted by Council, a detailed budget submission will be drawn up to be submitted to the Council Budget f2022/23.</i>
Health	n/a

Reputation	Low <i>Progression with the project would be seen by the community as i) encouraging more travellers to pass through Quairading with an economic multiplier impact, and ii) the Shire's commitment to reducing its carbon footprint and addressing climate change.</i>
Operations	n/a
Natural Environment	Low <i>A reduction in carbon footprint is beneficial to the natural environment.</i>

Likelihood	Consequence				
	Insignificant	Minor	Moderate	Major	Critical
Rare	LOW Accept the risk Routine management	LOW Accept the risk Routine management	LOW Accept the risk Routine management	MEDIUM Specific responsibility and treatment	HIGH Quarterly senior management review
Unlikely	LOW Accept the risk Routine management	LOW Accept the risk Routine management	MEDIUM Specific responsibility and treatment	MEDIUM Specific responsibility and treatment	HIGH Quarterly senior management review
Possible	LOW Accept the risk Routine management	MEDIUM Specific responsibility and treatment	MEDIUM Specific responsibility and treatment	HIGH Quarterly senior management review	HIGH Quarterly senior management review
Likely	MEDIUM Specific responsibility and treatment	MEDIUM Specific responsibility and treatment	HIGH Quarterly senior management review	HIGH Quarterly senior management review	EXTREME Monthly senior management review
Almost certain	MEDIUM Specific responsibility and treatment	MEDIUM Specific responsibility and treatment	HIGH Quarterly senior management review	EXTREME Monthly senior management review	EXTREME Monthly senior management review

COMMENT

- A Project Proposal has been developed for the purchase and installation of a 50kw Fast Charging Electric Vehicle Station.
- Four potential locations within Quairading have been identified.
- Providing a public charging station has many potential benefits for tourism and local business.
- There is currently no external grant funding available to cover the cost of the project.

Ms Gibbs said that there were no current grants available for this type of project and discussions with funding bodies indicated that this position will not change in the near future.

Cr Haythornthwaite commended Jen Green on the quality of the agenda item.

Cr Haythornthwaite said the idea of approaching local businesses for a contribution was a worthwhile endeavour but was dubious as to whether any would be receptive.

Cr Cheang said it will be a long time into the future before an electric car station is required because there are minimal electric cars in use at this time. There was group discussion and different views on the timing of all (or most) people moving across to electric vehicles.

Cr Smith said if Council does not act, Quairading would be one of the few local governments without a charging station. Cr Smith would like to see the Expression of Interest opened up to all businesses in the town.

Cr Hayes said Council had time to act on the motion. Cr Hayes said the station would be a 12-week build and that there are not yet many electric cars in the State. Cr Hayes predicted the price would drop with time. Potential funding could come to be available. Electrical vehicle stations are currently powered by coal generated power. Cr Hayes suggested the Shire could invest in cleaner power to make a point of difference. Council requested a higher level of investigation, to be tabled at the April 2022 or May 2022 Ordinary Council Meeting, dependent on the availability of the information.

Cr Hippisley said we should move ahead with the project as soon as possible because encouraging people to purchase an electric vehicle station is the “right move” environmentally. With regards to the Expression of Interest, he said asking for a contribution of any amount towards the project could potentially allow the business to have a vote on the location of the station.

Cr Cowcill agreed that we have time to consider the project in more detail. A suggestion was to offer a loan to a business to purchase a station or to buy the station back after a certain amount of time. This would need to be in accord with the Local Government Act and Regulations.

Cr Smith suggested that Council could include the sum of \$50,000 in the 2022/23 budget to allow for the option for the electric vehicle station to be purchased should the revised business case and cost-benefit analysis support the project.

ITEM 8 GOVERNANCE

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.

The CEO will provide Council with a solid plan for ensuring compliance in terms of a reviewed, amended and accurate document.

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 June 2022.

The CEO will provide Council with a solid plan for ensuring compliance in terms of a reviewed, amended and accurate document.

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 June 2022.

The CEO will provide Council with a solid plan for ensuring compliance in terms of a reviewed, amended and accurate document.

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 June 2022.

The CEO will provide Council with a solid plan for ensuring compliance in terms of a reviewed, amended and accurate document.

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. 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 tendered 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.

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

The Medical Centre was 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. There are now two receptionists but the Practice Manager is on leave for two months due to personal reasons.

COMMENT

Ms Gibbs advised that a plan had been developed to address all outdated compliance documents and she would speak to this plan at the April 2022 Council Meeting.

8.6 Organisational Culture and Capacity Building

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

Investment into Works & Services Employees

Meeting Date:	12 th April 2022
Responsible Officer:	Nicole Gibbs (Chief Executive Officer)
Reporting Officer:	Nicole Gibbs (Chief Executive Officer)
Attachments:	Nil
Owner/Applicant:	Shire of Quairading
Disclosure of Interest:	Nil

OFFICER RECOMMENDATION

RECOMMENDATION: SP20-21/22

MOVED Cr Haythornthwaite SECONDED Cr Hippisley

That the Strategic Planning Committee recommend to Council: -

That Council notes the information provided and is advised that the 2022/2023 budget will propose the funding of professional development strategies for Works & Services employees.

CARRIED 7/0

IN BRIEF

The Shire of Quairading's Works & Services employees must be well-positioned to compete for employment positions with a larger local government in preparation of the amalgamation of Western Australian local governments (whether this occurs in two, five or more years). This is not currently the case.

Without immediate investment in professional development for nominated Works & Services employees, there is a high-level risk that the employees will be forced to leave the Wheatbelt area to obtain employment elsewhere.

BACKGROUND

Historically the Shire of Quairading has employed executive members of staff through a mix of residential and 'drive in-drive out' models. Over the past 10 years it has been solely a 'drive in-drive out' model until the recent employment of the current Executive Manager, Corporate Services and CEO. Conversely, operational employees have tended to reside permanently in Quairading or surrounding Shires.

A recent analysis of employee training and other professional development records indicates that the primary investment for professional development has been directed towards executive members of staff while little investment in operational employees have been afforded. Of concern, employees (including long-term employees) working in the Works & Services area have been provided **only** with the opportunity to obtain base qualifications to be able to legally perform in the role. This is a high-level risk for the sustainability of the Quairading community.

The amalgamation of Western Australian local governments is inevitable (whether this occurs in two, five or more years) and our employees must be positioned to be competitive when this occurs. At this point in time our Works & Services employees are not positioned well to compete for positions with a larger local government. The larger local government after amalgamation will be either a Band 1 or Band 2 local government, so there will be high-level competition for the resulting well paid employment positions.

If Shire of Quairading employees do not secure positions with the new local government, the risk is a reduction of people residing in Quairading and the potential decline of associated businesses.

MATTER FOR CONSIDERATION

The matter for consideration is the level of priority Council places on the immediate need to assist in the professional development of our Works & Services employees.

STATUTORY ENVIRONMENT

Local Government Act 1995

Work Health & Safety Act 2020

POLICY IMPLICATIONS

Nil

FINANCIAL IMPLICATIONS

A proposed schedule of professional development will be tabled at the May 2022 Council Meeting.

ALIGNMENT WITH STRATEGIC PRIORITIES

- 1.1 Community: Work collaboratively with local and regional service providers to engage the community as active citizens.
- 2.1 Economy: Promote the economic and business growth strategy for current businesses and the sustainable attraction of new industry (Small Business Friendly Local Government and Action Plan).
- 2.4 Economy: Encourage local workforce participation.

COMMUNITY CONSULTATION

Nil

RISK ASSESSMENT

	Option 1	Retain Current Status
Financial	Low	Potentially Extreme
Health	Low	High
Reputation	Low	High
Operations	Low	High
Natural Environment	n/a	n/a

	Consequence				
Likelihood	Insignificant	Minor	Moderate	Major	Critical
Rare	LOW Accept the risk Routine management	LOW Accept the risk Routine management	LOW Accept the risk Routine management	MEDIUM Specific responsibility and treatment	HIGH Quarterly senior management review
Unlikely	LOW Accept the risk Routine management	LOW Accept the risk Routine management	MEDIUM Specific responsibility and treatment	MEDIUM Specific responsibility and treatment	HIGH Quarterly senior management review
Possible	LOW Accept the risk Routine management	MEDIUM Specific responsibility and treatment	MEDIUM Specific responsibility and treatment	HIGH Quarterly senior management review	HIGH Quarterly senior management review
Likely	MEDIUM Specific responsibility and treatment	MEDIUM Specific responsibility and treatment	HIGH Quarterly senior management review	HIGH Quarterly senior management review	EXTREME Monthly senior management review
Almost certain	MEDIUM Specific responsibility and treatment	MEDIUM Specific responsibility and treatment	HIGH Quarterly senior management review	EXTREME Monthly senior management review	EXTREME Monthly senior management review

COMMENT

Ms Gibbs said she is currently working with the Works & Services staff to determine the skills, qualifications and knowledge gaps and the funding required to fill these gaps with internal staff.

Cr Stacey said he was concerned that road works would fall behind if an Executive Manager, Works & Services (EMWS) was not engaged as soon as possible. Ms Gibbs said:

- That she had worked with Mr Darren Wallace prior to his departure to gain a higher level of understanding of the works schedule.
- That the schedule of works appeared to have often been behind, regardless of whether there was a current EMWS or not.
- That there were systems (and other issues) impacting on meeting the works schedule that needed to be addressed within and outside of the Works & Services area.
- That it was the EMWS' role to develop schedule of works and the Leading Hand's role to ensure the schedule of works was achieved. The EMWS role was not operational.

Ms Gibbs said the successful applicant must have a strong background in managing and acquitting grants, project and program delivery and financial management or a strong desire and ability to develop these skills internally.

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. Outstanding matters to resolve compliance issues include:

Both the office donger and the toilet donger are dilapidated and sinking into the ground. The previous Executive Manager, Works & Services (EMWS), was obtaining quotes to rectify the issue before leaving. The new EMWS will complete this project.

8.9 Community Grants Program (2022/23) – Round 1

Meeting Date	12th April 2022
Responsible Officer	Nicole Gibbs (Chief Executive Officer)
Reporting Officer	Jen Green (Grants & Projects Officer)
Attachments	(i) Community Grant Assessment (ii) Grant Applications
Owner/Applicant	N/A
Disclosure of Interest	Cr Jo Hayes – Treasurer of the Agricultural Society. Cr Peter Smith – President of the Agricultural Society. Cr Cowcill – President of Wamenusking Sport Club Inc.

OFFICER RECOMMENDATION

RECOMMENDATION: SP21-21/22

MOVED Cr Hayes SECONDED Cr Cheang

That the Strategic Planning Committee recommend to Council: -

1. That Council accepts the Officer's Report on Round 1 of the 2022/23 Community Grants and supports the Grant Assessment Document submitted by the Grants and Project Officer.
2. That Council allocates funds and resources in the 2022/23 Budget for Round 1 to the value of \$13,223.33 to the Clubs listed in the Grant Assessment Document; and
3. That Council allocates \$12,000 in the 2022/23 Budget for Grant 1 In-Kind funding and Round 2 of the Community Grant Program 2022/23.

CARRIED 7/0

IN BRIEF

- Community Grant Process was reviewed, updated and endorsed by the Council in December 2021.
- Eight applications were received for Round 1 to the value of \$13,223.33.
- Details of each Application have been provided for Committee Consideration and Recommendation to Council.
- All applications were evaluated by the Grant Team based on criteria in the Grant Guidelines.

MATTER FOR CONSIDERATION

1. Evaluation of Community Grant Applications received by Grants Project Officer on 31st March 2022.
2. Allocation of financial resources in the 2022/23 Shire's Annual Budget.
3. Allocation of financial resources in Round 1 of Community Grant Program.
4. Allocation of financial resources for Grant 1 – In-Kind funding 2022/23.
5. Allocation of financial resources for Round 2 of Community Grant Program 2022/23.

BACKGROUND

At the December 2021 Council Meeting the Council adopted a revised Community Grants Policy and supporting documentation.

Round 1 of the Community Grant Program was opened on 4th January 2022 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 and email.

Closing date for the submission of applications for grant funding was on 31st March 2022.

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 eight applications was received to the value \$13,223.33.

Grant Type	Number	Amount
1	0	\$0.00
2	4	\$3,023.33
3	2	\$6,000.00
4	2	\$4,200.00
Grand Total	8	\$13,223.33

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 2022 to 30th September 2022.

STATUTORY ENVIRONMENT

Local Government Act 1995.

POLICY IMPLICATIONS

Community Grant Policy

FINANCIAL IMPLICATIONS

Nil – 2022/23 Financial year

Submitted for 2022-23 Budget deliberations

ALIGNMENT WITH STRATEGIC PRIORITIES

- 1.1 Community: Work collaboratively with local and regional service providers to engage the community as active citizens.
- 1.2 Community: Provide social and cultural activities for all members of the community.
- 1.4 Community: Support local volunteer organisations through initiatives that reduce volunteer fatigue and strengthen their resilience
- 5.1 Governance: Shire communication is consistent, engaging and responsive

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

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

	Option 1:
Financial	Low Will reduce risk to Council and the clubs/organisations through better planning and delivery of projects supported by the Shire.
Health	Low
Reputation	Low
Operations	Low
Natural Environment	Low

Likelihood	Consequence				
	Insignificant	Minor	Moderate	Major	Critical
Rare	LOW Accept the risk Routine management	LOW Accept the risk Routine management	LOW Accept the risk Routine management	MEDIUM Specific responsibility and treatment	HIGH Quarterly senior management review
Unlikely	LOW Accept the risk Routine management	LOW Accept the risk Routine management	MEDIUM Specific responsibility and treatment	MEDIUM Specific responsibility and treatment	HIGH Quarterly senior management review
Possible	LOW Accept the risk Routine management	MEDIUM Specific responsibility and treatment	MEDIUM Specific responsibility and treatment	HIGH Quarterly senior management review	HIGH Quarterly senior management review
Likely	MEDIUM Specific responsibility and treatment	MEDIUM Specific responsibility and treatment	HIGH Quarterly senior management review	HIGH Quarterly senior management review	EXTREME Monthly senior management review
Almost certain	MEDIUM Specific responsibility and treatment	MEDIUM Specific responsibility and treatment	HIGH Quarterly senior management review	EXTREME Monthly senior management review	EXTREME Monthly senior management review

COMMENT

- Eight 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. The number of applications and amount requested in Round 1 has decreased compared to last year's figures (13 applications for Round 1, 2021). The Bowling Club's \$10,000 annual loan repayment ended in 2021 which has significantly reduced the overall requested figure (Grant 4 – Annual recurrent funding).
- A Grant Writing Seminar was facilitated by the Shire during February run by 'Whitney Consulting' which helped build capacity for clubs to complete competitive applications. It is planned to hold this workshop annually as part of the program. It has been raised that the Shire could consider running the Community Grants Program to be open all year round (similar to the Business Support Grants).

ITEM 9 EMERGING ISSUES

9.1 Work Health & Safety Act 2020

Meeting Date:	12 th April 2022
Responsible Officer:	Nicole Gibbs (Chief Executive Officer)
Reporting Officer:	Nicole Gibbs (Chief Executive Officer)
Attachments:	Nil
Owner/Applicant:	Shire of Quairading
Disclosure of Interest:	Nil

OFFICER RECOMMENDATION

RECOMMENDATION: SP22-21/22

MOVED Cr Haythornthwaite SECONDED Cr Hayes

That the Strategic Planning Committee recommend to Council:-

That Council acknowledge the legal responsibility to follow the *WHS Act 2020* when:

- Engaging in any form of decision-making on behalf of the Shire; and
- Giving any direction to employees, contractors, rate payers or others on behalf of the Shire.

CARRIED 7/0

IN BRIEF

Western Australia has joined other states and territories (excluding Victoria) in adopting the national model work health and safety (WHS) laws.

The *Work Health and Safety Act 2020* (the Act) is the biggest overhaul of WHS laws in Western Australia in decades. The WA Act replaces the *Occupational Safety and Health Act 1984* and parts of some other legislation, including the *Mines Safety and Inspection Act 1994* and the *Petroleum and Geothermal Energy Resources Act 1967*.

The penalties for non-compliance with the Act are severe and include the potential for Council Members, Executive and other decision-makers to be sued for personal wealth and assets without the protection of insurance if the non-compliance is deemed to be negligent.

MATTER FOR CONSIDERATION

The severity of the penalties for non-compliance with the Act are extreme in terms of risk and so warrant Council consideration of the Act when:

- Engaging in any form of decision-making on behalf of the Shire; and
- Giving any direction to employees, contractors, rate payers or others on behalf of the Shire.

BACKGROUND

The proclamation of the *Work Health and Safety Act 2020* is the biggest overhaul of WHS laws in Western Australia in almost 30 years. With regards to local government applicability, the following inclusions are most significant:

Industrial Manslaughter

The most controversial difference is the inclusion of industrial manslaughter provisions in the WA Act. This inclusion follows significant public concern about workplace fatalities and the recommendations of two Commonwealth reviews. Under the Act industrial manslaughter is a criminal offence with no limitation period. Due to the seriousness of the offence it can only be prosecuted by the Director of Public Prosecutions. Only people 'Conducting a Business or Undertaking' (PCBUs) and their officers can be charged with industrial manslaughter. **Local government Councillors and local government executive employees are deemed to be PCBUs.**

Under section 30A the prosecution must establish that:

- The PCBU engaged in conduct (an act or omission) that caused the death of an individual;
- The conduct constituted a failure to comply with a health and safety duty; and
- The PCBU knew that the conduct was likely to result in death or serious harm and acted in disregard of that likelihood.

The offence carries severe penalties of up to:

- 20 years imprisonment and a fine of \$5 million for individuals, and
- A fine of \$10 million for body corporates.

Western Australia has followed the lead of the Australian Capital Territory, Queensland, Northern Territory and Victoria in introducing an industrial manslaughter offence.

Category 1 Offences

Category 1 offences attract the most severe penalties under the Act. A person commits a Category 1 offence if they engage in conduct that exposes a person to whom a duty is owed to a risk of death or serious injury or illness.

To successfully prosecute a Category 1 offence a prosecutor must prove that a failure to comply with a health and safety duty likely caused the death of, or serious harm to, an individual. 'Serious harm' includes an injury or illness that endangers or is likely to endanger the individual's life, or results in or is likely to result in permanent injury or harm to the individual's health.

Category 1 offences under the WA Act carry a maximum penalty of:

- Five years imprisonment and a fine of between \$340,000 and \$680,000 for individuals, and
- A fine of \$3.5 million for body corporates.

Prohibition on Insurance

Another significant departure in the Act is the prohibition on insurance policies and indemnities against fines. Under section 272A of the Act, penalties apply to:

- Those who insure or indemnify against fines under the Act;
- Those who are insured or indemnified against fines under the Act; and
- Those who pay or accept an indemnity for an offence under the Act.

The maximum penalty is:

- \$51,000 for individuals; and
- \$255,000 for body corporates.

New Duty of Care for WHS Service Providers

Section 26A imposes a specific duty of care on providers of WHS services. WHS service providers (e.g. external advisors and trainers) must ensure so far as is reasonably practicable that their services do not pose a health and safety risk to persons at the relevant workplace.

WHS Issue Resolution

The Act allows an inspector to attend a workplace to 'assist in resolving' and to 'make a decision resolving the issue'. The inspector must make a decision within two days or request an extension of time under section 82A of the Act.

STATUTORY ENVIRONMENT

Workplace Health & Safety Act 2020

Local Government Act 1995

POLICY IMPLICATIONS

Significant. Every Shire policy document will need to be reviewed and the new WHS provisions considered and applied accordingly.

FINANCIAL IMPLICATIONS

Potentially 'Extreme' to both individuals and the Shire if compliance is not rigorously monitored and managed.

ALIGNMENT WITH STRATEGIC PRIORITIES

3.2 Built Environment: Parks, gardens and social spaces are safe and encourage active, engaged and healthy lifestyles.

COMMUNITY CONSULTATION

Nil.

RISK ASSESSMENT

	Option 1:
Financial	Potentially Extreme to both individuals and the Shire if compliance is not rigorously monitored and managed, breaches occur and penalties apply. Moderate at minimum as a result of the cost of increased compliance, including increased investment in health and safety.
Health	Potentially Extreme to both individuals and the Shire if compliance is not rigorously monitored and managed, breaches occur and penalties apply.
Reputation	Potentially Extreme to both individuals and the Shire if compliance is not rigorously monitored and managed, breaches occur and penalties apply.
Operations	Moderate at minimum as a result of the operational need for increased compliance, including increased activity in health and safety.
Natural Environment	Low

	Consequence				
Likelihood	Insignificant	Minor	Moderate	Major	Critical
Rare	LOW Accept the risk Routine management	LOW Accept the risk Routine management	LOW Accept the risk Routine management	MEDIUM Specific responsibility and treatment	HIGH Quarterly senior management review
Unlikely	LOW Accept the risk Routine management	LOW Accept the risk Routine management	MEDIUM Specific responsibility and treatment	MEDIUM Specific responsibility and treatment	HIGH Quarterly senior management review
Possible	LOW Accept the risk Routine management	MEDIUM Specific responsibility and treatment	MEDIUM Specific responsibility and treatment	HIGH Quarterly senior management review	HIGH Quarterly senior management review
Likely	MEDIUM Specific responsibility and treatment	MEDIUM Specific responsibility and treatment	HIGH Quarterly senior management review	HIGH Quarterly senior management review	EXTREME Monthly senior management review
Almost certain	MEDIUM Specific responsibility and treatment	MEDIUM Specific responsibility and treatment	HIGH Quarterly senior management review	EXTREME Monthly senior management review	EXTREME Monthly senior management review

COMMENT

Nil.

9.2 COVID-19 Policy: Clarification of definition of “Council Meeting”

Meeting Date:	12 th April 2022
Responsible Officer:	Nicole Gibbs (Chief Executive Officer)
Reporting Officer:	Nicole Gibbs (Chief Executive Officer)
Attachments:	(i) COVID-19 Vaccination Policy
Owner/Applicant:	Shire of Quairading
Disclosure of Interest:	Nil

OFFICER RECOMMENDATION

RECOMMENDATION: SP23-21/22

MOVED Cr Cowcill SECONDED Cr Smith

That the Strategic Planning Committee recommend to Council: -

That Council adopt the reviewed and amended version of the COVID-19 Policy, noting the following insertion:

“Council Meetings: All meetings that an elected member (Councillor) attends in his or her capacity as an elected member (Councillor), unless the meeting is being held outdoors.”

CARRIED 7/0

IN BRIEF

At the Ordinary Council Meeting of 31 March 2022, Council adopted the following Motion:

RESOLUTION: 138-21/22

MOVED Cr Stacey SECONDED Cr Hippisley

RECOMMENDATION: AR21 – 21/22

That the Audit and Risk Committee recommends to Council that Council adopts COVID-19 Policy (B) including end date of Policy in line with State and Federal Government directions.

CARRIED 6/2

The adopted COVID-19 Policy provides for all Shire of Quairading employees, contractors and volunteers to be fully vaccinated against the COVID-19 virus to work for the Shire. Councillors are not required to be vaccinated but can only attend Council meetings remotely. One Councillor has since requested a definition of “Council Meetings.”

BACKGROUND

The Shire of Quairading is committed to its work (occupational), health and safety duty of care to ensure, as far as reasonably practicable, the health and safety of its workers and others in the workplace. It is acknowledged that COVID-19 is a highly transmissible and dangerous virus and that vaccination against COVID-19 is a safe and effective measure to minimise exposure to and spread of the virus.

The nature of our business is one where:

- (a) Workers are required to have close contact or to at least interact with people who are particularly vulnerable to the health impacts of COVID-19 (e.g. aged or unwell people entering the Shire buildings and/or public venues and/or receiving services; Medical Centre patients, hospital patients, school children).
- (b) There is frequent interaction between workers and other people such as customers, other workers or the public in the normal course of employment.
- (c) We are currently operating in an area with ongoing community transmission and heightened risk of exposure to COVID-19.
- (d) There is a public health order in place mandating the vaccination of workers operating in the medical, aged care, construction, maintenance, aquatics and ranger services industries.
- (e) The Shire has a comparatively smaller work force than other Shires and workers.

To this end, the Shire has determined that all workers covered by this policy are required to be fully vaccinated against COVID-19 as a necessary measure to ensure the safety of everyone in the workplace.

In addition to the vaccination requirements of this policy, workers are reminded of their obligations to comply with all other safety protocols, including:

- (a) Continued use of face masks;
- (b) Social distancing; and
- (c) Personal hygiene (e.g. washing hands).

MATTER FOR CONSIDERATION

Given that the State and Commonwealth Governments are in agreement with the World Health Organisation that COVID-19 is a highly transmissible and dangerous virus and that vaccination against COVID-19 is a safe and effective measure to minimise exposure to and spread of the virus, and given both levels of Government have embedded this acknowledgement in law, it is a requirement of local governments under the *Work Health & Safety Act 2020* to do all things reasonable to protect workers, Councillors and Shire residents from the impact of the virus. This includes by participating in attempting to eradicate the virus.

With an understanding of the local government's legislative responsibility and with direct reference to the adopted COVID-19 Policy, it is recommended that the COVID-19 Policy be amended to include the definition of "Council Meeting," this being:

"Council Meetings: All meetings that an elected member (Councillor) attends in his or her capacity as an elected member (Councillor), unless the meeting is being held outdoors"

STATUTORY ENVIRONMENT

Local Government Act 1995

Work Health & Safety Act 2020

POLICY IMPLICATIONS

Amendment to adopted COVID-19 Policy.

FINANCIAL IMPLICATIONS

Nil

ALIGNMENT WITH STRATEGIC PRIORITIES

- 1.3 Advocate for the provision of quality health services, health facilities and programs in the Shire.
- 2.4 Implement systems and processes that meet legislative and audit obligations.
- 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

	Option 1	Retain Current Status
Financial	Potentially Moderate	Potentially Extreme
Health	Potentially Moderate	Potentially Extreme
Reputation	Potentially Moderate	Potentially Extreme
Operations	Low	Low
Natural Environment	n/a	n/a

Likelihood	Consequence				
	Insignificant	Minor	Moderate	Major	Critical
Rare	LOW Accept the risk Routine management	LOW Accept the risk Routine management	LOW Accept the risk Routine management	MEDIUM Specific responsibility and treatment	HIGH Quarterly senior management review
Unlikely	LOW Accept the risk Routine management	LOW Accept the risk Routine management	MEDIUM Specific responsibility and treatment	MEDIUM Specific responsibility and treatment	HIGH Quarterly senior management review
Possible	LOW Accept the risk Routine management	MEDIUM Specific responsibility and treatment	MEDIUM Specific responsibility and treatment	HIGH Quarterly senior management review	HIGH Quarterly senior management review
Likely	MEDIUM Specific responsibility and treatment	MEDIUM Specific responsibility and treatment	HIGH Quarterly senior management review	HIGH Quarterly senior management review	EXTREME Monthly senior management review
Almost certain	MEDIUM Specific responsibility and treatment	MEDIUM Specific responsibility and treatment	HIGH Quarterly senior management review	EXTREME Monthly senior management review	EXTREME Monthly senior management review

COMMENT

Multiple Council members said that the COVID-19 Policy had already been moved and stated that elected members are only to attend Council meetings remotely if the Council member is unvaccinated. The new definition of “Council Meeting” was endorsed, providing for unvaccinated Councillors to attend meetings if they are held outdoors.

9.3 MicroGrid's

Cr Hippisley – Late Emerging Issue

Background

Cr Hippisley has been investigating the concept of a microgrid and how it might be utilised in Quairading. A microgrid is a small network of electricity users with a local source of supply and storage, usually attached to a centralized national grid but able to function independently.

Cr Hippisley provided the following train of thought for the benefit of members:

“Strategic thinking

- (a) We want to attract businesses and residents to town.
- (b) Microgrids are trendy:
 - They attract media attention
 - They are on the radar of State and Federal funding sources
- (c) Could solve the power choke problem for new businesses.

Quairading Advantages

- (a) More days of sunshine than Perth
- (b) Widespread solar adoption already
- (c) Space for more solar panels
- (d) Business community open to innovation
- (e) Receptive local government”

Ms Gibbs said she would arrange to meet with Cr Hippisley before the next Council Meeting to discuss the matter further. Cr Hippisley committed to further investigation into microgrids in preparation of the meeting.

ITEM 10 NEXT MEETING DATE

The next Strategic Planning Committee Meeting is scheduled to take place on Tuesday 9th August 2022 to be confirmed, commencing at 5.00 pm at the Council Chambers, 10 Jennaberring Road, Quairading.

ITEM 11 CLOSURE

There being no further business, the Chairperson closed the Meeting at 6.40pm.

ITEM 7 STRATEGIC COMMUNITY PLAN PRIORITIES

No matters for consideration.

ITEM 8 PROJECTS

8.1 Electric Vehicle Station Update

Meeting Date:	9 th August 2022
Responsible Officer:	Nicole Gibbs (Chief Executive Officer)
Reporting Officer:	Jen Green (Grants & Projects Officer)
Attachments:	Nil.
Owner/Applicant:	N/A
Disclosure of Interest:	Nil

OFFICER RECOMMENDATION

RECOMMENDATION: SP2-22/23

MOVED Cr Hayes SECONDED Cr Cheang

That the Strategic Planning Committee recommends to Council, that Council:-

1. Accepts the officer's update on an electric vehicle charging station for Quairading submitted by the Grants & Projects Officer.
2. Recommend to Council that Council does not proceed with implementing an electric vehicle charging station at this time, due to a lack of rate payer support, unsatisfactory cost-benefit analysis of installation at Council's preferred locations and no external funding opportunity for the project.

CARRIED 7/0

IN BRIEF

- The Grants Team were asked by Council to investigate the purchase and installation of electric vehicle (EV) charging infrastructure within the town site.
- A proposal and quotes were prepared detailing the preferred infrastructure option and the upfront and ongoing project costs and presented at the April Strategic Planning Committee.
- A third alternative quote has since been provided by EVSE on a less expensive option and presented at the June Council Meeting.
- Council requested updated costing on both charging options and installation costs at the Quairading Co-operative slip car park and the carpark opposite the Golden Grain Café.
- The CEO has attempted to investigate how long it will be before mainstream fuel providers introduce EV chargers across Western Australia.

MATTER FOR CONSIDERATION

Whether to introduce electric vehicle charging infrastructure into the Shire of Quairading.

- Providing a public charging station has many potential benefits for tourism and local business.
- There is currently no external grant funding available to cover the cost of the project.

- It is cost-prohibitive to install any charging infrastructure at Council's preferred two locations – the Quairading Co-operative's slip car park or the car park opposite the Golden Grain Cafe, due to the extensive costs for electrical supply at these two locations.
- The recent Shire of Quairading Maintenance & Infrastructure Survey suggests that the installation of an electric vehicle charging station was low on ratepayers priorities for the future with the majority of respondents (57%) voting the project was 'not important'.
- The schedule/timing for mainstream fuel providers introducing electric vehicle chargers across Western Australia is considered to be commercially confidential information (bar the information already provided to Council by the CEO).

BACKGROUND

With an increasing adoption of EV vehicles being purchased in Western Australia, there has been a strong shift towards providing the infrastructure to facilitate travel all over Western Australia.

As Western Australian's embrace the electric vehicle technology, it is imperative for EV charging infrastructure to be available to encourage visitors to change their travel route to the South West

Great Southern and Eastern Wheatbelt, off the main highways and through small towns such as

Quairading. An EV station opens many opportunities including economic benefits for small local business, not to mention the overall environmental benefits of encouraging renewable energy.

Since the proposal was first presented at the April Strategic Planning Committee, one of the quoting companies EVSE Australia, has brought out an alternative 40kW model which is significantly less expensive than the 50kW previously option. The main difference between the models is that the 50kW option can provide 50km of range every 10 minutes, whilst the 40kW can provide 40km of range every 10 minutes.

Updated prices of the infrastructure and installation costs are below.

UPDATED COSTINGS Summary:

LOCATION: Quairading CRC

Supplier	Charger	Charger cost	Installation Cost	Western Power Costs	Ongoing cost/yr	Total cost of project	Total cost ongoing/yr
EVSE	50kW Fast Charger Tritium	\$39,987	\$15,500	\$0	\$1000	\$56,487	\$1000
EVSE	40kW dual DC Wallbox with stand	\$27,980	\$9500	\$0.00	\$1000	\$38,480	\$1000
Gemtek	50kW Fast Charger Tritium	\$42,948	\$6303	\$0.00	\$1000	\$50,251	\$1000

LOCATION: Car park opposite Golden Grain Café or slip car park at the Quairading Farmer's Co-op

Note: establishing a connection to both car parks would require a significant upgrade to electrical infrastructure.

Supplier	Charger	Charger cost	Installation Cost	Western Power Costs	Ongoing cost/yr	Total cost of project	Total cost ongoing/yr
EVSE	50kW Fast Charger Tritium	\$39,987	\$15,500	\$25,000	\$1000	\$81,487	\$1000
EVSE	40kW dual DC Wallbox with stand	\$27,980	\$9500	\$25,000	\$1000	\$63,480	\$1000
Gemtek	50kW Fast Charger Tritium	\$42,948	\$6303	\$25,000	\$1000	\$75,251	\$1000



The schedule/timing for mainstream fuel providers introducing EV chargers across Western Australia is considered to be commercially confidential information (bar the information already provided to Council by the CEO).

STATUTORY ENVIRONMENT

Local Government Act 1995.

POLICY IMPLICATIONS

Nil

FINANCIAL IMPLICATIONS

Nil in the 2022-23 financial year

Submitted for 2022-23 budget deliberations

STRATEGIC IMPLICATIONS – Strategic Community Plan 2021-2031

- 2.1 Economy: Promote the Economic and Business Growth Strategy for current businesses and the sustainable attraction of new industry (Small Business Friendly Local Government and Action Plan)
- 4.3 Natural Environment: Demonstrate sustainable practices of water, energy and waste management
- 5.1 Governance: Shire communication is consistent, engaging and responsive
- 5.3 Governance: Provide informed and transparent decision making that, meets our legal obligations, and the needs of our diverse community

COMMUNITY CONSULTATION

The Quairading Community Resource Centre (CRC) Manager has indicated their full support of the project, including the use of car spaces adjacent to the switchboard in the CRC car park.

RISK ASSESSMENT

	Option 1
Financial	Low <i>The project is currently in design phase. If accepted by Council, a detailed budget submission will be drawn up to be submitted to the Council budget 2022/23.</i>
Health	n/a
Reputation	Low <i>Progression with the project would be seen by the community as i) encouraging more travellers to pass through Quairading with an economic multiplier impact, and ii) the Shire's commitment to reducing its carbon footprint and addressing climate change.</i>
Operations	n/a
Natural Environment	Low <i>A reduction in carbon footprint is beneficial to the natural environment.</i>

	Consequence				
Likelihood	Insignificant	Minor	Moderate	Major	Critical
Rare	LOW Accept the risk Routine management	LOW Accept the risk Routine management	LOW Accept the risk Routine management	MEDIUM Specific responsibility and treatment	HIGH Quarterly senior management review
Unlikely	LOW Accept the risk Routine management	LOW Accept the risk Routine management	MEDIUM Specific responsibility and treatment	MEDIUM Specific responsibility and treatment	HIGH Quarterly senior management review
Possible	LOW Accept the risk Routine management	MEDIUM Specific responsibility and treatment	MEDIUM Specific responsibility and treatment	HIGH Quarterly senior management review	HIGH Quarterly senior management review
Likely	MEDIUM Specific responsibility and treatment	MEDIUM Specific responsibility and treatment	HIGH Quarterly senior management review	HIGH Quarterly senior management review	EXTREME Monthly senior management review
Almost certain	MEDIUM Specific responsibility and treatment	MEDIUM Specific responsibility and treatment	HIGH Quarterly senior management review	EXTREME Monthly senior management review	EXTREME Monthly senior management review

COMMENT

- A project proposal has been developed for the purchase and installation of a fast charging electric vehicle station.
- Providing a public charging station has many potential benefits for tourism and local business.
- There is currently no external grant funding available to cover the cost of the project.
- A brief cost-benefit analysis suggests the preferred location for installation of the infrastructure at the slip car park at the Quairading Farmer's Cooperative or the car park opposite the Golden Grain Café is cost-prohibitive.
- The recent Shire of Quairading Maintenance & Infrastructure Survey suggests that the installation of an electric vehicle charging station was low on ratepayers priorities for the future with the majority of respondents (57%) voting the project was 'not important'.

DISCUSSION AFFECTING COUNCIL DECISION

Ms Gibbs said that given Council had voted against the motion to purchase and install the charger when the cost was \$40,000, she had assumed that there would be no Council support once the price had escalated to \$120,000.

There was general discussion amongst Councillors that expressed some disappointment that the station will not be going ahead at this time, but it was noted that there were higher priorities on the agenda for Council to consider. Council would like to revisit this project in 12 months' time.

8.2 Skilled Migration Programme

Meeting Date:	9 th August 2022
Responsible Officer:	Nicole Gibbs (Chief Executive Officer)
Reporting Officer:	Nicole Gibbs (Chief Executive Officer)
Attachments:	Nil.
Owner/Applicant:	Shire of Quairading
Disclosure of Interest:	Nil

OFFICER RECOMMENDATION

RECOMMENDATION: SP3-22/23

MOVED Cr Smith SECONDED Cr Cheang

That the Strategic Planning Committee recommends to Council, that Council:-

Use a family wanting to migrate to Australia, who have the qualifications and skills lacking across the Wheatbelt to effectively operate a local government, as a pilot project under the Skilled Migration Program.

CARRIED 7/0

IN BRIEF

There is a national shortage of labour in Australia and this is particularly prevalent in regional Australia. Across Australia, progressive local governments are shifting paradigm and have commenced recruiting employees through Australia's Skilled Migration Programme. Many local governments have reinvigorated their respective economies through migrant contribution.

MATTER FOR CONSIDERATION

To consider using the "Australia's Skilled Migration Programme" to hire skilled migrants to assist with Council's worker and skill shortage.

BACKGROUND

There is a national shortage of labour in Australia and this is particularly prevalent in regional Australia. The Shire of Quairading is subject to this employment environment with the direct results being:

1. An expectation of an increase in employee terms and conditions (including salary);
2. A reduction in the number of potential employees prepared to relocate to Quairading;
3. A significant increase in the cost of recruitment;
4. A reduction in people applying for jobs in Quairading, despite increases in terms and conditions; and
5. The calibre of applicant being low for many positions advertised.

Examples include:

1. The cost of advertising for an Executive Manager, Works & Services over six months (two times) was approximately \$20,000 (plus lost productivity) with zero result;
2. A neighbouring Shire spent closer to \$30,000 for recruitment of an Executive Manager, Works & Services and offered a \$135,000 cash component (in addition to other terms and conditions) with zero result.
3. The Shire recently recruited two grader drivers at a much higher hourly rate than we were initially offering (a higher rate per hour than the Executive Manager), who stayed less than a month before being offered more money from a neighbouring Shire.

If the Shire continues to attempt recruitment using the old paradigm, we risk delivering substandard services and products to our rate-base.

Across Australia, progressive local governments are shifting paradigm and have commenced recruiting employees through Australia's Skilled Migration Programme. Many local governments have reinvigorated their respective economies through migrant contribution. The Shire once used this program to successfully secure an electrician for the Shire, who remains servicing the Shire today.

If the Shire of Quairading was to shift into this new paradigm as a form of recruitment, there are two options:

1. The Shire becomes a Local Government Approved Sponsor
 - The Shire applies to become a business sponsor for five years. Over this five-year period the Shire can nominate as many positions as it deems it needs: \$350
 - The Shire nominates a job/position: \$3,000
 - The Shire assists the applicant with the VISA application. The Shire can pay this cost, the applicant can pay this cost or the Shire can pay the cost and be reimbursed by the applicant through wage deductions (common practice): \$10,000 for a family of four.
 - The VISA would be a 482 (two-year) or 494 (five year).
 - The Shire currently has visibility of a Belarus family wanting to migrate to Australia. This is the second family that has been in contact with the Shire. The first has already found sponsorship in a regional Shire. This second family comprises a family with two children. The male has plant operator and truck driving qualifications and experience. The female is a hairdresser.
 - At a total capital cost of less than \$15,000 the Shire can recruit two individuals who would be willing to work for Award rates.
2. The Shire becomes a Designated Area Representative (DAR) under the Designated Area Migration Agreement (DAMA)
 - The DAMA is a formal agreement between the Australian Government and a Designated Area Representative (DAR) to fill recognised labour shortages in a specified area. DAMAs enable regions to respond to their unique economic and labour market conditions by gaining access to experienced skilled or semi-skilled overseas workers under the terms of their individually negotiated agreement.

RDA Wheatbelt is providing a facilitation role to bring business, industry and local government together to prepare and make a DAMA application for the Wheatbelt. However, both RDA Wheatbelt and Home Affairs have recommended that the Shire pursue Option 1 in the first instance.

Both agree the DAMA arrangement for the Wheatbelt Region is still under negotiation and could be one to two years away (if at all).

STATUTORY ENVIRONMENT

Nil.

POLICY IMPLICATIONS

Nil.

FINANCIAL IMPLICATIONS

The current recruitment model is a financial burden for little result for Council. This program has the potential to bring new, better skilled people and families to town in a more cost effective manner.

ALIGNMENT WITH STRATEGIC PRIORITIES

- 1.1 Community: Work collaboratively with local and regional service providers to engage the community as active citizens.
- 2.4 Economy: Encourage local workforce participation
- 5.2 Governance & Leadership: Forward planning and implementation of plans to determine Strategic Plan and service levels
- 5.3 Governance & Leadership: Provide informed and transparent decision making that, meets our legal obligations, and the needs of our diverse community

CONSULTATION

Should Council be receptive to this program, officers will consult with Australia's Skilled Migration Programme.

RISK ASSESSMENT

	Option 1
Financial	Low <i>This programme is much more cost effective compared to the current model.</i>
Health	Low
Reputation	Low <i>If Council are able to employ skilled workers the service level provided to the community will raise, along with staff morale.</i>
Operations	Low <i>Currently staff (especially in the Works department) are significantly under staffed and there is a shortage of skill as well across the board. Hiring skilled labour will mean</i> <ol style="list-style-type: none"> 1. <i>Staff will be able to attend training to upskill (without leaving the team too short)</i> 2. <i>There is opportunity for staff to learn from eachother</i>
Natural Environment	N/A

	Consequence				
Likelihood	Insignificant	Minor	Moderate	Major	Critical
Rare	LOW Accept the risk Routine management	LOW Accept the risk Routine management	LOW Accept the risk Routine management	MEDIUM Specific responsibility and treatment	HIGH Quarterly senior management review
Unlikely	LOW Accept the risk Routine management	LOW Accept the risk Routine management	MEDIUM Specific responsibility and treatment	MEDIUM Specific responsibility and treatment	HIGH Quarterly senior management review
Possible	LOW Accept the risk Routine management	MEDIUM Specific responsibility and treatment	MEDIUM Specific responsibility and treatment	HIGH Quarterly senior management review	HIGH Quarterly senior management review
Likely	MEDIUM Specific responsibility and treatment	MEDIUM Specific responsibility and treatment	HIGH Quarterly senior management review	HIGH Quarterly senior management review	EXTREME Monthly senior management review
Almost certain	MEDIUM Specific responsibility and treatment	MEDIUM Specific responsibility and treatment	HIGH Quarterly senior management review	EXTREME Monthly senior management review	EXTREME Monthly senior management review

COMMENT

Nil.

DISCUSSION AFFECTING COUNCIL DECISION

Cr Smith acknowledged the difficulties that Council officers have had trying to recruit and retain skilled staff and is in support of the project.

Cr Stacey asked how the probation period works for migrants on a Visa.

Ms Gibbs said it is the same as any other employee under the Fair Work Act in that if they do not pass probation and in turn, do not have a job with the Shire anymore, then they must either find another company to sponsor them or they would need to go back to their home country.

ITEM 9 GOVERNANCE

9.1 Asset Management Strategy DRAFT 2022–2032

Meeting Date:	9th August 2022
Responsible Officer:	Nicole Gibbs (Chief Executive Officer)
Reporting Officer:	Nicole Gibbs (Chief Executive Officer)
Attachments:	(i) DRAFT Asset Management Strategy
Owner/Applicant:	Shire of Quairading
Disclosure of Interest:	Nil

OFFICER RECOMMENDATION

RECOMMENDATION: SP4-22/23

MOVED Cr Haythornthwaite SECONDED Cr Cowcill

That the Strategic Planning Committee recommends to Council, that Council:-

Adopt the Asset Management Strategy, subject to the identified quantifiable data being entered into the strategy prior to the August Ordinary Council meeting.

CARRIED 7/0

IN BRIEF

The Shire of Quairading is required to have an Asset Management Strategy that is regularly reviewed and updated as it is in integral part of Councils Integrated Planning Framework. The document feeds into the budget, asset and infrastructure renewal and maintenance and grant funding applications and allocations.

The draft document is complete, bar the insertion of the quantifiable data highlighted in red. The document is provided to the Strategic Committee Meeting prior the Ordinary Council Meeting to allow Members more time to peruse and consider the contents of the document.

MATTER FOR CONSIDERATION

For the Strategic Planning Committee to:

- Peruse, consider and make comment on the Asset Management Strategy 2022 - 2032 in its draft form.
- Recommend the adoption of the final document to Council, pending the insertion of the quantifiable data highlighted in red.

BACKGROUND

An Asset Management Strategy is a key link in the chain of actions required for a sound process of improving the long-term management of infrastructure assets. The Asset Management Strategy establishes the framework that determines the nature and direction of asset management. Its objective is to provide a structured set of actions aimed at enabling improved asset management practice. This strategy provides the framework to guide the development of an integrated and comprehensive infrastructure Asset Management model for the Shire of Quairading.

Infrastructure Asset Management is a combination of management, financial, economic, engineering and other practices applied to infrastructure assets with the objective of providing the required level of service in the most cost-effective manner. Asset Management aims to ensure that the activities and practices are systematic and coordinated in order to support wide range of Council Services. This strategy presents existing Asset Management practices and proposed further improvements required to identify and meet appropriate levels of service to the community.

The strategy provides the framework from which to guide a whole of organisation approach to asset management and to assist with the achievement of the Shire's strategic objectives contained the Shire's Strategic Community Plan 2021-2031 (Strategic Plan).

The strategy supports Council's Asset Management Policy by:

- Ensuring assets are adequately maintained so they are fit and safe for the purpose of which they have been provided.
- Ensuring assets are replaced at an optimum time as required.
- Ensuring assets are financially sustainable (whole life cost).
- Minimising negative impact to the natural environment.
- Assisting with grant funding applications and budgeting allocations depending on the assets renewal, upgrade or expansion needs.
- Ascertaining gaps in infrastructure and assist in identifying if there is a requirement for new projects to be considered.

The Asset Management Strategy establishes the approach, methodology and direction of asset management and the activities necessary to implement the Shire's Asset Management Policy. It also assists in creating Asset Management Plans to direct annual and long-term expenditure plans that measure the value of investment and meet the community expectations.

The Shire of Quairading is compelled to have a current Asset Management Strategy and this must be reviewed, amended and re-adopted by Council every four years.

The current Asset Management Strategy was last updated in 2011.

STATUTORY ENVIRONMENT

Local Government Act 1995

POLICY IMPLICATIONS

Asset Management Policy

Shire of Quairading Integrated Planning Framework

Shire of Quairading Strategic Community Plan 2021-2031.

FINANCIAL IMPLICATIONS

Currently Council does not have an up to date Asset Management Strategy. This is a significant risk to understanding the financial and other implications of constructing, purchasing, maintaining and replacing assets.

Works that are being carried out are almost always reactive without a long-term understanding of budget forecast and implications.

ALIGNMENT WITH STRATEGIC PRIORITIES

- 3.1 Built Environment: Safe, efficient and well maintained road and footpath infrastructure
- 3.3 Built Environment: 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
- 4.3 Natural Environment: Demonstrate sustainable practices of water, energy and waste management
- 5.2 Governance & Leadership: Forward planning and implementation of plans to determine Strategic Plan and service levels
- 5.3 Governance & Leadership: Provide informed and transparent decision making that, meets our legal obligations, and the needs of our diverse community
- 5.4 Governance & Leadership: Implement systems and processes that meet legislative and audit obligations

CONSULTATION

No consultation was required in the development of this strategy.

RISK ASSESSMENT

	Option 1
Financial	High <i>Without an up to date Asset Management Strategy much of the annual repair budget goes towards “reactive” work rather than maintenance work, which is an expensive and unpredictable model.</i>
Health	Low
Reputation	High <i>The assets referred to in the Asset Management Strategy include roads, bridges, paths, drains, recreation centres, libraries and a host of other facilities that are used by the Quairading community and tourists. It is vital that this infrastructure is well maintained to retain community members, and attract new people to move to town and encourage tourists to visit, and return.</i>
Operations	High <i>Having an adequate maintenance schedule and budget allows staff to be able to plan their workload, rather than having to constantly be completing reactive works.</i>
Natural Environment	Medium N/A

	Consequence				
Likelihood	Insignificant	Minor	Moderate	Major	Critical
Rare	LOW Accept the risk Routine management	LOW Accept the risk Routine management	LOW Accept the risk Routine management	MEDIUM Specific responsibility and treatment	HIGH Quarterly senior management review
Unlikely	LOW Accept the risk Routine management	LOW Accept the risk Routine management	MEDIUM Specific responsibility and treatment	MEDIUM Specific responsibility and treatment	HIGH Quarterly senior management review
Possible	LOW Accept the risk Routine management	MEDIUM Specific responsibility and treatment	MEDIUM Specific responsibility and treatment	HIGH Quarterly senior management review	HIGH Quarterly senior management review
Likely	MEDIUM Specific responsibility and treatment	MEDIUM Specific responsibility and treatment	HIGH Quarterly senior management review	HIGH Quarterly senior management review	EXTREME Monthly senior management review
Almost certain	MEDIUM Specific responsibility and treatment	MEDIUM Specific responsibility and treatment	HIGH Quarterly senior management review	EXTREME Monthly senior management review	EXTREME Monthly senior management review

COMMENT

Nil.

DISCUSSION AFFECTING COUNCIL DECISION

Cr Haythornthwaite said she was excited to see the Asset Management Strategy being updated as it has been very out of date.

Cr Hayes asked if solar panels should be included in the strategy as they require to be maintained/replaced.

Ms Gibbs said solar panels would be included in the individual building maintenance programs and in the long term financial plan/schedules.



ASSET MANAGEMENT STRATEGY



@ShireofQuairading



@shireofquairading



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SECTION ONE: INTRODUCTION

The purpose of the Asset Management Strategy 2022–2032 is to establish the methodology for managing the Shire of Quairading’s assets for the next decade including a series of recommendations. The primary goal of asset management is to provide the required level of service in the most cost-effective way through the creation, acquisition, maintenance, operation, rehabilitation and disposal of assets to provide for present and future generations.

1 ASSET MANAGEMENT 2022-2032

1.1 The International Infrastructure Management Manual 2015 (IIMM)

The International Infrastructure Management Manual 2015 (IIMM) defines an asset as an item, thing or entity that has potential or actual value to an organisation, and effective asset management provides better accountability, sustainability, risk management, service management and financial efficiency.

1.2 Asset Management Strategy 2022-2032

The Asset Management Strategy is an informing document within the Shire of Quairading’s (Shire) Integrated Planning and Reporting Framework. It provides the framework from which to guide a whole of organisation approach to asset management and assists in the achievement of the Shire’s strategic objectives contained the Shire’s Strategic Community Plan 2021-2031 (Strategic Plan).

In developing this Asset Management Strategy, the Shire has used the IIMM as a guiding document. The IIMM was developed by the Institute of Public Works Engineering Australia. It shows infrastructure managers how to achieve the ISO Standards.¹

To manage its infrastructure sustainably, the Shire must have a detailed understanding of its assets within the context of their projected financial, environmental and social impacts. This understanding will enable the Shire to make effective decisions to optimise the overall net benefit to the community.

The number and diversity of assets managed by the Shire is extensive (although not compared to larger Shires), with each asset experiencing a varying lifespan and components that deteriorate at different rates. The Shire of Quairading has made a significant investment in these assets over generations and will need to continue to invest to meet the changing needs of the community.

Balancing the expectations of the community poses a challenge to the Shire against a sustainable and affordable management model. This Asset Management Strategy aims to provide a framework from which to respond to this challenge, by building organisational capability in the following key areas:

- 1.2.1 Maintaining reliable asset data;
- 1.2.2 Developing appropriate asset systems;

¹International Standards ISO 55000 suite for Asset Management.

1.2.3 Implementing an effective asset management process; and

1.2.4 Developing people within asset management roles.

Improving these areas will support the Shire's journey to becoming a strategically focused asset manager, with a sustainable asset base that reflects the needs and objectives of its community.

The Shire divides current infrastructure assets into specific asset groups and maintains them in individual registers on the Shire's asset management system.

RECOMMENDATION 1

The Shire of Quairading's assets are to be maintained in the following groupings:

- Buildings
- Shire Infrastructure
- Drainage
- Land
- Natural Areas
- Off Street Carparks
- Parks Assets
- Parks Irrigation
- Path Networks
- Roads
- Waste Bins

SECTION TWO: QUAIRADING 2021 - 2031

The Strategic Community Plan provides for a series of statements and priorities from the community related to infrastructure assets:

2 ALIGNMENT WITH STRATEGIC COMMUNITY PLAN

2.1 Vision

The community's vision is as follows:

Our Shire is a place of welcome for all, where we work together, with thriving industry creating jobs, a bright future for our young people, and a bustling town in a beautiful and productive rural setting.

2.2 Strategic Priorities

The community's strategic priorities in no specific order are:

Community

2.2.1 Work collaboratively with local and regional service providers to engage the community as active citizens.

2.2.2 Provide social and cultural activities for all members of the community.

2.2.3 Advocate for the provision of quality health services, health facilities and programs in the Shire.

2.2.4 Support local volunteer organisations through initiatives that reduce volunteer fatigue and strengthen their resilience.

2.2.5 Support emergency services planning, risk mitigation, response and recovery.

Economy

- 2.2.6 Promote the Economic and Business Growth Strategy for current businesses and the sustainable attraction of new industry (Small Business Friendly Local Government and Action Plan).
- 2.2.7 Build upon our “Take a Closer Look” brand with the development of an internal marketing strategy focusing on our community, events and facilities to increase our permanent and transient population.
- 2.2.8 Shire engages stakeholders and partners to help capture local economic development initiatives.
- 2.2.9 Encourage local workforce participation.

Built Environment

- 2.2.10 Safe, efficient and well-maintained road and footpath infrastructure.
- 2.2.11 Parks, gardens and social spaces are safe and encourage active, engaged and healthy lifestyles.
- 2.2.12 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.

Natural Environment

- 2.2.13 Maintain a high standard of environmental health services.
- 2.2.14 Conservation of our natural environment.
- 2.2.15 Demonstrate sustainable practices of water, energy and waste management.

Governance & Leadership

- 2.2.16 Shire communication is consistent, engaging and responsive.
- 2.2.17 Forward planning and implementation of plans to determine Strategic Plan and service levels.
- 2.2.18 Provide informed and transparent decision making that, meets our legal obligations, and the needs of our diverse community.
- 2.2.19 Implement systems and processes that meet legislative and audit obligations.

2.3 Challenges

The challenges identified by the community are:

Community

- 2.3.1 Employment opportunities and diversity.
- 2.3.2 Quality public and private accommodation.
- 2.3.3 Attraction and retention of resident population.
- 2.3.4 Volunteer fatigue.

Economy

- 2.3.5 Low cost, reliable power sources.
- 2.3.6 Telecommunication reliability and coverage.
- 2.3.7 Proximity to regional centres.
- 2.3.8 Ageing water infrastructure.
- 2.3.9 Education opportunities.

Leadership

- 2.3.10 Managing community expectations of Council
- 2.3.11 Councillor and staff succession and renewal
- 2.3.12 Staff attraction and retention
- 2.3.13 Compliance
- 2.3.14 Access to funding to achieve community aspirations
- 2.3.15 Aging workforce

RECOMMENDATION 2

The Asset Management Strategy 2022-2032 will respond to the community's vision and strategic priorities established in the Quairading Strategic Community Plan 2021-2031.

SECTION THREE: SHIRE OF QUAIRADINGS INFRASTRUCTURE STATISTICS

3 INFRASTRUCTURE

The Shire's asset register divided the infrastructure assets into the following asset groups:

3.1 Buildings

The Shire has (xxx) building assets. Table 1 outlines the sub-categories:

Table 1: Building assets

Building Group	Building Count
Administration	
Education	
Housing	
Recreation and Culture	
Toilet and Change-rooms	
Welfare	
TOTAL VALUE	\$XXXXXXXX

3.2 Shire Infrastructure

Shire infrastructure is infrastructure located in the road reserves of the Shire that does not include road or path network assets. The Shire has (xxxxx) infrastructure assets. Table 2 outlines the sub-categories:

Table 2: Infrastructure assets

Infrastructure Group	Asset Count
Fencing	
Bike Racks	
Furniture	
Optic Fibre	
Other Assets	
Roundabouts	
Sewerage	
Signage	
Traffic Islands	
TOTAL VALUE	\$XXXXXXXXXX

3.3 Drainage

The Shire has **XXX** drainage assets. Table 3 outlines the sub-categories:

Table 3: Drainage assets

Drainage Group	Asset Count	Units
Stormwater Pipes		XXX km
Drainage Pits		Each
Drainage Plant		Each
TOTAL VALUE ⁸		\$XXXXXXXX

3.4 Land

The Shire has **XXXX** parcels of land that it is responsible for, not including road reserves. Table 4 outlines the tenure sub-categories:

Table 4: Land Tenure

Land Tenure	Parcel Count	
Grown Grant		
Crown Reserve		
Freehold		
Leasehold		
Management Order		
Vested by Gazettal		
TOTAL VALUE ⁹		\$XXXXXX

3.5 Natural Areas

The Shire of Quairading manages **(insert number)** natural areas consisting of inland and riverine environments. Table 5 outlines the sub-categories for a total of **XXX** assets:

Table 5: Natural Areas

Natural Areas	Asset Count	Units
Fencing		XXkm
Footpaths		XXkm
Kerbing		XXXm
Lighting		Each
Furniture		Each
Signage		Each

Steps	Each
Walls	XXXm
Water Points	Each
Trails Signage	Each
TOTAL VALUE ¹¹	\$XXXXXXX

3.6 Off Street Carparks

The Shire has **XX** off street carparks assets. Table 6 outlines the sub-categories:

Table 6: Off Street Carparks

Off Street Carparks	Asset Count
Restricted Time	
Unrestricted Time	
TOTAL VALUE	\$XXXXXX

Note: On-street parking is considered to be part of the roads asset group.

3.7 Park Assets

The Shire has **XXXX** parks assets. Table 7 outlines the sub-categories:

Table 7: Park Assets

Park Assets	Asset Count	Units
Art		Each
Barbeques		Each
Fencing		XXXkm
Fitness and Recreation Equipment		Each
Hard Landscaping		XXXkm
Lighting		Each
Other Assets		Each
Park Furniture		Each
Signage		Each
Walls		XXXkm
Water Points		Each
TOTAL VALUE		\$XXXXXX

3.8 Parks Irrigation

The Shire has XXX parks irrigation assets. Table 8 outlines the sub-categories:

Table 8: Parks Irrigation

Parks Irrigation	Asset Count
Control Cabinets	
Electrical Assets	
Irrigation Systems	
Pumps	
Water Sources	
Weather Stations	
TOTAL VALUE ¹⁷	\$XXXXXX

3.9 Path Network

The Shire has XXXX path segment assets. Table 9 outlines the sub-categories:

Table 9: Path Network

Path Network	Asset Count	Length
Footpath		XXXkm
Shared Path		XXXXkm
TOTAL VALUE		\$XXXXXX

3.10 Roads

Road Assets are complex in their construction. For the asset register and accounting purposes, the Shire has XXXX assets: Table 10 outlines the sub-categories used by the Shire for asset and accounting purposes:

Table 10: Road Assets

Roads	Asset Count	Length
Kerb		km
Pavement		km ¹⁹
Subgrade		km ²⁰
Top Surface		km
Unsealed		km
TOTAL VALUE ²¹		\$XXXXXX

3.11 Street Lights

Whilst most of the Street light assets in the Shire of Quairading are owned and maintained by Western Power, the Shire owns and maintains **XXX** street light assets. Table 11 outlines the sub-categories:

Table 11: Street Lights Assets

Street Lights	Pole Count
Bollards	
Commemorative	
Overhead	
Overhead/Banner pole	
TOTAL VALUE ²²	\$

3.12 Waste Bins

The Shire has **XXX** municipal litterbins, **XXX** residential bins and **XXX** commercial bins. Table 12 outlines the sub-categories:

Table 12: Waste Bins

Waste Bins	Asset Count
Litter Bines	
Commercial Bins	
Residential Bins	
TOTAL VALUE	\$

RECOMMENDATION 3

The Shire of Quairading's Executive Manager, Corporate Services, will provide an annual valuation of the Shire's assets. This valuation will be utilised in determining the "Fair Value" of the Shire's assets as per the Australian Accounting Standards.

SECTION FOUR: LEGISLATION

4 APPLICABLE LEGISLATION

4.1 Local Government Act 1995

All local governments are currently required to produce a plan for the future under s5.56(1) of the Act. Regulations have been made under s5.56(2) of the Act to briefly outline the minimum requirements to achieve this.

4.2 Local Government (Administration) Regulations 1996 (Regulations)

Sections 19C and 19DA of the Regulations require local governments to develop a Strategic Community Plan and a Corporate Business Plan.

The Corporate Business Plan is to develop and integrate matters relating to resources, including asset management.

4.3 Western Australia Local Government Integrated Planning and Reporting Framework

To guide and assist local governments in the development of these plans the Department of Local Government, Sport and Cultural Industries (DLSCI) has developed the Western Australia Local Government Integrated Planning and Reporting Framework.

The Integrated Planning and Reporting Framework is shown diagram 1.

The purpose of the framework is to ensure that the Council's decisions take the community's aspirations into account and deliver the best results possible with the available resources.

RECOMMENDATION 4

The Asset Management Strategy 2022 – 2032 will comply with the respective legislation.

Diagram 1. Shire of Quairading Integrated Planning & Reporting Framework

Our Vision 2032



NOTE 1

- S5.56 the Act requires local government to plan for the future
- Reg19C Local Government (Administration) Regulations 1996 requires a Strategic Community Plan to be for at least 10 years. Set out the Vision, Aspirations and Objectives of the community
- Reg19C must be reviewed at least every 4 years
- Reg19C must consider the current and future resources, KPIs and demographic trends and have absolute majority of Council to approve the plan
- S19BA identifies planning for the future: Strategic Community Plan and the Corporate Business Plan

NOTE 2 – Corporate Business Plan

S19DA Local Government Administration Regulations

- Must be at least 4 years
- Be reflective of the strategic community plan
- Govern the internal business planning
- Sets out internal priorities
- Be reflective of current and future resources, asset management, workforce planning, long-term financial planning
- Be reviewed every year
- Absolute majority of Council to approve the plan
- Identifies the annual priorities over 4 years

SECTION 5: ASSET MANAGEMENT FRAMEWORK

5 ASSET MANAGEMENT FRAMEWORK

5.1 The Framework

The DLSCI has developed a framework for asset management that all local governments are required to follow. The Shire of Quairading is required to:

- 5.1.1 Develop an Asset Management Policy;
- 5.1.2 Develop an Asset Management Strategy, which includes:
 - 5.1.2.1 Asset Management Plans linked to the Long-Term Financial Plan
 - 5.1.2.2 Defined levels of service and affordability
 - 5.1.2.3 Governance and management arrangements
 - 5.1.2.4 Data and systems to support asset management
 - 5.1.2.5 Improvement of skills and processes
- 5.1.3 Develop a Process for evaluating Asset Management Plans, processes and asset sustainability; and
- 5.1.4 Link asset management to the Annual Report.

5.2 Asset Management Policy

The objective of the Asset Management Policy is to set the broad framework for decision-making by Council in undertaking asset management in a structured, coordinated and organised approach. The context of the policy is as follows:

As Council is the custodian of the Shire's assets, it will ensure:

- All legal obligations of the Council are met;
- Representation of the community as asset owners; and
- Management of assets in a sustainable and equitable manner.

Administration will provide accurate, well-founded technical and professional asset management advice to enable elected members to make informed decisions on behalf of the community they represent.

Asset management in the Shire of Quairading is the utilisation of best practise within available resources, maintaining all assets in a safe and functional condition and replacing them according to adopted strategies and plans.

Asset management involves Council, Administration and the community; from those that plan services, provide services and manage assets to those who use the assets. Council will utilise

integrated decision making in order that the built, social, economic and natural impacts of asset provision and maintenance are properly considered throughout the asset management lifecycle.

The primary goal of asset management is to provide the required level of service in the most cost-effective way through the creation, acquisition, maintenance, operation, rehabilitation and disposal of assets to provide for present and future generations.

Asset management is a key objective in the Shire's ten year Strategic Community Plan and Corporate Business Plan. The Shire will incorporate the Asset Management Plan into the long-term financial planning and management plans. The Shire's strategic financial planning will ensure that:

- Sufficient funds are allocated as a priority each year for operations, maintenance and refurbishment or replacement of existing assets; and
- Additional funds are identified and allocated where appropriate for the investment in new or upgraded assets.

Long-term financial models will be prepared which identify the whole of life costs for all Shire infrastructure assets. Where appropriate this should include performance modelling of assets based on different funding scenarios.

Investments in new infrastructure creation shall consider whole-of-life costs of the asset assessing benefit/cost ratios, net present values and the environmental and social benefits of investment.

Read the Asset Management Policy in conjunction with the ten year Strategic Community Plan, four year Corporate Business Plan and various strategic documents, including but not limited to:

- Asset Management Strategy;
- Asset Management Plans;
- Forward Financial Plans; and
- Disability Access and Inclusion Plan.

RECOMMENDATION 5

The Asset Management Strategy 2022 – 2032 and individual Asset Management Plans will comply with the Council's Asset Management Policy.

SECTION SIX: ASSET MANAGEMENT STRUCTURE

6 THE STRUCTURE

6.1 Guiding Documentation

In developing the asset management systems, the Shire has complied with the following documentation:

- 6.1.1 International Infrastructure Management Manual 2015 edition (IIMM). The IIMM provides the “How to do it” in terms of applying the standards for infrastructure asset management.
- 6.1.2 Australian Infrastructure Financial Management Manual 2015 edition (AIFMM). The AIFMM is all about getting asset and financial professionals, all speaking a common language and taking a common approach. Financial management for long life infrastructure assets is about achieving the right balance between cost, risk and performance of assets in the provision of services required by the community.

6.2 Asset Management Information System

Since 2013 the Shire has adopted the following software solutions:

- 6.2.1 **WHAT DO WE USE?** is the Shire’s infrastructure asset register that is hosted on the Shire’s own servers.
- 6.2.2 **WHAT DO WE USE?** is a web-based asbestos register that is provided to the Shire by Environmental Site Services.
- 6.2.3 **WHAT DO WE USE?** is the Shire’s Graphical Information Service (GIS) client. It is used to represent asset spatial data on a map; as well as providing point and click functionality for asset attributes.

6.3 Data Confidence Levels

In order to prepare detailed infrastructure asset management plans for its major asset classes, the Shire will continually improve the quality of data.

The grades of confidence are included in Table 13 and applied to the current state of asset data in Table 14.

Table 13: Confidence Grade

Confidence Grade	General Meaning
A	Highly reliable. Data based on sound records, investigations, analysis, audits and register maintenance.
B	Reliable. Data based on sound records, investigations, analysis, documented properly but has minor shortcomings (e.g. The data is old, some is missing, some reliant on more auditing).

Confidence Grade	General Meaning
C	Uncertain. Data based on sound records, investigations, analysis and records which are incomplete or extrapolated from a limited source with known missing data.
D	Very uncertain. Data based on unconfirmed verbal reports or estimates/guesses.

Table 14: Asset Register

Asset Register	Confidence Grade	Justification
Buildings	B	All the buildings are captured in the register. The structure of the components needs refining for future revaluations. Buildings Asset Management Plan to be developed.
Shire Infrastructure	B	Data is sound and updated as new as assets are added and or removed as per the acquisition/disposal process. Shire Infrastructure Asset Management Plan to be developed.
Drainage	C	Most data capture is sound however, some areas of drainage infrastructure are incomplete with further inspections required to verify data. Large sections of underground pipe network not video inspected or confirmed leading to “assumed” asset locations. Asset acquisition and disposal process has been implemented. Drainage Asset Management Plan to be developed.
Land	C	Data in relation to the Shire’s land tenure has a stable foundation but we are still investigating legacy issues. Land Asset Management Plan to be developed.
Natural Areas	B	Data is sound. Natural Areas Asset Management Plan to be developed.
Off Street Car Parks	B	Data is sound, acquisition/disposal process in place ensuring data accuracy. Off Street Car Parks Asset Management Plan to be developed.
Park Assets	B	Data is sound.
Park Irrigation	C	Data is sound.
Path Network	A	Data is sound.
Roads	C	Roads Data is currently out of date and being updated. Historical data is lacking. Roads Asset Management Plan to be developed.
Street Lights		Data is sound. Street Light Asset Management Plan to be developed.
Waste Bins	C	Data on municipal bins is sound. No data recorded for residential and commercial bins.

The building of the asset register in the Asset Management Excel database is now complete. The database is now in a maintenance regime of data plus audit and investigation program. The audits and investigations will be determined in each of the individual Asset Management Plans.

6.4 Asset Management Plans

An Asset Management Plan is a written representation of intended asset management programs for the management of infrastructure assets based on service level requirements and the capacity of the Shire to meet those requirements.

The Shire will develop and publish an individual plan for each of the infrastructure asset groups in accordance with Table 15.

Table 15: Asset Group

Asset Group	Asset Management Plan Timetable
Buildings	TBD
Shire Infrastructure	TBD
Drainage	TBD
Land	TBD
Natural Areas	TBD
Off Street Car Parks	TBD
Park Assets	TBD
Park Irrigation	TBD
Path Network	TBD
Roads	TBD
Street Lights	TBD
Waste Bins	TBD

RECOMMENDATION 6

The management of assets in the Shire of Quairading will be in accordance with the direction provided in the Asset Management Strategy 2022 – 2032 and supporting asset management plans.

6.5 Capital Works Program

The Shire has developed and rolling five-year capital works program (5YCWP) for all infrastructure assets. The prioritisation is in Table 16.

Table 16: Asset Register

Asset Group	Prioritisations
Buildings	Organisational needs, safety, level of service and age/condition profile from

	predictive modelling.
Shire Infrastructure	Safety, level of service and age/condition profile from predictive modelling.
Drainage	System to handle 1 in 100 storm and age/condition profile from predictive modelling.
Land	Organisational needs.
Natural Areas	Environmental management planning, age/condition profile from predictive modelling.
Off Street Car Parks	Safety, level of service and age/condition profile from predictive modelling.
Park Assets	Environmental management planning, age/condition profile from predictive modelling and safety and level of service.
Park Irrigation	Environmental management planning, age/condition profile from predictive modelling.
Path Network	Accessibility, age/condition profile from predictive modelling, closing network gaps, safety and the replacement of all slab paths and level of service.
Roads	Roads to have a condition index of average or higher. Traffic counts and level of service.
Street Lights	Community needs, safety, level of service and age/condition profile from predictive modelling.
Waste Bins	Level of service and age/condition profile from predictive modelling.

RECOMMENDATION 7

The Executive Manager, Works & Services will roll out predictive modelling capabilities during the development of each of the individual Asset Management Plan's. This will commence with the adoption of the Paths Network. This predictive modelling will provide future costings that will be a tool used to perform in the Long-Term Financial Plan.

6.6 Asset Management Definitions

The definitions listed in Table 17 are in accordance with the IIMM.

Table 17: Asset Management Definitions

Glossary	Definition
Asset	An item, thing or entity that has potential or actual value to an organisation and the community (such as plant, machinery, buildings, etc.).
Asset Management	The systematic and coordinated activities and practices of an organisation to deliver sustainable and quality assets through the cost-effective lifecycle management of these assets.
Asset Management Framework	The overarching asset management hierarchy including the Asset Management Policy, Objectives, Strategy and the Asset Management Plan.
Asset Management	A combination of processes, data, software, and hardware applied to

Glossary	Definition
Information System (AMIS)	provide the essential outputs for effective asset management.
Asset Management Plan	Documented information that specifies the activities, resources and timescales required for an individual asset or a grouping of assets, to achieve the organisation's asset management objectives.
Asset Management Policy	The asset management processes and techniques that an organisation undertakes, as outlined in the Asset Management Policy, such as demand forecasting, developing and monitoring levels of service, risk management.
Asset Management Strategy	ISO 55000 definition: Documented information that specifies how the organisational objectives are to be converted into asset management objectives, the approach for developing Asset Management Plans,, and the role of the asset management system in supporting achievement of the asset management objectives.
Asset Management System	A set of interrelated or interacting elements of an organisation (including the Asset Management Policy, asset management objectives, Asset Management Strategy, Asset Management Plans) and the processes to achieve these objectives.
Asset Register	A record of asset information, typically held in a spreadsheet, database or software system, including asset attribute data such as quantity, type and construction cost.
Condition	The physical state of the asset.
Condition Assessment	The inspection, assessment, measurement and interpretation of the resultant data, to indicate the condition of a specific component to determine the need for some preventive or remedial action. Referred to in this document as audit and auditing.
Disposal	Actions necessary to decommission and dispose of assets that are no longer required.
ISO 55000	ISO 55000 is suite of international standards covering management of assets of any kind.
Level of Service	The parameters or combination of parameters that reflect social, political, economic and environmental outcomes that the organisation delivers. Levels of service statements describe the outputs or objectives an organisation or activity intends to deliver to customers.
New Asset	Is an asset that is constructed or obtained to provide a level of service where no other asset previously existed.
Predictive Models	Typically use condition and performance deterioration curves to project the lifecycle costs of each asset for different maintenance or renewal strategies and identify the optimal treatment strategy
Renewal	Works to replace existing assets or facilities with assets or facilities of equivalent capacity or performance capability.
Repair	Action to restore an item to its previous condition after failure or damage.
Replacement	The complete replacement of an asset that has reached the end of its life, so as to provide a similar, or agreed alternative, level of service.
Strategic Plan	A plan containing the long-term goals and strategies of an organisation. Strategic plans have a strong external focus, cover major portions of the organisation and identify major targets, actions and resource

Glossary	Definition
	allocations relating to the long-term survival, value and growth of the organisation.
Upgrade	Is to replace an existing asset with enhanced capability or function where an option existed for replacement without the enhanced capability or functionality.

ITEM 10 EMERGING ISSUES

Cr Cowcill

Cr Cowcill said the Quairading Agricultural Show is a couple of days before the next Strategic Planning Committee meeting and some Council members may not be able to attend due to show commitments. Cr Cowcill also wouldn't be able to attend on the 11th October 2022. Cr Cowcill asked if it would be worth moving the meeting backwards or forwards a week, if it is more suitable for Council.

It was decided that the Strategic Planning Committee meeting would remain on the 11th October 2022 but if, when it gets closer, the meeting needs to be changed Council can consider this.

Cr Stacey

Cr Stacey said at the July 2022 Ordinary Council Meeting Cr Hayes and himself did not declare an interest as CBH shareholders when voting on item 12.15 Late Item – CBH Emergency Storage.

Cr Haythornthwaite said there is a clause in the Act to state that if there is an “interest in common” the CEO can apply for that interest to be noted.

Ms Gibbs confirmed that Cr Haythornthwaite was correct. When deciding whether or not an interest should be declared, consideration should be given to potential impact. CBH is a \$200M plus company and the agenda item referred to a Regional/State wide issue. Therefore, a vote by an individual Councillor would not have significant impact on CBH operations. However, it was prudent to declare the interest when a Councillor had interest in terms of shares because good governance demanded transparency and because perception in the community was often stronger than reality.

Cr Cowcill

Cr Cowcill asked if there is another person who could support Mrs Horton due to the pressure she has been under with her workload, and there not being other staff who was able to do her job.

Ms Gibbs said the recently appointed Senior Finance Officer will be supporting Mrs Horton, but the issue of there being only being one staff member who can complete certain tasks is a risk across the whole organisation due to resourcing issues.

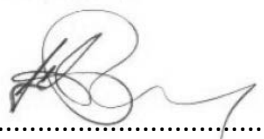
ITEM 11 NEXT MEETING DATE

The next Strategic Planning Committee Meeting is scheduled to take place on Tuesday 11th October 2022 to be confirmed, commencing at 5.00pm at the Council Chambers, 10 Jennaberring Road, Quairading.

ITEM 12 CLOSURE

There being no further business, the Chairman closed the meeting at 5.39 pm.

I certify the Minutes of the Strategic Planning Committee Meeting held on 09 August 2022 were confirmed on 11 October 2022 as recorded, Resolution No: SP05 - 22/23



Confirmed.....11/10/2022