

Ordinary Council Meeting

Notice of Meeting | 27th July 2023

I respectfully advise that the ORDINARY COUNCIL MEETING will be held in the Council Chambers, 10 Jennaberring Road, Quairading, WA on 27th July 2023 commencing at 2.00pm

Public are able to attend this meeting.

Public questions may be submitted electronically to this meeting. Please click on the link for further information <https://www.quairading.wa.gov.au/documents/1150/public-question-time-form>

Alternatively, Questions may be asked in Person.

MEETING AGENDA ATTACHED



Nicole Gibbs
CHIEF EXECUTIVE OFFICER
Date: 21 July 2023

Disclaimer

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

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SHIRE OF QUAIRADING

ITEM 1 OPENING & ANNOUNCEMENTS

The Shire President opened the Meeting at _____ pm.

“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.”

ITEM 2 ATTENDANCE AND APOLOGIES

Councillors

| | |
|-----------------------|------------------------|
| Cr PD Smith | Shire President |
| Cr TJ Stacey | Deputy Shire President |
| Cr E Cheang | |
| Cr BR Cowcill | |
| Cr JC Hayes | |
| Cr JN Haythornthwaite | |
| Cr JR Hippisley | |

Council Officers

| | |
|--------------|---|
| Ms NJ Gibbs | Chief Executive Officer |
| Ms SE Caporn | Executive Manager, Works & Services |
| Ms NJ Ness | Executive Manager, Economic Development |
| Ms T Brown | Executive Manager, Corporate Services |
| Ms BJ Hadlow | Executive Officer |

Observers/Visitor

Nil

Apologies

Nil

Leave of Absence Previously Granted

Nil

ITEM 3 PUBLIC QUESTION TIME

No matters for consideration

ITEM 4 DEPUTATIONS/PRESENTATIONS/SUBMISSIONS/PETITIONS**4.1 Stacey Hobbins - Long Term Financial Plan Introductory Presentation**

| | |
|-------------------------------|---|
| Responsible Officer | Nicole Gibbs, Chief Executive Officer |
| Reporting Officer | Tricia Brown, Executive Manager, Corporate Services |
| Attachments | Nil |
| Voting Requirements | Simple Majority |
| Disclosure of Interest | Reporting Officer: Nil Responsible Officer: Nil |

Ms Stacey Hobbins from Viaje Strategic is the consultant developing the Shire Long Term Financial Plan.

Ms Hobbins will be presenting to Council to introduce herself and the LTFP process.

ITEM 5 APPLICATIONS FOR LEAVE OF ABSENCE

No matters for consideration

ITEM 6 DECLARATIONS 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 7 CONFIRMATION OF MINUTES AND BUSINESS ARISING**7.1 Confirmation of Minutes: Ordinary Council Meeting – 29 June 2023**

OFFICER RECOMMENDATION

That the Minutes of the Ordinary Council Meeting held on the 29 June 2023 be confirmed as a true and accurate record.

BUSINESS ARISING

The minutes for the Ordinary Council Meeting were provided to Council under separate cover. These minutes can be viewed at www.quairading.wa.gov.au.

7.2 Confirmation of Minutes: Special Council Meeting – 17 July 2023

OFFICER RECOMMENDATION

That the Minutes of the Special Council Meeting held on the 17 July 2023 be confirmed as a true and accurate record.

BUSINESS ARISING

The minutes for the Special Council Meeting were provided to Council under separate cover. These minutes can be viewed at www.quairading.wa.gov.au.

**ITEM 8 RECEIVAL OF COMMITTEE MEETING MINUTES (NO
RECOMMENDATIONS)**

8.1 Concept Forum Meeting – 29 June 2023

OFFICER RECOMMENDATION

That Council receive the minutes of the Concept Forum for its meeting on 29 June 2023.

The minutes for the Concept Forum Meeting were provided to Council under separate cover. These minutes are not for public viewing.

**ITEM 9 RECOMMENDATIONS FROM COMMITTEE MEETINGS FOR COUNCIL
CONSIDERATION**

No matters for consideration

ITEM 10 MATTERS FOR CONSIDERATION – BUILDING & TOWN PLANNING**10.1 Workers Accommodation**

Responsible Officer Nicole Gibbs, Chief Executive Officer

Reporting Officer Britt Hadlow, Executive Officer

Attachments 1. 3-5 Growden Street & 14 McDonald Street [↓](#) 
2. The Revenna [↓](#) 

Voting Requirements Absolute Majority

Disclosure of Interest Reporting Officer: Nil

Responsible Officer: Nil

OFFICER RECOMMENDATION

That Council

1. That Council approve the expenditure of \$500,000 for the construction of two accommodation units on 3 Growden Street, Quairading, as per Appendix 1.
2. That Council repeal the following motion adopted at the 15 December 2022 Ordinary Council Meeting:

Resolution: OCM 140-22/23

That Council:

1. *Approve the CEO expending an amount capped at \$350,000 for the construction of one four-bedroom two-bathroom home on Lot 5 Edwards Way, Quairading; and*
2. *Approve the sale of 8 Dall Street, Quairading and 64 Coraling Street, Quairading for market value after the construction of Lot 5 Street, Quairading is complete.*
3. That Council notes the intention of officers to seek some external funding to contribute to building two more accommodation units on 5 Growden Street, Quairading.

IN BRIEF

There is a dire shortage of worker's accommodation in Quairading. Specifically, there is no available worker's accommodation. This continually results in employees, working permanently or temporarily in Quairading, using accommodation in neighbouring Shires. This means that these employees are also purchasing other commodities (food, entertainment, petrol etc.) from these neighbouring Shires, instead of purchasing in Quairading.

There is no State or Commonwealth funding available to construct worker's accommodation, with the exception of a small amount of Regional Economic Development (RED) grant funding available for the essential services component of the project (up to \$20,000).

This Item proposes that Council self-fund and build two worker's accommodation units on 3 Growden Street and notes that officers are intending to source some external funding to build two more accommodation units on 5 Growden Street.

MATTER FOR CONSIDERATION

That Council consider:

1. Approving the expenditure of \$500,000 for the construction of two accommodation units, as per Appendix 1.
2. That Council considers repealing Council the following motion adopted at the 15 December 2022 Ordinary Council Meeting:

Resolution: OCM 140-22/23

That Council:

1. *Approve the CEO expending an amount capped at \$350,000 for the construction of one four-bedroom two-bathroom home on Lot 5 Edwards Way, Quairading; and*
2. *Approve the sale of 8 Dall Street, Quairading and 64 Coraling Street, Quairading for market value after the construction of Lot 5 Street, Quairading is complete.*
3. That Council notes the intention of officers to seek some external funding to contribute to building two more accommodation units on 5 Growden Street, Quairading.

BACKGROUND

The lack of worker's accommodation in Quairading can no longer be ignored. Industry and businesses within the Shire are directly losing income because transient and permanent workers cannot source accommodation. The worker's stay in neighbouring Shires and literally spend their disposable and other income within those Shires.

There is no State or Commonwealth funding available for one small local government to construct worker's accommodation, with the exception of a small amount of Regional Economic Development (RED) grant funding available for the essential services component of the project (up to \$20,000). The sites proposed for this project already have electricity and water, so this available funding is not relevant.

This Item proposes that Council self-fund and build two worker's accommodation units on 3 Growden Street and notes that officers are intending to source some external funding to build two more accommodation units on 5 Growden Street.

The accommodation units will be rented out at a (current) rate of \$400 per week or \$140 per night, depending on the demand once the units are complete. Return on investment is approximately 10 years.

Officers have consulted the Department of Planning, Lands and Heritage regarding the significant increase in demand for worker's accommodation developments throughout the Wheatbelt Region and how best to accommodate them under local planning schemes.

The Department has advised and recommended that the Shire simply deals with them as grouped dwelling developments, even if they are used for short stay purposes to accommodate workers. The Department considers that this will ensure sufficient housing is available "...to help accommodate demand and contribute to local economic development and growth."

Nos.3 and 5 Growden Street and No.14 McDonald Street, Quairading are all classified 'Residential' zone in the Shire's Local Planning Scheme No.3 with the us class 'grouped dwellings' listed as a permitted use within the zone.

Due regard must be given to the deemed-to-comply requirements and associated design principles of the Residential Design Codes when formulating plans for the proposed developments which the preferred building company can do in consultation with the Shire.

Due regard must also be given to the fact all three properties have been designated by the Fire and Emergency Services Commissioner as being bushfire prone. As such a bushfire attack level (BAL) assessment by a suitably qualified bushfire practitioner will be required once draft plans for each development have been prepared. If the BAL assessment for any given site confirms the bushfire risk rating is above BAL-LOW, a bushfire management plan prepared by the bushfire practitioner must also be prepared demonstrating and explaining how the bushfire risk will be mitigated in the context of the specific requirements of the Guidelines for Planning in Bushfire Prone Areas.

If the Shire is involved in all three (3) developments, then development approval will not be required as they can be classed as public works and therefore the exemption afforded by section 6 of the *Planning and Development Act 2005* can be applied. It must still however demonstrate compliance with the abovementioned requirements.

The Revenna is being tabled to Council as the preferred build, specifications can be found in Attachment [2].

STATUTORY ENVIRONMENT

Local Government Act 1995

POLICY IMPLICATIONS

Asset Management Policy

Local Planning Scheme No. 3

FINANCIAL IMPLICATIONS

Council officers are requesting

ALIGNMENT WITH STRATEGIC PRIORITIES

- 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
- 5.1 Governance & Leadership:** Shire communication is consistent, engaging and responsive
- 5.3 Governance & Leadership:** Provide informed and transparent decision making that, meets our legal obligations, and the needs of our diverse community
- 2.3 Economy:** Shire engages stakeholders and partners to help capture local economic development initiatives

CONSULTATION

The CEO, EMED and members of the CO-OP board have been met to discuss the topic on many occasions to come up with a solution for the lack of workers accommodation in town.

RISK MANAGEMENT PRIORITIES

This report addresses the following identified Strategic Risk Management Priorities:

The resale value/return on investment for local properties remains low.

Skills/qualifications shortage across the Shire.

Unqualified, unskilled and/or inexperienced Shire personnel increase work health and safety risks.

Low employee retention increases recruitment costs, decreases employee morale and decreases Shire reputation.

Asset Management Plan is non-compliant due to aging assets and increasing costs.

Uncertainty of Quairading’s long-term future results in the further attenuation and closure of local businesses.

RISK ASSESSMENT

| | Option 1 |
|---------------------|---|
| Financial | Moderate <i>Return on investment is 10 years.</i> |
| Health | N/A |
| Reputation | High <i>The need for worker’s accommodation is now critical.</i> |
| Operations | Low <i>External providers will perform most of the work.</i> |
| Natural Environment | Low <i>The land has already been cleared.</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

Nil.



10.2 Toapin Weir Reserve - Reserves 17433 and 22358

Responsible Officer Nicole Gibbs, Chief Executive Officer

Reporting Officer Nicole Gibbs, Chief Executive Officer

Attachments Nil

Voting Requirements Simple Majority

Disclosure of Interest Reporting Officer: Nil
Responsible Officer: Nil

OFFICER RECOMMENDATION

That Council agree to retain the pump shed at Toapin Weir and convert it into a small museum.

IN BRIEF

Toapin Weir (Reserves 17433 and 22358) is owned by the Water Corporation, a holding dating back to when the Weir was used to supply the Shire with drinking and other purpose water. The Weir was decommissioned by the Water Corporation in the 1980s and was then repurposed by the Shire as a short stay recreational area for tourists.

At the May 2023 Ordinary Council Meeting, Council adopted the following motion:

RESOLUTION: OCM 236-22/23

That Council direct the CEO to attempt to negotiate possession of Toapin Weir - Reserves 17433 and 22358.

It is now time to decide how Council will operate the premises once the land has been transferred to the Shire.

Officers propose retaining the pump shed at Toapin Weir and converting it into a small museum.

MATTER FOR CONSIDERATION

That Council consider retaining the pump shed at Toapin Weir and converting it into a small museum.

BACKGROUND

Toapin Weir (Reserves 17433 and 22358) is valuable to the residents of Quairading, the value being in:

- Personal use;
- Aboriginal significance; and
- As a prized tourist destination.

The Weir is owned by the Water Corporation because the Weir used to be a main water source for the Shire. The Weir was decommissioned by the Water Corporation over 30 years ago and was then repurposed by the Shire as a short stay recreational area for tourists. The venue continues to attract a growing number of tourists every year and has great marketing and promotion value.

In 2016, Council wanted the Water Corporation to transfer Reserves 17433 and 22358 to the Shire via a management order vested in the Shire. On 24 February 2016, Council considered the vesting of Toapin Weir at its Ordinary Council Meeting because the Water Corporation was then receptive to the transfer of the land to the Shire (Resolution 136-15/16). However, Council attached conditions to that transfer of the land, which the Water Corporation rejected (see Attachment [1]). The Water Corporation considered the proposed conditions 'onerous and unreasonable' for a piece of land they had no further interest in, and so the negotiation ceased.

On the 02 May 2023 Natalie Ness (Executive Manager, Economic Development) and Nicole Gibbs (CEO), met with Kathy Bolt, Water Corporation. The Water Corporation is now receptive to re-opening and continuing the negotiation.

The CEO has requested that the Water Corporation consider transferring Reserves 17433 and 22358 to the Shire on a freehold basis. As a condition of this transfer, the Water Corporation would be required to investigate and confirm the stability and safety of the Weir structure and remove the asbestos building.

Over the past year, improvements to Toapin Weir (complete or underway) include:

- Removing broken walk rail and installing an Australian Standards rail;
- Removal of old fencing;
- Installation of new signage (including directing people to Quairading, fire prohibition dates and safety signage);
- Repair and maintenance to pump shed;
- New BBQ;
- New fire pits;
- Installation of bollards to stop people driving over the rock;
- New bins.

At the suggestion of Adam May, officers propose retaining the pump shed at Toapin Weir and converting it into a small museum. The museum would be simple, displaying the old pumps and appropriate photos and signage.

STATUTORY ENVIRONMENT

Nil

POLICY IMPLICATIONS

Asset Management Policy

FINANCIAL IMPLICATIONS

At this stage of negotiation there are no financial implications.

ALIGNMENT WITH STRATEGIC PRIORITIES

- 1.2 Community:** Provide social and cultural activities for all members of the community
- 3.2 Built Environment:** Parks, gardens and social spaces are safe and encourage active, engaged and healthy lifestyles
- 4.2 Natural Environment:** Conservation of our natural environment
- 5.1 Governance & Leadership:** Shire communication is consistent, engaging and responsive
- 5.3 Governance & Leadership:** Provide informed and transparent decision making that, meets our legal obligations, and the needs of our diverse community

CONSULTATION

The CEO and EMED will continue consultation and negotiations with Water Corp until an agreement is reached that is satisfactory to both parties.

RISK MANAGEMENT PRIORITIES

This report addresses the following identified Strategic Risk Management Priorities:

Non-compliance with work health and safety legislation increases the risk and potential liability to the public, staff and Councillors.

RISK ASSESSMENT

| | Option 1 |
|---------------------|---|
| Financial | Low <i>No significant value purchases are necessary.</i> |
| Health | N/A |
| Reputation | Low <i>Council is already managing and maintaining the Reserve, if Council take over the reserve there will be minimal reputational risk.</i> |
| Operations | Low <i>Council is still in the negotiation stages of the process, but it is anticipated that there will be minimal impact on operations as Toapin Weir is already maintained by Council.</i> |
| Natural Environment | Low <i>Council will continue to maintain and look after the native flora and fauna, while still marketing it as a desirable tourist destination.</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

Nil.

ITEM 11 MATTERS FOR CONSIDERATION – FINANCE & AUDIT

No matters for consideration

ITEM 12 MATTERS FOR CONSIDERATION – GOVERNANCE & ADMINISTRATION**12.1 Council decision of the continuation of the Strategic Planning Committee****Responsible Officer** Nicole Gibbs, Chief Executive Officer**Reporting Officer** Britt Hadlow, Executive Officer**Attachments**

1. Strategic Planning Committee Terms of Reference [↓](#) 
2. Council Forums Policy [↓](#) 
3. Local Government Operational Guidelines Number 5 - Council Forums [↓](#) 

Voting Requirements Absolute Majority**Disclosure of Interest** Reporting Officer: Nil

Responsible Officer: Nil

OFFICER RECOMMENDATION

That Council:

1. Abolish the Strategic Planning Committee in its entirety, including the cancellation of all Strategic Planning Committee meetings scheduled for 2023.
2. Convene a “Concept Forum” as per the Policy provided, monthly commencing after Ordinary Council meetings.
3. Endorse the Council Forum Policy review.

IN BRIEF

The Shire of Quairading Strategic Planning Committee (SPC) was established in October 2017, (Resolution 56-2017/18) to provide strategic advice to Council, in accordance with specified Terms of Reference (Attachment [1]).

While this Committee has been useful to Councillors for a spectrum of reasons over the years, the formal mechanism of a Council Committee means:

1. Councillors are hindered in terms of informal strategising, innovation, and discussion.
2. Councillors cannot initiate, present or champion projects without the formal support of Council.
3. Officers are spending onerous amounts of time writing agenda papers for back-to-back meetings, rather than performing the work attached to the agenda papers. There are only four staff members available to work on agenda projects that are not a part of core business.

Since April 2023, a Concept Forum has been held after Ordinary Council Meetings (OCM) on a trial basis. The next SPC meeting is scheduled for August 2023. Council now must decide whether to continue with quarterly SPC meetings, or to abolish the SPC altogether, and convene Concept Forums on a permanent, monthly basis after the OCM.

MATTER FOR CONSIDERATION

That Council considers:

1. Abolishing the Strategic Planning Committee in its entirety. This will include cancellation of all Strategic Planning Committee meetings scheduled for 2023.
2. Convening a “Concept Forum” as per the Policy provided, held monthly and commencing after Ordinary Council Meetings.
3. Endorsing the Council Forum Policy review.

BACKGROUND

The Shire of Quairading SPC was established in October 2017 (Resolution 56-2017/18) to provide strategic advice to Council. The Terms of Reference are attached as (Attachment [1]).

According to WALGA, SPCs are usually established by larger local governments for the purposes of:

- (a) Providing advice to the Council in relation to the extent to which the Council's strategic planning and development policies accord with the Planning Strategy.
- (b) Assisting the Council in undertaking strategic planning and monitoring to achieve:
 - (i) Orderly and efficient development within the area of the Council.
 - (ii) High levels of integration of transport and land-use planning.
 - (iii) Relevant targets set out in the Planning Strategy within the area of the Council.
 - (iv) The implementation of affordable housing policies set out in the Planning Strategy within the area of the Council.
 - (v) Other outcomes of a prescribed kind (if any).
- (c) Providing advice to the Council (or to act as its delegate) in relation to strategic planning and development policy issues when the Council is preparing:
 - (i) A Strategic Directions Report; or
 - (ii) Development Plan Amendment proposal.
- (d) Other functions (other than functions relating to development assessment or compliance) assigned to the committee by the Council.
- (e) Considering and providing advice to the Council (or its delegate) in relation to any representation made in relation to a Development Plan Amendment; or appointing a committee to consider and provide advice to the Council (or its delegate) in relation to any representation made in relation to a Development Plan Amendment.

Historically, these are not the purposes nor roles that the Shire of Quairading SPC has been used to perform. Rather, the Committee has been used to discuss items that are not considered important enough, or have not yet been explored in enough detail, to warrant an agenda item at the OCM. On some occasions, agenda items from the OCM have been further explored at the SPC Meeting or simply re-presented.

While the SPC has been useful to Councillors for a spectrum of reasons over the years, the formal mechanism of a Council Committee means:

1. Councillors are hindered in terms of informal strategising, innovation and discussion.
2. Councillors cannot initiate, present or champion projects without the formal support of Council.
3. Officers are spending onerous amounts of time writing agenda papers for back-to-back meetings, rather than performing the work attached to the agenda papers. There are only four staff members available to work on agenda projects that are not a part of core business.

At the April 2023 OCM, the following officer recommendation was tabled and moved by Councillors:

RESOLUTION: OCM 215-22/23

That Council:

1. *Convene a "Concept Forum" as per the Policy provided on a trial basis after the April, May and June 2023 Ordinary Council meetings.*
2. *Endorse the Council Forum Policy review.*

Three Concept Forums have been run on a trial basis after the above-mentioned monthly OCM's to give Councillors an idea on how the forums would be facilitated, and to consider the worthiness of holding such a forum in place of the SPC meeting. This was to inform Councillors before making a final decision on whether the SPC should be abolished, and the Concept Forum convened on a permanent basis.

The Concept Forums were convened to also replace the Information Session, which tended to be another meeting where the same issues being discussed during the OCM were being repeated during this session.

Already, the Concept Forum has provided innovative conversation on items that have been submitted up by Councillors, which otherwise may not have been recognised or considered by Council officers, or open discussion stifled by the formality of the SPC meeting, or OCM.

At the April OCM, it was requested of Council to consider whether the Concept Forum meeting, agendas and minutes should be open to the public, it is the recommendation of Council officers that the Concept Forums are **not** open to the public.

According to the Local Government Operational Guidelines Number 5 – Council Forums (Attachment [3]):

"Behind closed doors and in a relatively informal manner are the two notable characteristics of concept forums. Holding such meetings behind closed doors is justified in that many of the ideas and concepts are preliminary and while looking for that creative gem some may be extreme, expensive or impractical and never adopted.

Discussion on such proposals in a public forum would be counterproductive. Privacy and informality allow elected members to propose ideas, ask questions and discuss issues for the better understanding of those in attendance. Such forums assist individuals to become better informed and to clarify their views."

Amendments have been made to the Council Forums Policy (Attachment [2]) to reflect the change of making the meeting behind closed doors. Amendments have also been made to the Council Forum program, to reflect the above-mentioned change, and also to include the possibility of the inclusion of “Late Items” that may arise from the OCM or were not submitted to the agenda in time, that are deemed suitable to be discussed in the Concept Forum session.

STATUTORY ENVIRONMENT

Local Government Act 1995

Local Government (Administration) Regulations 1996

5.8. Establishment of committees

A local government may establish* committees of 3 or more persons to assist the council and to exercise the powers and discharge the duties of the local government that can be delegated to committees.

** Absolute majority required.*

Note: A decision to adopt a policy or to establish an ‘informal’ Concept Forum or Council Forum or Agenda Briefing Forum, will be by simple majority as per s.5.21 relating to voting at Council meetings.

Local Government Operational Guidelines Number 05 – January 2004 Council Forums.

The Executive Officer conferred with WALGA on the process of which to abolish a committee. WALGA advised that the process to establish a committee, is the same process used to abolish a committee.

POLICY IMPLICATIONS

Member Policy - Council Forums

FINANCIAL IMPLICATIONS

If a Concept Forum is convened and the SPC is abolished, Councillors will no longer be paid sitting fees. Councillors cannot be paid sitting fees for a Concept Forum.

ALIGNMENT WITH STRATEGIC PRIORITIES

- 5.4 Governance & Leadership:** Implement systems and processes that meet legislative and audit obligations
- 5.3 Governance & Leadership:** Provide informed and transparent decision making that, meets our legal obligations, and the needs of our diverse community
- 5.2 Governance & Leadership:** Forward planning and implementation of plans to determine Strategic Plan and service levels
- 5.1 Governance & Leadership:** Shire communication is consistent, engaging and responsive

CONSULTATION

Officers engaged the WALGA Governance team to ensure all legislative requirements were met.

RISK MANAGEMENT PRIORITIES

This report addresses the following identified Strategic Risk Management Priorities:

Nil.

RISK ASSESSMENT

| | Option 1 |
|---------------------|---|
| Financial | <p>Low</p> <p><i>Councillors will no longer be eligible for the committee meeting sitting fees should the Concept Forum be convened, and the Strategic Planning Committee be abolished.</i></p> |
| Health | N/A |
| Reputation | <p>Low</p> <p><i>The Strategic Planning Committee meetings are not open to the public so community members will not be disappointed to not be able to attend.</i></p> <p><i>WALGA have advised officers of legislative requirements required to abolish a committee and convene a Concept Forum.</i></p> |
| Operations | <p>Low</p> <p><i>The Strategic Planning Committee meeting could be considered unnecessary for the reasons outlined in this report.</i></p> <p><i>The Concept Forum, while still requiring an agenda, allows for a more informal agenda. Councillors or administration are able to conduct their own research. This forum also allows discussion to go ahead to determine whether a project is worthwhile before officers commence research into a paper for Council decision, saving valuable time for officers that could be doing other tasks pertaining to current outstanding projects and operational tasks.</i></p> |
| 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.



STRATEGIC PLANNING COMMITTEE TERMS OF REFERENCE

| | |
|------------------------------|---------------------------|
| Document Status | Under Review |
| Statutory Environment | Local Government Act 1995 |

| Record of Policy Review | | | | | |
|--------------------------------|---------------|-------------------------|-------------------|----------------------------------|--------------------|
| <i>Version</i> | <i>Author</i> | <i>Council Adoption</i> | <i>Resolution</i> | <i>Reason for Review</i> | <i>Review Date</i> |
| 01 | Graeme Fardon | 28 September 2017 | 56-17/18 | New Policy | |
| 02 | Graeme Fardon | 26 October 2017 | 72-17/18 | New Committee Structures formed. | |
| 03 | Graeme Fardon | 30 November 2017 | 98-17/18 | Updated | |
| 04 | Graeme Fardon | | | Annual Review | 04/10/2018 |
| | | | | | |

SHIRE OF QUAIRADING**POLICY****G.6 STRATEGIC PLANNING COMMITTEE - TERMS OF REFERENCE****PURPOSE**

This Policy sets out the role, responsibilities, structure and processes of the Strategic Planning Committee.

OBJECTIVE

The Strategic Planning Committee will provide advice, recommendations and reports to Council on matters including strategic planning, new strategic projects, asset management; (including physical infrastructure and information technology), strategic human resources and other matters as determined by the Committee and by Council.

POLICY

The Strategic Planning Committee does not have executive powers or authority to implement actions in areas where Management has the responsibility and does not have any delegated financial responsibility. The Strategic Planning Committee does not have any management functions and is therefore independent from Management.

The Committee's role is to report to Council and provide appropriate advice and recommendations on matters relevant to its Terms of Reference in order to facilitate decision making by the Committee and Council in relation to the discharge of its responsibilities.

1. MEMBERSHIP

- 1.1 Members of the Strategic Planning Committee are appointed by Council. The Committee is to consist of all Elected Members. The Elected Members are to vote and elect the Chairperson.
- 1.2 Only members of the Strategic Planning Committee are entitled to vote in Committee meetings. Unless otherwise required by the Act not to vote, each member has to vote on every matter that is before the Committee for decision.
- 1.3 The Chief Executive Officer, Senior Management and other administration staff may attend any meeting as observers or be responsible for preparing papers for the Strategic Planning Committee.
- 1.4 Appointment of all members of the Strategic Planning Committee will be for a term of two (2) years at the commencement of each Council term after a Council Election.
- 1.5 Strategic Planning Committee members are paid meeting attendance fees in accordance with the requirements of the Local Government Act.

2. SECRETARIAL/ADMINISTRATIVE RESOURCES

- 2.1 The Chief Executive Officer is required to provide sufficient administrative resources to the Strategic Planning Committee to enable it to adequately carry out its functions.

3. QUORUM

- 3.1 The quorum necessary for the transaction of business shall be five (5) members of the Strategic Planning Committee.

4. FREQUENCY OF MEETINGS

- 4.1 The Committee may meet quarterly at a minimum or as determined by the Committee.
- 4.2 A schedule of meetings is to be developed for the Year and agreed to by the members of the Strategic Planning Committee.
- 4.3 The Chief Executive Officer is delegated the authority to vary the meeting schedule after liaison with the Strategic Planning Committee Chairperson.
- 4.4 The Chief Executive Officer is delegated not to call an ordinary meeting of the Strategic Planning Committee should the Committee have no Matters for Consideration. Such Delegation to only be exercised after liaison with the Strategic Planning Committee Chairperson.

SHIRE OF QUAIRADING**POLICY****G.6 STRATEGIC PLANNING COMMITTEE - TERMS OF REFERENCE**

5. NOTICE OF MEETINGS

- 5.1 Ordinary meetings of the Strategic Planning Committee may be held at times determined by Committee.
- 5.2 A Special Meeting of the Strategic Planning Committee may be called with the approval of all the Committee members.
- 5.3 The Agenda of the Strategic Planning Committee meetings, subject to any items that are discussed in confidence under Sections 5.22 and 5.23 of the Act and subsequently retained as confidential under Section 5.23 of the Act, are also required to be made available to the public.
- 5.4 The Notice of Meeting and Supporting Papers is to be lodged in the Document Centre on the Quairading Website no later than three (3) clear days prior to the date of the Meeting.

6. MINUTES OF MEETINGS

- 6.1 The Minutes of the Committee Meetings are to be in accordance with the provisions of the LG Act, LG Regulations and Departmental Guidelines.
- 6.2 Minutes of the Strategic Planning Committee are to be lodged in the Document Centre on the Quairading Website within five (5) working days after a meeting.

7. ROLES OF THE STRATEGIC PLANNING COMMITTEE**7.1 Strategic Planning**

The Strategic Planning Committee is required to assist Council in promoting and advocating sound management within the Shire and provide advice to Council on strategic management issues. In particular, to advise Council on:

- How funding can be achieved for any major capital works project or program before Council makes a commitment to a project;
- Levels of service delivery in determining which services are to be provided and the standards of service with reference to best industry standards where applicable and internally agreed standards which will be determined by local expectations;
- Review of the Strategic Community Plan and Corporate Business Plan with a high priority being given to ensure that the plans are achievable in the long term;

7.2 Budget

The Strategic Planning Committee is required to: -

- Review, prepare and consider estimates, budgets and recommendations based on projects and recommendations emanating from officers and other sources in regard to considerations for long term financial planning.

7.3 Asset Management including Capital Works

The Strategic Planning Committee is required to: -

- Assess long term strategies, policies and plans in relation to the Asset Management Plan.
- Oversee and make recommendations to Council regarding roads, bridges and drainage taking the Ten Year Road Programme into consideration.
- Oversee and make recommendations to Council regarding plant and equipment taking the Ten Year Plant Replacement Programme into consideration.

7.4 Integrated Planning

The Strategic Planning Committee shall monitor and review the Corporate Business Plan, Community Strategic Plan, Workforce Plan, Transport Asset Management Plan, Building Asset Management Plan and Long Term Financial Plan annually in accordance with its schedule of milestones set by the Committee.

*SHIRE OF QUAIRADING**POLICY*

G.6 STRATEGIC PLANNING COMMITTEE - TERMS OF REFERENCE

8. REPORTING RESPONSIBILITIES

The Strategic Planning Committee is to report to the Council after every meeting to identify and present advice and recommendations.

9. OTHER MATTERS

The Strategic Planning Committee is to: -

- 9.1 Have access to, at the Council's expense, legal or other professional advice on any matter within its Terms of Reference.
- 9.2 Give due consideration to all laws and regulations of the Local Government Act 1995 and other relevant Legislation.
- 9.3 The Committee may consider the formation of smaller working groups to address specific issues that are not necessarily in a strategic context. The request to form a working group will be made to Council.
- 9.4 At least once per year, review its own performance, membership and Terms of Reference to ensure it is operating at a maximum effectiveness and recommend changes it considers necessary to the Council for approval.

GUIDELINES

Local Government Act 1995

MEMBER POLICY – CONCEPT FORUM

PURPOSE

Council Forums enable Council Members and the Administration to meet informally to exchange information, discuss strategic concepts, develop mutual understanding and consensus views as set out in the Local Government Guideline Number 5 – Council Forums.

OBJECTIVE

This policy establishes the Shire's Council Forums governance framework consistent with Department of Local Government Guideline Number 5 – Council Forums.

DEFINED TERMS

"Council Forum Program" provides the order of matters for discussion at a forum and is named as such so that a distinction can be made between a Council Forum program where no decisions are made by Council and a Council meeting agenda where decisions are made by Council in the form of Council Resolutions.

"Presentations" is included as a heading within the Council Forum agenda for the purpose of (consultants, staff and/or the CEO and the Executive Management Team) making "presentations" in relation to matters for discussion as described below.

Note: "Presentations" means the act of presenting information on a particular topic.

"Submitted Public Questions" is included as a heading within the Council Forum program to allow Council to informally discuss a question raised and submitted to Council, that requires discussion in the Concept Forum assist with the decision making process. This allows the opportunity for further investigation to be made, prior to a decision of Council, if required.

"Submissions" is included as a heading within the Council Forum program to allow Council to informally discuss a submission raised in the Council meeting. This allows the opportunity for further investigation to be made, prior to a decision of Council, if required.

"Concept Forum" is the name of the Council Concept Forum to provide opportunity to discuss Concept Forum items which:

- (a) Provide an opportunity for the Chief Executive Officer and the Executive Management Team to inform Councillors of significant and strategic matters, provide updates on major projects, and introduce and consult on matters that will be provided for consideration at a future Council meeting.
- (b) Enable Councillors to identify matters for future consideration by Council.
- (c) Enable Councillors to ask questions and seek additional information in respect to matters for future consideration by Council in an informal setting.
- (d) Enable the administration to obtain guidance through Council Member consensus in respect to the early development of matters for future consideration by Council.

- (e) Enable, where required, external consultants to provide presentations to Council on matters for future consideration by Council.
- (f) Provide an opportunity to discuss, propose, formulate philosophies, ideas, strategies and concepts for the good government of local government and the district that it serves.

POLICY STATEMENT

The following provisions establish the governance framework by which the Shire will conduct Council Forums:

- (a) The chairperson for the forum will be elected by Council. In the chair's absence, Councillors in attendance at the forum will elect a Councillor to preside at the forum.
- (b) The Council Member, Committee Member and Candidate Code of Conduct and the Employee Code of Conduct apply respectively to Council Member and staff participation in a Council Forum.
- (c) The chair of the Council Forum will facilitate the meeting's progress through the order of business listed in the Council Forum program.
- (d) The chair will maintain order of persons in attendance and all persons in attendance must comply with the directions of the chair.
- (e) Elected members, staff consultants and other participants are to disclose direct and indirect financial or proximity interests and interests affecting impartiality in relation to matters discussed at forums.
 - i. Persons disclosing a direct or indirect financial or proximity interest are required to leave the room while the matter in which they have declared an interest is discussed.
- (f) Forums are not formal Council meetings and therefore debate of items included in a Council agenda and decision making (resolutions) are prohibited at Council Forums.
- (g) All questions and discussions are to be directed through the chair.
- (a) Council Forums will not be open to the public. Items discussed at the Council Forum have potential to be concept only, and this may be mis-interpreted by a member of the public in attendance. Keeping the Concept Forum "Behind Closed Doors" allows Councillors and officers to speak freely and share ideas without being held to account by a member of the public.
- (b) Notes are to be retained in respect to the business of the Council Forum. The notes are to include a precis of the information exchanged or provided in the forum. The notes are to be distributed within five days following the Council Forum. The notes are to be tabled and be "received" by Council at its next Ordinary Meeting of Council.
- (c) Where a particular idea or concept is raised at a Council Forum and is consensually agreed by Council to be worthy of further Council discussion and/or deliberation, Shire officers will be asked to prepare a discussion paper which sets out salient points relevant to the idea or concept.
- (d) Where a discussion paper is produced for presentation at a Council Forum, a Consensus Forum outcome shall be recorded in a Council Forum outcomes schedule.

- (e) Any Consensus Forum outcome arising as a consequence of the presentation of a discussion paper to a Council Forum shall be tabled at the next available Council meeting in the form of an agenda item, with the resulting officer recommendation reflecting the Consensus Forum outcome arising from the Council Forum.
- (f) No formal decisions will be made at Council Forums. All outcomes arising from Council Forums will be by consensus agreement amongst those Councillors present.

Council Forum Program

The Council Forum Program is to consist of the following headings:

- 1. OPENING & ANNOUNCEMENTS**
- 2. ATTENDANCE AND APOLOGIES**
- 3. DECLARATIONS OF INTEREST**
- 4. PRESENTATIONS**
- 5. CONSIDERATION OF PUBLIC QUESTIONS/SUBMISSIONS***
- 6. CONCEPT FORUM MATTERS**
- 7. LATE ITEMS**
- 8. CLOSURE**

** Relating to contents of the concept forum*

Distribution of Program

The Council Forum program is to be distributed to Elected Members at least three days prior to the meeting.

Council Forum Schedule

- (a) Council Forums are to be convened two weeks prior to a scheduled Ordinary Meeting of Council; and
- (b) Council may set the date, time and duration of Council Forums when adopting its meeting schedule for Ordinary Meetings of Council.

GUIDELINES

Department of Local Government Guideline Number 5 – Council Forums

Local Government Act 1995

STATUTORY ENVIRONMENT

Department of Local Government Guideline Number 5 – Council Forums.

| Record of Policy Review | | | | | | |
|-------------------------|---------------------|------------------|------------|---|-------------|---|
| Version | Author | Council Adoption | Resolution | Reason for Review | Review Date | CEO Signature |
| 01 | Neville Hale (ACEO) | 28/09/17 | 56-17/18 | New Policy | | |
| 02 | Graeme Fardon | 27/09/18 | 41-18/19 | <i>Policy Review Project – 1/09/2018</i> | | |
| 03 | Graeme Fardon | 17/12/20 | 97-20/21 | Biennial Policy Review | Dec 2020 | |
| 04 | Nicole Gibbs | 27/4/23 | 215-22/23 | Biennial Policy Review/convening of Concept Forum | April 2025 |  |



Government of **Western Australia**
Department of **Local Government and Communities**

Local Government Operational Guidelines

Number 05 – January 2004

Council Forums

1. Introduction

Over recent years many local governments have introduced procedures that allow elected members and officers to meet and discuss matters relating to the operation and affairs of their local government outside of the formal council meeting framework. This has been done through an informal meeting process that has been given a range of titles including briefing or [information sessions, workshops and corporate discussions](#). For the purposes of this guideline the term "forum" will be used to encompass such meetings.

The forum approach has allowed the ordinary meeting of council to focus on the decision-making needs of the local government. Many local governments that have adopted the forum process in preference to standing committees claim that it has led to better informed elected members and a more efficient and effective decision-making regime.

This guideline is designed to assist those local governments that do conduct forums by listing appropriate procedural and behavioural controls. The adoption of such controls should reassure the community that the council decision-making mechanisms are accountable, open and transparent.

Local government forums range from one-off events discussing a particular issue through to regular, structured meetings, albeit not convened under the auspices of the *Local Government Act 1995* (the Act). This guideline is intended to address those forums that are held on a regular basis.

While acknowledging that regular forums are invaluable and legitimate, the Department advises that the conduct of such has generated complaints regarding the potential for a reduced level of transparency in the decision-making process and hence a reduction in accountability to and involvement by the community. Local governments need to make a clear distinction between forums and the formal debate and decision-making process.

It is recognised that local governments may conduct other sessions or workshops which would include items such as team building exercises, strategic planning workshops and community input forums. It is not intended that these guidelines would necessarily be applied to such sessions, but some of the suggested procedural controls may have relevance.

Issues relating to council forums that are addressed in these guidelines include:

- accountability;
- openness and transparency;
- probity and integrity;
- authority for the presiding person;
- participation by elected members and staff;
- proposals under Town Planning Schemes;
- formulating management documents; and
- forums immediately prior to an ordinary meeting of council.

2. Principles of the Act

Part 5 of the Act sets out the framework whereby elected members meet as the governing body for the purpose of decision-making on behalf of the local government.

It is an intention of the Act that councils conduct business and make decisions –

- openly and transparently;
- with a high level of accountability to their community;
- efficiently and effectively;
- with due probity and integrity;
- acknowledging relevant community input;
- with all available information and professional advice; and
- with the fullest possible participation of elected members.

The Act establishes ordinary, special and committee meetings. Each council must decide the meeting structure it will adopt within the legal framework for it to achieve the most efficient and effective decision-making process. It is a legal requirement that all decisions made on behalf of the local government are to be made at meetings called and convened under the provisions of the Act.

In addition to ordinary and special meetings, elected members can meet as a committee, membership of which may vary in number from three to all members of council. Committees can discuss matters and make recommendations to the council or, if given delegated authority by the council, can make decisions on its behalf. A council does not need to have committees and can have all matters presented to it directly for decision. A recent trend has been

for councils to abolish the system of standing committees or limit the number and/or range of committees and adopt a forum approach.

3. Council Forums

Local government forums range from a once-only event to discuss and explore a particular issue, a number of sessions to address matters such as a specific project or the compilation of a report for internal or external use, through to forums held at regular intervals with a consistent structure and objectives.

Regular forums run in local governments exhibit two broad categories which we have titled agenda and concept. They are differentiated by the stage of development of issues which are discussed by elected members and staff. The two types are described below along with the variations in procedural controls and processes suggested for each.

Concept Forums

Concept forums involve elected members and staff meeting to propose, discuss and formulate philosophies, ideas, strategies and concepts for the development of the local government and the district. Such forums often involve projects that are in the early planning stage and are some time away from being presented to council for decision. In discussing such issues, staff are looking for guidance from the elected members as they research the matter and draft the report. Elected members and staff are also looking to present ideas and concepts for future consideration. If the response is favourable staff can proceed with their research and eventual report on the matter.

Examples of the type of issues concept forums may cover include –

- current matters of a local or regional significance;
- matters relating to the future development of the local government;
- significant revenue-raising requirements or expenditure needs;
- the development of internal strategic, planning, management and financial documents; and
- development of the selection criteria and performance objectives for the Chief Executive Officer (CEO).

Behind closed doors and in a relatively informal manner are the two notable characteristics of concept forums. Holding such meetings behind closed doors is justified in that many of the ideas and concepts are preliminary and while looking for that creative gem some may be extreme, expensive or impractical and never adopted.

Discussion on such proposals in a public forum would be counter-productive. Privacy and informality allows elected members to propose ideas, ask questions and discuss issues for the better understanding of those in attendance. Such forums assist individuals to become better informed and to clarify their views.

The privacy and informality of concept forums also has pitfalls including the risk of neglecting proper standards of probity and public accountability. Over time, participants can become too familiar, and therefore more lax, with the procedure and purpose of the meeting. Unless procedures are adopted and rigorously applied to these forums, there is a danger that collective or collaborative decisions may be made, implied and otherwise.

Agenda Forums

For proper decision-making, elected members must have the opportunity to gain maximum knowledge and understanding of any issue presented to the council on which they must vote. It is reasonable for elected members to expect that they will be provided with all the relevant information they need to understand issues listed on the agenda for the next or following ordinary council meetings. The complexity of many items means that elected members may need to be given information additional to that in a staff report and/or they may need an opportunity to ask questions of relevant staff members. Many local governments have determined that this can be achieved by the elected members convening as a body to become better informed on issues listed for council decision. Such assemblies have been termed **agenda forums**. It is considered they are much more efficient and effective than elected members meeting staff on an individual basis for such a purpose with the added benefit that all elected members hear the same questions and answers.

To protect the integrity of the decision-making process it is essential that **agenda forums** are run with strict procedures.

4. Principles Governing Procedural and Behavioural Controls for Forums

Local governments that conduct forums or are considering doing so have the right to implement a forum system that best suits their needs. The principles and associated procedures set out below, if adopted by local governments when conducting

forums, will ensure that all requirements of accountability, openness and transparency are satisfied.

The identified principles and associated procedures are accountability, openness and transparency, probity and integrity, authority for the chair and meeting notification. Each of these is explained below.

Accountability

The Act requires that ordinary and special council meetings and committee meetings that have delegated authority must be open to the public. Most local governments also open committee meetings even where there is no delegated authority. This openness allows the community to view the decision-making process from the time an issue is first presented to elected members through to the final decision.

There must be no opportunity for a collective council decision or implied decision that binds the local government to be made during a forum.

Agenda forums should be for staff presenting information and elected members asking questions, not opportunities to debate the issues. A council should have clearly stated rules that prohibit debate or vigorous discussion between elected members that could be interpreted as debate. Rules such as questions through the chair and no free-flowing discussion between elected members should be applied.

If there is minimum debate in the ordinary meeting because the elected member attitudes have been established through the item being thoroughly canvassed in the [agenda forum](#) then the community

is denied the opportunity to witness any debate and understand how the council reached its decision. Other concerns relate to elected members agreeing on movers, seconders and/or amendments. Such an approach must not be allowed by the council whether the [agenda forum](#) is open or closed to the public but a closed forum will almost certainly generate a perception by the community of secret meetings where the decisions are made beyond public scrutiny.

Councils, when considering conducting closed forums, need to consider their reasons for justification against the likely damage to their public standing from the perception of secrecy. A policy that the forums will generally be open to the public will make a significant contribution to the community perception of council accountability. A clearly delineated distinction between agenda and concept forums is important for these reasons.

Openness and Transparency

A significant strength of local government is the openness and accessibility of its processes to the community. In conducting forums each local government should make a conscious decision to promote the community perception that it embraces the concept of openness and transparency. Therefore, whenever appropriate, forums should be open to the public.

Probity and Integrity

The legislation provides that in ordinary meetings and committee meetings elected members must disclose conflicts of interest and exclude themselves from proceedings where they have a financial interest.

Disclosure in forums is a matter of ethics. The disclosure requirements only apply to meetings that are convened under the provisions of the Act. Elected members can legally participate at forums without being in breach of the legislation even where they have a clear financial interest or conflict of interest. Such participation is ethically unacceptable and is clearly at odds with the probity and accountability principles of the Act and codes of conduct. It is essential that councils adopt standards for forums that stipulate that disclosure rules applying to meetings constituted under the Act also apply at all forums. Disclosure should lead to an individual departing the forum.

Authority for the Chair

Many councils have established a forum process without specifying how the forums should be chaired and what authority the chair is given to control proceedings. In some local governments, the CEO chairs the forums in certain circumstances. This latter approach is not supported because it confuses the roles and relationships established in the Act.

It is recommended that the mayor or president or, if appropriate, another elected member, chairs all forums that involve elected members. Properly managed forums rely on strength and leadership from the chair. Therefore, a forum's chair should be supported by established rules similar to the standing orders that apply to formal meetings.

Meeting Notification

The provisions of the Act are designed to ensure that members are given timely notice of, and information for, council and committee meetings. Formal provisions

do not apply to forums but the principles remain the same. Adequate notice needs to be given of the time, location and content of the forum.

The forum process is most successful in those local governments where forums are held on a regular basis such as on the alternative weeks to the ordinary council meeting (where they are held fortnightly) or a week before the ordinary council meeting. By setting the dates for forums well in advance, elected members, staff and the community can plan for their attendance.

Forums that are organised without adequate notice or a proper agenda are often poorly attended and inefficiently run. This will be detrimental to the purpose of the forum.

5. Particular Issues of Concern in the Forum Process

There are a number of concerns relating to the content and conduct of forums. These are set out below. Councils need to be aware of these and take action to overcome the concerns if such apply to them.

Dealing With Proposals Under the Town Planning Scheme

The discretion available to council when making decisions under the Act is not always available when making decisions under town planning legislation. When a council is dealing with town planning matters, it does so under the powers conferred by the State planning legislation. Council assumes the role of a planning authority (ie Western Australian Planning Commission) and an elected member the

role of a planning commissioner. Council is not only constrained by the conditions of its Town Planning Scheme but also by the relevant State Acts.

Decision-making in town planning matters requires the decision-maker to maintain a high degree of independence from the process leading up to the decision being made. The elected member needs to be in a position of being able to make his or her decision after taking into account the relevant and material facts and circumstances as presented to all fellow elected members. These same comments apply whether councils do or do not work with specialist planning committees. Elected members need to be wary of involvement in the lead-up process to a certain decision, especially as a sole agent or member of a small group and being subjected to information from the developer or parties associated with the developer. This may be interpreted as reducing the independence of the decision-maker.

Councils will often have briefings relating to development issues and these are important in terms of the elected members becoming fully informed on the matter on which they have to vote. The nature of the decision means that briefing sessions involving planning matters should be conducted with the strictest of rules. There should be no implication of debate between elected members; the session should primarily involve information being given by the relevant officer and other parties with questions from the floor directed through the chair. In cases where an elected member has relevant information on a development matter to be conveyed to the meeting, it must be done through the chair so that all decision-makers are privy to that information.

Formulating Management Documents

Many local governments prepare their management documents, such as budgets, plans for the future and policy manuals, through a forum process. In many cases this involves a number of forums to which all elected members are invited and the public are excluded. Such forums are not set up under the auspices of the Act. There are no formal decisions made as in due course the documents are adopted at a formal meeting of council. Nevertheless, as the forums proceed and the document is developed, some issues are included, some are discarded and others may need further research by staff. If records of the matters discussed at the forums are not kept, development stages of the documents will be uncertain and hence any orderly progress inhibited. Additionally, the process may lack accountability and the probity of elected members and staff could be challenged. Change of membership of the group by either staff or elected members would again place doubt on the validity of the process.

A more suitable procedural process for the development of management documents would be the formal establishment of a committee under the Act with that assigned purpose. Although the committee meetings, if no power or duty has been delegated to the committee, are not required by legislation to be open to the public, the integrity of the process is protected by the legislative requirement for the agenda and minutes to be available for public inspection. Such committees, upon completion of their assigned task(s), could be wound up or reconvened the following year when the task was again required. Examples would be a committee reviewing standing orders and a "Budget

Committee". The former would be wound up upon submission of its report to council. The "Budget Committee" would be an ongoing but occasional committee which would meet each year from (say) March to early July.

Some committees could have a select and limited membership whereas others (such as the budget committee) could include all elected members.

Forums Immediately Prior to an Ordinary Meeting of Council

Some local governments hold forums immediately prior to ordinary council meetings. Anecdotal evidence suggests that in discussing the agenda of the forthcoming meeting at such forums implied decisions may be made. This familiarity with the issues and known attitudes can lead to debate at the ordinary council meeting being stifled or non-existent much to the chagrin of the public who are not privy to the earlier discussions. Forums held immediately prior to ordinary council meetings cause more complaints of secret meetings and predetermined decisions than any other type of forums.

Pre-meeting forums may be beneficial where an elected member has additional or alternative information to that contained in a staff report which may be controversial or cause problems within the ordinary meeting at the time the item is discussed. Certainly, it is an advantage for the CEO, council and particularly the presiding member to be aware of potential problems in the forthcoming ordinary meeting. While a pre-meeting forum provides the opportunity to inform others of the potential problem it would be preferable to raise the matter with likely concerned

parties such as the presiding member, CEO and reporting officer much earlier than immediately before the meeting. Early advice will give those concerned the opportunity to undertake action to address the identified problems.

It is recognised that with many local governments, especially those that are in rural locations, the timing of the pre-meeting forum is understandable in that the elected members can only get together once a month because of travel time and they need an opportunity to discuss issues with the freedom of a forum.

After consideration of these issues, it is recommended that if a council determines that the only time available for a forum is prior to an ordinary council meeting and it is to be closed to the public, then it be established as a [concept forum](#) and reference to the forthcoming agenda should be prohibited unless a special circumstance is conveyed to the presiding member. An example of a special circumstance would be information additional to, or contradicting the staff report which is likely to lead to non-adoption or significant variation of the recommendation and it has not been possible to convey such information at an earlier time. Adoption of the [concept forum](#) approach means elected members needing additional information or explanations from staff on forthcoming agenda items will have to make alternative arrangements to meet their requirements.

The adoption of such rules on pre-meeting forums should be conveyed to the public. Advice of the conducting of such a forum and its general content at the ensuing ordinary meeting will reinforce the openness and accountability of council.

6. Forums that Incorporate Both Concept and Agenda Items

Many local governments will run only one forum and it will cover both agenda items to be addressed at the next council meeting and wide-ranging concept issues. It is suggested that the different requirements of the two types are recognised and they be categorised as such in the forum agenda. The most important aspect is that the presiding person apply appropriate procedures regarding debate and discussion between elected members when agenda items are being covered.

Such forums should also be open to the public.

7. Model Procedures for Forums

Before introducing, or continuing with forums, councils have a responsibility to weigh carefully the risks as well as the benefits associated with such a process and consider if there are better, alternative ways of achieving the desired outcomes.

Councils that hold forums should adopt meeting rules and processes to ensure that proper standards of probity and public accountability are adhered to. Particular emphasis must be placed on ensuring that there is no decision-making during these forums and that this is rigidly enforced.

Procedures Applying to Both Concept and Agenda Forums

The Department recommends that councils adopt a set of procedures for both types of forums which include the following –

- Dates and times for forums should be set well in advance where practical;
- The CEO will ensure timely written notice and the agenda for each forum is provided to all members;
- Forum papers should be distributed to members at least three days prior to the meeting;
- The mayor/president or other designated elected member is to be the presiding member at all forums;
- Elected members, employees, consultants and other participants shall disclose their financial and conflicts of interest in matters to be discussed;
- Interests are to be disclosed in accordance with the provisions of the Act as they apply to ordinary council meetings. Persons disclosing a financial interest will not participate in that part of a forum relating to their interest and leave the meeting room;
- There is to be no opportunity for a person with an interest to request that they continue in the forum; and
- A record should be kept of all forums. As no decisions will be made, the record need only be a general record of items covered but should record disclosures of interest with appropriate departures/returns.

Procedures Specific to Concept Forums

The Department recommends that councils adopt specific procedures for **concept forums** which include the following –

- Concept forums may be open to the public when an issue is being discussed that council believes would benefit from public awareness and debate;

- Discussion between members is to be limited to those issues which are in the preliminary development stages. Items already listed on a council meeting agenda are not to be discussed; and
- As discussion items are not completely predictable there is to be some flexibility as to disclosures of interest. A person may disclose an interest at the time discussion commences on an issue not specifically included on the agenda.

Procedures Specific to Agenda Forums

The Department recommends that councils adopt specific procedures for [agenda forums](#) which include the following –

- Agenda forums should be open to the public unless the forum is being briefed on a matter for which a formal council meeting may be closed;
- Items to be addressed will be limited to matters listed on the forthcoming agenda or completed and scheduled to be listed within the next two meetings (or period deemed appropriate);
- Briefings will only be given by staff or consultants for the purpose of ensuring that elected members and the public are more fully informed; and
- All questions and discussions will be directed through the chair. There will be no debate style discussion as this needs to take place in the ordinary meeting of council when the issue is set for decision.

8. General Discussions in Councils Without Forums

Travel and time constraints mean that many councils can convene for a limited time; for many, only one day per month. As a result, some local governments have continued with the traditional ordinary meeting format where the decision-making is combined with wide-ranging discussion on other matters. A major problem with this approach is that the wide-ranging discussions result in meetings continuing for long periods of time.

There are benefits to elected members, the public and the staff if the issues requiring decision are dealt with during one continuous stage early in the meeting.

Elected members can have more effective broad ranging discussion during the same time frame as the traditional council meeting with a revised structure. It is suggested a better format would be for the ordinary meeting to be closed as soon as the required decisions have been made. The general discussions would then be pursued in a [concept format](#) environment. The advantages of this approach are the opportunity for councillors to discuss issues of concern in an informal environment.

9. Summary

With most local governments, elected members need opportunities to discuss issues outside of the formal ordinary meeting process. The Department acknowledges this approach because those elected members that have the maximum opportunities for input will obtain the greatest satisfaction emanating from their time in local government.

The opportunity for input can be best gained through forums or committees of the full council.

Councils that wish to hold forums of either the concept or [agenda type](#) are encouraged to adopt rules and processes that are in line with these guidelines. This will assist with openness and accountability, minimise public criticism and lead to a more effective and efficient local government.

These guidelines are also available on the Department's website at www.dlgc.wa.gov.au



About the Guideline series

This document and others in the series are intended as a guide to good practice and should not be taken as a compliance requirement. The content is based on Department officer knowledge, understanding, observation of, and appropriate consultation on contemporary good practice in local government. Guidelines may also involve the Department's views on the intent and interpretation of relevant legislation.

All guidelines are subject to review, amendment and re-publishing as required. Therefore, comments on any aspect of the guideline are welcome. Advice of methods of improvement in the area of the guideline topic that can be reported to other local governments will be especially beneficial.

For more information about this and other guidelines, contact the Local Government Regulation and Support Branch at:

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Translating and Interpreting Service (TIS) – Tel: 13 14 50

12.2 WALGA Annual General Meeting Voting Delegates

Responsible Officer Nicole Gibbs, Chief Executive Officer

Reporting Officer Britt Hadlow, Executive Officer

Attachments Nil

Voting Requirements Simple Majority

Disclosure of Interest Reporting Officer: Nil
Responsible Officer: Nil

OFFICER RECOMMENDATION

That Council:

1. Nominate Cr _____ and Cr _____ as Voting Delegates; and
2. Cr _____ and the Chief Executive Officer as proxy Voting Delegates

for the Western Australian Local Government Association 2023 Annual General Meeting, to be held on Monday, 18 September 2023.

IN BRIEF

The Western Australian Local Government Association (WALGA) has invited Council to appoint two voting delegates and two proxy voting delegates for the 2023 WALGA Annual General Meeting to be held on Monday, 18th September 2023 at Crown Perth.

Member Local Governments are also invited to submit motions for inclusion on the agenda for consideration at the WALGA AGM.

MATTER FOR CONSIDERATION

For Council to consider the two voting delegates, and two proxy delegates for the WALGA Annual General Meeting.

BACKGROUND

Elected Members have been invited to attend the 2023 Local Government Convention to be held from the 17th – 19th of September 2023.

As part of the convention, WALGA hold their Annual General Meeting, and all local governments that are members of WALGA are invited to be represented by two voting delegates (and up to two proxies) at the AGM.

Voting Delegates must be registered online in advance by their Chief Executive Officer, by Friday 08 September 2023.

The Elected Members attending the convention are Cr Smith, Cr Hippisley and Cr Stacey and the CEO is also attending.

Council must decide if they would like voting delegates at the AGM.

Council's Standing WALGA/CCZ Delegates are:

Voting Delegate 1, Cr Smith

Voting Delegate 2, Cr Hippisley

Proxy 1, Cr Trevor Stacey

Proxy 2, Cr Haythornthwaite

It is the officer recommendation that the CEO be included as a proxy, while the two voting delegates and second proxy be decided from the three attending Elected Members.

Other Elected Members are welcome to attend the AGM as Observers.

Council has not specifically listed any matters during the past year to be developed into motions for the Annual General Meeting. However, the opportunity exists for Elected Member's of Council to develop motions.

If Councillors would like to submit any agenda items for the AGM, the deadline is Friday 04 August 2023.

STATUTORY ENVIRONMENT

Local Government Act 1995 Section 5.98 (2) Provides for the payment of reimbursement of costs for Council Members.

Local Government (Administration) Regulations 1996 r.32 covers expenses that may be approved for reimbursement.

POLICY IMPLICATIONS

Nil

FINANCIAL IMPLICATIONS

There are no financial implications of appointing voting delegates for the WALGA AGM, though any expenses incurred attending the AGM will require to be reimbursed by Council.

ALIGNMENT WITH STRATEGIC PRIORITIES

5.1 Governance & Leadership: Shire communication is consistent, engaging and responsive

CONSULTATION

Nil.

RISK MANAGEMENT PRIORITIES

This report addresses the following identified Strategic Risk Management Priorities:

Nil.

RISK ASSESSMENT

| | Option 1 |
|---------------------|--|
| Financial | Low <i>There are no financial implications of appointing voting delegates for the WALGA AGM, though any expenses incurred attending the AGM will require to be reimbursed by Council.</i> |
| Health | N/A |
| Reputation | Low <i>It is a recommendation of Officers that the Shire of Quairading have representation at the AGM on behalf of Quairading Council.</i> |
| Operations | Low |
| 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.

12.3 Power Outages: Frequency & Duration - July 2023 update

Responsible Officer Nicole Gibbs, Chief Executive Officer

Reporting Officer Nicole Gibbs, Chief Executive Officer

Attachments Nil

Voting Requirements Simple Majority

Disclosure of Interest Reporting Officer: Nil
Responsible Officer: Nil

OFFICER RECOMMENDATION

That Council note the July 2023 update on resolving the frequency and duration of power outages across the Shire of Quairading.

IN BRIEF

Since April 2022, Council has been investigating opportunity to resolve the frequency and duration of power outages across the Shire of Quairading.

In March 2023 Western Power condensed a 15 year replacement and maintenance schedule for existing infrastructure into one week (value \$1.1M). Whilst most welcome, the renewed infrastructure does not address the issue of the frequency or longevity of power outages.

On the 16 June 2023, Synergy and Western Power representatives offered Council the choice of:

- Install a diesel generator at the point of connection, together with transformer and associated switchgear to connect to the local HV network (value \$2.4M); or
- Install a 2MW Flow Battery at the point connection (value \$8M).

At the June 2023 OCM, Council adopted a motion to install a 2MW Flow Battery at the point connection.

Fortnightly meetings between Synergy, Western Power and the Shire have commenced and will continue for the project duration.

MATTER FOR CONSIDERATION

That Council consider noting the July 2023 update on resolving the frequency and duration of power outages across the Shire of Quairading.

BACKGROUND

Since April 2022, Council has been investigating opportunity to resolve the frequency and duration of power outages across the Shire of Quairading.

On the 26 May 2022 Council established a Microgrid Working Group to investigate the possibility of establishing a microgrid in Quairading as a solution to the outage issue.

On the 15 July 2022, the Microgrid Working Group met with Hon Mia Davies who was well-versed in microgrid technology and provided support in terms of raising a Parliamentary Grievance on the power outage issue with Parliament.

On Friday 16 September 2022 Hon Bill Johnston, Minister for Energy met with various members of Wheatbelt Shires, including Quairading.

At this meeting, Minister Johnston committed to working with the Shire of Quairading and Western Power to facilitate the installation of a VPP. Minister Johnston has since asked Synergy to lead this project.

On the 29 September 2022 the Shire President sent a letter to Minister Johnston requesting the specific details of the commitment. The Minister responded to the letter in December 2022, reaffirming his commitment to the installation of the VPP.

On the 19 October 2022, Michael Southwell and Nicole Gibbs met with Toby Wright (Head of Business Development, CBH) and Kellie Todman (Head of External Affairs, CBH) to enthruse CBH into becoming an active project partner. The meeting was positive with an overall disappointing outcome, being that CBH had no intention of becoming an active partner in the power outage project.

On the 13 February 2023 the Shire President and CEO met with Western Power and were advised that the State Government had agreed to bring forward and condense the Western Power replacement and maintenance schedule for existing infrastructure (poles and wires). This work was performed in March 2023.

In April 2023, Cr Peter Smith and Nicole Gibbs (CEO) met with the Synergy representatives to discuss a VPP solution for:

1. Low reliability of electricity supply which can result in loss of grid electricity for several days.
2. Lack of network capacity to increase the local load to attract more industries and other commercial activities.

The solutions offered by Synergy did not address the two points above. Synergy proposed batteries for community buildings, which would only provide refuge from power outages for people able to locate to these buildings. The Shire had proposed a scheme by which the town will be kept connected to the Western Power grid but would have the ability to isolate in case of grid failure. The isolated (islanded) part could then be supplied from local generation till the grid connection was restored.

Western Power has already installed a pole top recloser (value upwards of \$1M) to isolate the town from the incoming feeder and connect a local power source.

On the 16 June 2023, Synergy and Western Power representatives again met with the members of the Microgrid Working Group. Synergy and Western Power have offered Council one of the following two options. Both options can address the reliability concerns. Both are feasible.

Western Power Proposal

Install a diesel generator at the point of connection, together with transformer and associated switchgear to connect to the local HV network. In case of a grid failure, the network downstream from this point will be disconnected from the main grid and this will be supplied by the output from the diesel generator. The whole process of changeover will be automated.

This is a tested system and Western Power is confident about implementing it with their standard equipment.

Synergy Proposal

Install a 2MW Flow Battery at the point connection. The proposed battery capacity is four hours. The battery capacity will be permanently connected to the network and will be able perform grid support functions. In case of grid failure, the downstream network will be disconnected from the main grid and supplied from the battery. The battery will only supply the full load for up to four hours. If sufficient local generation is available from solar, the operating time could be extended.

The proposed Flow Batteries will be supplied by a local manufacturer. This will be the first time a project of this size or nature would be executed.

Advantages/Disadvantages*Western Power Proposal*

- Lower initial cost.
- As the generators are expected to be used only a few days in a year, the operational cost will not be high.
- Lower risk, known technology.
- Does not contribute to additional capacity for solar.
- Not green. Does not contribute to reduction in Greenhouse gas emissions.
- Moderate delay in execution.
- Low risk

Synergy Proposal

- Flow batteries are suitable for long duration storage (> 4 hours).
- High capital cost, not known how much. Operational cost not known, should be low.
- The technology is still evolving.
- The WA based manufacturer does not have any significant track record.
- Execution time can be high. The lead time for batteries can be high, two to four years.
- Installing the battery will open up more capacity for installing solar.
- The battery could also be used for supporting the grid.
- It is 100% emissions free.
- High risk for performance and time of execution.

Tirthankar Banjeree, Energy Consultant, has suggested that Quairading also explore the option of a Lithium battery, for the following reasons:

- For battery storage of up to four hours Lithium Ferrous is now the technology of choice.
- It is proven technology.
- Capital cost is lower than Flow Battery.
- The lead time for batteries is around 10 to 12 months for the leading brands, but it can be lower for other less known but equally established brands.
- Installing the battery will open up more capacity for installing solar.
- The battery could also be used for supporting the grid.
- It is 100% emissions free.
- Low risk.

At the June 2023 OCM, Council adopted a motion to install a 2MW Flow Battery at the point connection.

Fortnightly meetings between Synergy, Western Power and the Shire have commenced and will continue for the project duration.

STATUTORY ENVIRONMENT

Local Government Act 1995

Economic Regulation Authority (<https://www.erawa.com.au/>)

POLICY IMPLICATIONS

Shire of Quairading Strategic Community Plan 2021 - 2031

[Australian Renewable Energy Agency \(ARENA\) Investment Plan 2021](#)

[Regional Australia Microgrid Pilots Program](#) (Guidelines)

[Department of Industry, science, Energy and Resources](#)

FINANCIAL IMPLICATIONS

The cost per hour of the Chief Executive Officer's time and the time donated by respective Council Members.

ALIGNMENT WITH STRATEGIC PRIORITIES

- 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)
- 2.3 Economy:** Shire engages stakeholders and partners to help capture local economic development initiatives
- 4.3 Natural Environment:** Demonstrate sustainable practices of water, energy and waste management
- 5.1 Governance & Leadership:** Shire communication is consistent, engaging and responsive
- 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

- Regional Development Australia
- Regional Development WA
- Regional Development Wheatbelt
- CBH Group
- Australian Micro-grid Centre of Excellence (AMCOE)
- Hon Mia Davies, Leader of the Opposition (now resigned)
- Dr David Honey MLA
- Hon Bill Johnston, Minister for Energy
- Western Power representatives

- Synergy representatives.

RISK MANAGEMENT PRIORITIES

This report addresses the following identified Strategic Risk Management Priorities:

Loss of emergency communications due to mains power supply.

Longevity and frequency of power outages significantly impacts business.

RISK ASSESSMENT

| | Option 1 |
|---------------------|--|
| Financial | Low <i>This project has been confirmed to be no cost to the Shire.</i> |
| Health | N/A |
| Reputation | Low <i>This is a very exciting opportunity for Quairading to piolet new technology that is the first of its kind.</i> |
| Operations | Low <i>Besides meetings for updates, there is minimal impact on operations or officers time.</i> |
| Natural Environment | Low <i>The 2MW Flow Battery at the point connection is the greener of the two options.</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

Nil.

12.4 Recruitment Consultant RFQ results for the CEO Recruitment Process**Responsible Officer** Peter Smith, Shire President**Reporting Officer** Britt Hadlow, Executive Officer**Attachments**

1. Lydia Highfield - Quote (confidential)
2. Beilby Downing Teal - Quote (confidential)
3. LO-GO Appointments - Quote (confidential)

Voting Requirements Absolute Majority**Disclosure of Interest** Reporting Officer: Nil

Responsible Officer: Nil

OFFICER RECOMMENDATION

That Council:

1. Accept the proposal from Recruitment Consultant, _____ to provide professional recruitment services for the recruitment of a new Chief Executive Officer for the amount for \$_____.
2. Include this amount in the 2023/24 FY budget.
3. The Shire President and the Executive Officer be delegated authority to act on behalf of Council to liaise with the consultant.

IN BRIEF

On the 17 July 2023 the Shire President convened a Special Council Meeting to discuss the recruitment process for the Chief Executive Officer.

As part of the motion moved, it was requested that as a matter of high priority, the CEO put an RFQ to specified recruitment consultants to assist with the recruitment process.

The quotes have been included in this agenda in confidential Attachments [1-3] for consideration.

MATTER FOR CONSIDERATION

That Council consider:

1. Accepting the proposal from one of the recruitment consultants that have submitted a quote to Council.
2. Include this amount in the 2023/24 FY budget.
3. The Shire President and the Executive Officer be delegated authority to act on behalf of Council to liaise with the consultant.

BACKGROUND

On the 17 July 2023 the Shire President convened a Special Council Meeting to discuss the recruitment process for the new Chief Executive Officer.

The CEO was requested as a matter of priority to go out for quote to four recruitment consultants, specified by Council.

Three quotes were received as below (in no particular order):

| | |
|---------------------|---------------------------|
| Lydia Highfield | \$6,550 (Attachment [1]) |
| Beilby Downing Teal | \$17,000 (Attachment [2]) |
| LO-GO Appointments | \$11,354 (Attachment [3]) |

Lester Blades declined the offer to quote.

The professional services requested of the consultants are (but not exhaustive):

- Assist Council in developing the CEO's JDF for Council Adoption
- Assist Council in the development of the Selection Criteria
- Assist Council in the development of the Assessment Methods in relation to the Selection Criteria
- Prepare and arrange Advertising (at Council's Cost)
- Distribute information to Prospective Applicants
- Preliminary Assessment of the Candidates
- Shortlist Candidates
- Coordinate Interviews for the Selection Panel
- Conduct Background and Reference Checks
- Verify Qualifications
- Arranging Pre-employment Medicals & Police Clearance for the Preferred Candidate
- Assist in the negotiations on the Remuneration Package
- Prepare the Employment Contract for Consideration and Negotiation by Council and Successful Candidate.
- Assist Council with the development of First Year KPI's.

The Shire President is asking Councillors to consider the proposals from each submission and table their preferred candidate to be engaged.

STATUTORY ENVIRONMENT*Local Government Act 1995***5.36. Local government employees**

- (1) *A local government is to employ —*
 - (a) *a person to be the CEO of the local government; and*
 - (b) *such other persons as the council believes are necessary to enable the functions of the local government and the functions of the council to be performed.*
- (2) *A person is not to be employed in the position of CEO unless the council —*
 - (a) *believes that the person is suitably qualified for the position; and*
 - (b) *is satisfied* with the provisions of the proposed employment contract.*

** Absolute majority required.*

- (3) *A person is not to be employed by a local government in any other position unless the CEO —*
 - (a) *believes that the person is suitably qualified for the position; and*
 - (b) *is satisfied with the proposed arrangements relating to the person's employment.*
- (4) *Unless subsection (5A) applies, if the position of CEO of a local government becomes vacant, it is to be advertised by the local government in the manner prescribed, and the advertisement is to contain such information with respect to the position as is prescribed.*
- (5A) *Subsection (4) does not require a position to be advertised if it is proposed that the position be filled by a person in a prescribed class.*
- (5) *For the avoidance of doubt, subsection (4) does not impose a requirement to advertise a position before the renewal of a contract referred to in section 5.39.*

[Section 5.36 amended: No. 49 of 2004 s. 44; No. 17 of 2009 s. 21.]

5.39. Contracts for CEO and senior employees

- (1) *Subject to subsection (1a), the employment of a person who is a CEO or a senior employee is to be governed by a written contract in accordance with this section.*
- (7) *A CEO is to be paid or provided with such remuneration as is determined by the Salaries and Allowances Tribunal under the Salaries and Allowances Act 1975 section 7A.*

Part 4 — Local government employees

[Heading inserted: Gazette 26 Aug 2011 p. 3482.]

18A. Vacancy in position of CEO or senior employee to be advertised (Act s. 5.36(4) and 5.37(3))

- (1) *If a position of CEO, or of a senior employee, of a local government becomes vacant, the local government must give Statewide public notice of the position unless it is proposed that the position be filled by —*
 - (a) *a person who is, and will continue to be, employed by another local government and who will fill the position on a contract or contracts for a total period not exceeding 5 years; or*
 - (b) *a person who will be acting in the position for a term not exceeding one year.*

- (2) *The Statewide public notice must contain —*
- (a) *the details of the remuneration and benefits offered; and*
 - (b) *details of the place where applications for the position are to be submitted; and*
 - (c) *the date and time for the closing of applications for the position; and*
 - (d) *the duration of the proposed contract; and*
 - (da) *a website address where the job description form for the position can be accessed; and*
 - (e) *contact details for a person who can provide further information about the position; and*
 - (f) *any other information that the local government considers is relevant.*

[Regulation 18A inserted: Gazette 31 Mar 2005 p. 1037-8; amended: Gazette 19 Aug 2005 p. 3872; 3 May 2011 p. 1594; SL 2021/14 r. 4.]

18F. Remuneration and benefits of CEO to be as advertised

The remuneration and other benefits paid to a CEO on the appointment of the CEO are not to differ from the remuneration and benefits advertised for the position under section 5.36(4).

[Regulation 18F inserted: Gazette 31 Mar 2005 p. 1039.]

18FA. Model standards for CEO recruitment, performance and termination (Act s. 5.39A(1))

Schedule 2 sets out model standards for local governments in relation to the following —

- (a) *the recruitment of CEOs;*
- (b) *the review of the performance of CEOs;*
- (c) *the termination of the employment of CEOs.*

POLICY IMPLICATIONS

Purchasing Policy

CEO Standards for Recruitment Performance and Termination

FINANCIAL IMPLICATIONS

It will be necessary to include the above-mentioned amount in the 2023/24 budget to allow for the recruitment of the new CEO.

ALIGNMENT WITH STRATEGIC PRIORITIES

- 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

Council met at a Special Council Meeting to discuss how Council would like to move forward with the recruitment process. The Selection Panel was established who will act as an advisory committee on behalf of Council (including one independent member), and the consultants to be approached were tabled.

RISK MANAGEMENT PRIORITIES

This report addresses the following identified Strategic Risk Management Priorities:

Financial misconduct by (a) a Shire employee, and (b) an executive/office holder results in financial, legal and/or reputational damage.

RISK ASSESSMENT

| | Option 1 |
|---------------------|--|
| Financial | Low <i>While the cost to recruit a CEO is high, the risk is mitigated by including it in the budget.</i> |
| Health | N/A |
| Reputation | High <i>The engagement of an external consultant ensures the process followed to employ a CEO is in line with statutory requirements.</i> <i>The employed CEO also has a drastic effect on the reputation of the Shire, and so it is imperative that the process is followed to ensure the candidate selected meets the requirements of our community.</i> |
| Operations | Medium <i>As the Executive Officer is the appointed administration assistant through the recruitment process, this will affect their ability to perform normal functions, dependent on the demand of their time.</i> |
| Natural Environment | 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

Nil.

12.5 Professional Development Policy

| | |
|-------------------------------|---|
| Responsible Officer | Nicole Gibbs, Chief Executive Officer |
| Reporting Officer | Marion Haeusler, Senior Administration Officer |
| Attachments | 1. Professional Development Policy   2. Employee Course Request Form   |
| Voting Requirements | Simple Majority |
| Disclosure of Interest | Reporting Officer: Nil Responsible Officer: Nil |

OFFICER RECOMMENDATION

That Council endorse the Professional Development Policy.

IN BRIEF

A Professional Development Policy provides a framework for staff and executive management in regard to short course training opportunities that ensures a transparent and fair process when applying for and approving training. It ensures all staff are aware of their entitlements and opportunities and follow the same procedure.

The Professional Development Policy has been developed for Council consideration and adoption and can be found in Attachment [1].

MATTER FOR CONSIDERATION

That Council consider endorsing the Professional Development Policy.

BACKGROUND

Historically the Shire of Quairading has enabled its employees to seek, and executive managers to suggest, professional development opportunities to further employee's skills in line with the requirements of their position descriptions. For this purpose, Council endorses a training and development budget each financial year.

No policy has previously existed in the organisation, that described a uniform process and guidelines for all staff and executive managers to follow when applying for and approving the attendance at training opportunities in line with an employee's Professional Development Plan.

The Policy gives staff a clear understanding of what costs associated with a training opportunity are covered by the Shire of Quairading and stipulates the responsibilities managers, staff and HR department have in organising, participating in and documenting the training opportunity.

The Professional Development Policy provides a practical framework supporting the existing Performance Development Policy and Underperformance & Misconduct Policy.

The Policy can be found in Attachment [1] for Council consideration.

The Employee Course Request Form referred to in the Policy can be found in Attachment [2].

STATUTORY ENVIRONMENT

Local Government Act 1995

Equal Opportunity Act 1984

POLICY IMPLICATIONS

Equal Opportunity Policy

Underperformance & Misconduct Policy

Communication Policy

Employee Code of Conduct

Records Management Policy

Work Health & Safety Policy

FINANCIAL IMPLICATIONS

The Professional Development Policy will assist in the preparation of employee training and development budgets each financial year.

ALIGNMENT WITH STRATEGIC PRIORITIES

- 5.4 Governance & Leadership:** Implement systems and processes that meet legislative and audit obligations
- 2.4 Economy:** Encourage local workforce participation
- 5.1 Governance & Leadership:** Shire communication is consistent, engaging and responsive
- 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

Nil.

RISK MANAGEMENT PRIORITIES

This report addresses the following identified Strategic Risk Management Priorities:

Skills/qualifications shortage across the Shire.

Unqualified, unskilled and/or inexperienced Shire personnel increase work health and safety risks.

Non-compliance with work health and safety legislation increases the risk and potential liability to the public, staff and Councillors.

Misconduct (non-financial) by a Shire employee results in financial, legal and/or reputational damage.

Financial misconduct by (a) a Shire employee, and (b) an executive/office holder results in financial, legal and/or reputational damage.

Low employee retention increases recruitment costs, decreases employee morale and decreases Shire reputation.

RISK ASSESSMENT

| | Option 1 |
|---------------------|---|
| Financial | Low <i>The professional development process will assist with the development of the training budget each financial year.</i> |
| Health | N/A |
| Reputation | Low <i>This policy provides guidelines for the process of applying for and approving professional development opportunities that ensure expectations in individual positions are being met with regards to service delivery.</i> |
| Operations | Low <i>This policy requires review every two years.</i> |
| Natural Environment | 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

Nil.

PROFESSIONAL DEVELOPMENT POLICY



PROFESSIONAL DEVELOPMENT POLICY

PURPOSE

The Shire of Quairading recognises the importance of having a skilled workforce that is competent and capable of responding to the needs and expectations of the community. The Shire of Quairading will endeavour to always appoint to its positions those persons who are best qualified and/or experienced to carry out the duties expected of the position and acknowledges that employees require ongoing training to meet these expectations.

SCOPE

This policy applies to all fulltime and parttime employees employed by the Shire of Quairading as well as apprentices and trainees. Not covered by this policy are the Executive Management positions employed under contract, casual staff members, other employees contracted by the Shire of Quairading or employees on leave without pay.

The policy covers external short courses (online or on location) and extends to tertiary or post graduate studies only in terms of provisions for study leave. Attendance at conferences is not covered by this policy.

POLICY

- (1) The Shire of Quairading will fund an annual training budget to provide regular opportunities for employees to upgrade and enhance their skills.
Training needs will be determined through a skills review at the end of an employee's probationary period including the creation of a Professional Development Plan. Professional Development Plans shall be reviewed at least every twelve months in conjunction with regular performance reviews, but employees are encouraged to seek out development opportunities that are immediately relevant to their role within the Shire of Quairading on an ad-hoc basis.
- (2) Employees are required to request written approval from their department's Executive Manager for any external professional development opportunity using the Employee Course Request Form.
 - a. Costs stated in the Employee Course Request Form must be supported by written quotes.
 - b. Approval will not be given retrospectively and must be attained before applying for any development opportunity with the provider or booking any accommodation.
 - c. All reasonable costs associated with the attendance of an approved short course for the purpose of professional development will be covered by the Shire of Quairading.
- (3) Accommodation and Travel
 - a. Where accommodation is required to attend a training opportunity, it is the employee's responsibility to determine the most reasonable option taking into account price and distance from training venue.



PROFESSIONAL DEVELOPMENT POLICY

- b. Where an employee travels to and from the training venue or accommodation using their own vehicle, the Shire of Quairading will reimburse for kilometres travelled using the "Cents per Kilometre Method" with the rate being regularly reviewed by the Australian Taxation Office.
 - c. Cost for public transport to and from the training venue or the accommodation will be reimbursed as it is incurred.
 - d. Where food is not provided, the Shire of Quairading will reimburse the employee for reasonably incurred costs upon presentation of receipts.
- (4) Attendance
- a. Employees approved to attend short courses as part of their professional development will do so during work time.
 - b. If attendance is required on a day when the employee would normally be taking a "Roster Day Off" (RDO), staff will accrue the time and may elect to have the time paid out at normal (single time) rates.
 - c. Staff employed under a Hybrid Working From Home Agreement may attend online short courses from home.
- (5) Responsibilities
- a. It is the Executive Manager's responsibility to provide reasonable opportunity for professional development and to approve any request for training that is in line with an employee's Professional Development Plan unless there is a legitimate reason to deny the request.
 - b. It is the employee's responsibility to attend training opportunities agreed upon during the skills review process and approved by the Executive Manager, and to provide the Human Resources department with documentation for the successful completion of any training undertaken as part of their professional development.
 - c. It is the responsibility of the Human Resources Department to keep as record any course completion documentation provided by an employee in accordance with the Shire of Quairading's Record Keeping Policy and to provide the Executive Manager with relevant information for the review of the employees Professional Development Plan.
- (6) Employees who
- a. fail to complete a training course successfully,
 - b. abandon a training course prior to completion or
 - c. do not attend training paid for and organised by the Shire of Quairading,
 - (i) either reimburse the Shire all monies paid for course fees, accommodation, travel and meals;
 - (ii) or repeat the training course at their own expense.
- (7) Tertiary or Post Graduate Studies
- a. Fees
Any employee entering into a Tertiary or Post Graduate Program that is not part of a training contract with the Shire of Quairading, will be entirely responsible for all associated course fees and other costs.
 - b. Time
 - (i) The Shire of Quairading will provide a full-time employee with time off with pay (Study Leave) of up to a maximum of five (5) hours per week.



PROFESSIONAL DEVELOPMENT POLICY

- (ii) If an employee is studying online, Study Leave will be granted equivalent to (7)a.(i) as if the employee is attending campus.
 - (iii) Part time employees will receive pro-rata Study Leave.
 - (iv) Approved Study Leave must be taken in the employee’s usual ours of work, does not accrue from week to week and does not cover travel time.
- c. Block Leave
- (i) Courses requiring block participation instead of weekly attendance will receive an amount of leave based on a maximum of 5 hours of Study Leave per week (pro-rata for part time employees) over the course of the semester/trimester.
 - (ii) If the block participation period exceeds the amount of Study Leave allowed, employees will be required to take some other type of leave to make up the total absence.

STATUTORY ENVIRONMENT

Local Government Act 1995

Equal Opportunity Act 1984

Workforce Plan 2018-2022

Strategic Community Plan 2021-2031

Customer Service Charter

Corporate Business Plan 2023-2027

Employment Contracts

| Record of Policy Review | | | | | | |
|--------------------------------|-----------------|------------------|------------|-------------------|-------------|---------------|
| Version | Author | Council Adoption | Resolution | Reason for Review | Review Date | CEO Signature |
| 01 | Marion Haeusler | | | New Policy | Jul 2025 | |



SHORT COURSE REQUEST FORM

This form is an application only. You will be notified in writing when your request has been processed.

| Nominated Employee Details | |
|----------------------------|--|
| Name | |
| Job Title | |
| Department | |

| Course Details | | | |
|--|--|-----------------------|----|
| Course Title | | | |
| Provider | | | |
| Date of Course | | Cost of Course | \$ |
| Accommodation required | Yes <input type="checkbox"/> No <input type="checkbox"/> | Cost of Accommodation | \$ |
| How was the training need identified? | | | |
| | | | |
| What are the expected outcomes of this training? | | | |
| | | | |

| Manager/Supervisor | |
|--------------------|--|
| Name | |
| Job Title | |
| Department | |
| Signature/Date | |

| HR/OFFICE USE ONLY | | | |
|--------------------------------------|--|------------------|--|
| Training Approved | Yes <input type="checkbox"/> No <input type="checkbox"/> | Date booked | |
| Purchase Order # | | Invoice Received | Yes <input type="checkbox"/> No <input type="checkbox"/> |
| Employee informed of request outcome | | | |

12.6 Business Support Grants Policy

Responsible Officer Nicole Gibbs, Chief Executive Officer

Reporting Officer Nicole Gibbs, Chief Executive Officer

Attachments 1. Business Support Grants Policy [↓](#) 

Voting Requirements Simple Majority

Disclosure of Interest Reporting Officer: Nil
Responsible Officer: Nil

OFFICER RECOMMENDATION

That Council endorse the Business Support Grant Policy.

IN BRIEF

The Business Support Grant Policy has come up for its biennial review. The review is timely because Council only requested a review of the Policy last month to ensure the grant application process for business' is fair and transparent.

Officers have made some changes to the Policy for Council consideration in Attachment [1].

MATTER FOR CONSIDERATION

That Council consider endorsing the Business Support Grant Policy.

BACKGROUND

Council offers a Business Support Grant Program each financial year to provide local businesses the opportunity to apply for funding to enhance established businesses or assist with the development of new business in Quairading.

The Policy is up for its biennial review. There had recently been a renewed focus on:

1. Whether the grants process allowed for Council to operate with impartiality, transparency and accountability, given that projects were not being assessed against each other, rated against each other or awarded based on a merit rating system.
2. Whether the grant application process is best practice to ensure the worthiest projects/groups are being awarded grant funding.
3. Around previous instances where the applications for funding had exceeded the total amount of grant funds available.
4. Whether the size of the organisations that are eligible for funding should be restricted.
5. Whether there was a risk that the more valuable projects could miss out on funding if the funding had already been awarded to less worthy projects because that organisation had applied first.

The CEO also offered community feedback, being that some members of the community found the Policy confusing to understand.

Officers have attempted to address the above concerns through the following amendments to the Policy:

1. Establishing a 'twice per year' application round, whereby all projects would be assessed against each other based on merit, value for money, contribution to community and contribution to the local economy.
2. Allowing the provision for not yet developed businesses to apply for the grant, to add incentive to potential new residents to move to town and open new business.

The Policy has been tabled for Council consideration and discussion in Attachment [1].

STATUTORY ENVIRONMENT

Local Government Act 1995

POLICY IMPLICATIONS

Nil

FINANCIAL IMPLICATIONS

The provision for the Business Support Grants is budgeted for each financial year.

A small business can apply once a year for a grant up to the value of \$5000.

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
- 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)
- 2.2 Economy:** 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
- 2.3 Economy:** Shire engages stakeholders and partners to help capture local economic development initiatives
- 2.4 Economy:** Encourage local workforce participation
- 5.3 Governance & Leadership:** Provide informed and transparent decision making that, meets our legal obligations, and the needs of our diverse community
- 5.1 Governance & Leadership:** Shire communication is consistent, engaging and responsive

CONSULTATION

Feedback from real and potential applicants has been considered.

RISK MANAGEMENT PRIORITIES

This report addresses the following identified Strategic Risk Management Priorities:

Uncertainty of Quairading’s long-term future results in the further attenuation and closure of local businesses.

RISK ASSESSMENT

| | Option 1 |
|---------------------|---|
| Financial | <p>Low</p> <p><i>The grant is budgeted for each financial year.</i></p> <p><i>The provision of only allowing the grants to be open and assessed once a year will ensure the budget is adhered to.</i></p> |
| Health | N/A |
| Reputation | <p>Low</p> <p><i>This grant gives Council the opportunity to support local businesses initiatives and enterprises to allow small business to open or continue to grow in Quairading.</i></p> |
| Operations | <p>Low</p> <p><i>Changing the Policy to only accept grants once a year, with applications received within a specified time frame, allows staff to better manage and prepare their time and other operational tasks.</i></p> |
| 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.

BUSINESS SUPPORT GRANTS POLICY

PURPOSE

Council's Annual Business Support Grants Program is a strategic tool developed to support and encourage:

- The sustenance of existing business;
- The development of new business and industry; and
- The use of innovative and bespoke business models.

The program will support direct and indirect economic benefit to the Shire of Quairading.

The program will recognise the important role commercial enterprises play in achieving the Shire's vision – "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".

OBJECTIVE

- a. Attract State, Federal and international investment into the Shire of Quairading.
- b. Assist new enterprises to establish in Quairading.
- c. Encourage individual businesses to invest in online and e-commerce activities.
- d. Encourage local enterprises to invest in professional development and training.
- e. Assist local business in the ability to increase business opportunity and sustainability.
- f. Provide businesses with support for capital works projects to adapt to changes in business structure and/or conditions.
- g. Enhance local business capacity to improve their streetscape presence.

POLICY

Council grant funding of up to \$5000 (per application, per annum) is available to assist current or potential local businesses or enterprises to

- Sustain existing business;
- Develop new business and/or industry; and
- Pilot innovative and bespoke business models.

The purpose of the grant funding application must adhere to the purposes and/or objectives of this policy and Council retains the right to refuse any non-compliant application on these grounds.

Council will fund this policy to encourage the growth and sustainability of business and enterprise, which will in turn improve local employment opportunities for residents and help achieve thriving local industry and community.

1. Allocation of Resources

Council will review and confirm allocation of resources annually as part of their Annual Budget processes.

Resources will be allocated to a specific General Ledger Account.



A single tranche will be allocated and available to local businesses upon the adoption of the annual budget.

Grants will be available twice each calendar year and assessed by Council on 01 July and 01 November each calendar year. This will ensure:

- Council is using an accountable and transparent selection process to approve applications.
- Applications will be assessed on merit, and the most worthy applications will be selected against a priority criteria.
- The Shire can provide a designated resource to assist businesses to prepare applications over a three-month period.

A process whereby applicants can apply all year around assumes an unlimited amount of funding for the program or a lack of structure whereby projects can be prioritised according to value to the community (i.e. the least valuable projects may be submitted early in the financial year and the most valuable projects submitted after the funds have been exhausted). An 'all year around' model also makes it difficult for Council to demonstrate transparency and to select according to priority.

Businesses/enterprises will be allocated a maximum of one grant per year. If an application is unsuccessful, the organisation can apply again in a later round.

Organisations may not apply for funding under the Business Support Grants Program if they have also received funding under the Shire Community Grants Program in the same year. There is a requirement to provide an Acquittal Report back to the Shire to show where funds have been spent at the end of each financial year.

2. Eligibility Conditions

- a. Applicants must be based within the Shire of Quairading OR demonstrate real intention to be located in Quairading within 12 months.
- b. Applicants must hold an Australia Business Number.
- c. All successful projects are to be completed within 12 months of the funding being awarded.
- d. Applicants must verify that the funded project could not be covered by insurance.
- e. The program will not support organisations that are political or that have a political purpose, government departments or agencies, grant making bodies or have a primary focus on fundraising.
- f. Requests for funding or support cannot be for a project/activity that has already occurred.
- g. The grant will not fund operational costs such as marketing and wages.
- h. The applicant must have all insurances, permits and licences for business operation.
- i. Organisations may not apply for funding under the Business Support Grants Program if they have also received funding under the Shire Community Grants Program in the same year.



3. General Conditions

- a. Projects that will be considered, but not limited to, include:
 - i. New business/enterprise assistance.
 - ii. Training and professional development.
 - iii. Investing in e-commerce activities.
 - iv. Projects that increase business opportunity and sustainability.
 - v. Capital works projects including major projects and streetscape and aesthetic/amenity improvements.
- b. Budget allocation for the Business Support Program will be determined during the Council's Annual Budgeting Process.
- c. Allocation of grant funding, partial or entire, will be at the sole discretion of the Council.
- d. Council's position is to fund to a maximum of one half of the total project cost and applicants are encouraged to contribute their own funding and/or obtain grant or loan funding for the remaining project costs.
- e. In-kind labour and equipment may be included in the applicant's contribution but may not exceed one third of the completed value of the project.
- f. Council may opt to use their employees or equipment in lieu of a cash contribution.
- g. Council reserves the right to carry out a progress inspection or request a progress report at any stage of the project.
- h. The Chief Executive Officer is given delegated authority to approve or reject minor variations to the applicant's project budget following approval of the grant from Council.
- i. Any applications received that are considered to not completed in their entirety or lacking in information, will be returned to the applicant for resubmission. It is encouraged that applicants carefully read through and address each criteria item to ensure the application will be considered.

4. Acquittal

All businesses/enterprises that receive funding will have to provide the following after their project's completion within 12 months of the funding being awarded:

- a. Completed Acquittal Form (to be provided);
- b. Proof the project, activity or event took place (e.g. photographs etc.);
- c. Proof of expenditure (e.g. copy of financial records and invoices paid); and
- d. Evaluation of project, activity or event (e.g. copy of participant feedback, surveys etc.).

5. Assessment Process

- a. Applications will be assessed by the grants team based on grant criteria and a recommendation made to Council.
- b. Applications will be presented to Council and assessed based on eligibility and merit.
- c. Allocation of grant funding is at the discretion of the Council.
- d. All applicants will be contacted in writing regarding the outcome of their application.
- e. Applicants are encouraged to seek feedback on the outcome of their application.

6. Submission Information

Applications can be received via mail, email or printed copies dropped into the front counter at Shire Administration Office.



BUSINESS SUPPORT GRANTS POLICY

GUIDELINES

Annexure A - Assessment Criteria (Attached)

Annexure B – Shire of Quairading Business Support Grants Process

Application Form - (Separate Document)

STATUTORY ENVIRONMENT

Local Government Act (1995)

| Record of Policy Review | | | | | | |
|-------------------------|---------------------------|------------------|------------|---------------------------------|------------------|---------------|
| Version | Author | Council Adoption | Resolution | Reason for Review | Next Review Date | CEO Signature |
| 01 | Jen Green | 29/4/21 | 164-20/21 | New Policy | Apr 23 | |
| 02 | Nicole Gibbs Jen Green | | | Biennial Review/Council request | | |

DRAFT



ANNEXURE A

1. Assessment Criteria

Each Grant Submission will be assessed based on the following criteria

Criteria 1 –Benefit:

- a. Is the project part of an overall business/enterprise strategy?
- b. Is there identified and demonstrated business/enterprise need?
- c. What are the benefits (value adding) to the business/enterprise and the community?
- d. Does the project align with outcomes in the Strategic Community Plan?

Criteria 2 – Organisation:

- a. ABN? Y/N
- b. Business type and purpose

Criteria 3 – Project Cycle:

- a. Planning and design of project
- b. Management and delivery of project (incl. milestones and works schedule)
- c. Project Budget
- d. Financial contribution - \$; In-Kind; External
- e. Evaluation of project
- f. Sustainability of project
- g. Use of local suppliers for capital works

2. Score

Each Grant Application will be assessed based on these criteria

Each criteria will be evaluated and given a score between 1 (Poor) and 5 (Excellent).

3. Weighting

Weighting for each criteria to be determined by the Council.

| Proposed weighting is: - | |
|--------------------------|-----------------------------|
| Community Benefit - | 40% |
| Organisation - | 20% |
| Project Planning - | 40% |
| Priority/Need | Number/Submissions Received |

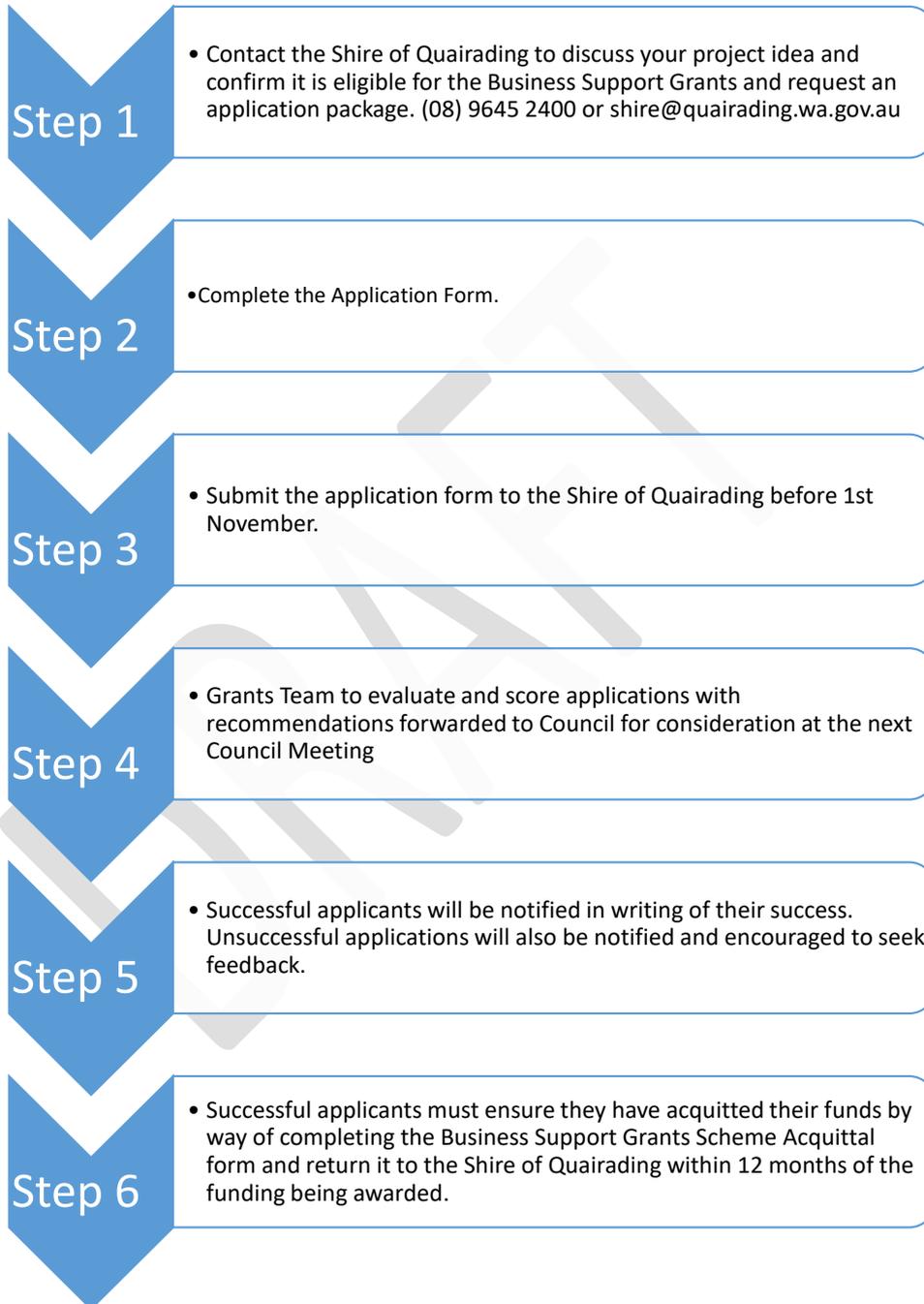
A minimum weighted score of 3 out of 5 (60%) will receive a positive recommendation.



BUSINESS SUPPORT GRANTS POLICY

ANNEXURE B

Shire of Quairading Business Support Grants Process



12.7 Edwards Way Vacant Block Strategy

| | |
|-------------------------------|--|
| Responsible Officer | Nicole Gibbs, Chief Executive Officer |
| Reporting Officer | Nicole Gibbs, Chief Executive Officer |
| Attachments | Nil |
| Voting Requirements | Simple Majority |
| Disclosure of Interest | Reporting Officer: Nil Responsible Officer: Nil |

OFFICER RECOMMENDATION

That Council establish a Land Auction Working Group to progress the Edwards Way Land Auction project for:

1. 1 Edwards Way
2. 3 Edwards Way
3. 5 Edwards Way
4. 19 Reid Street
5. 21 Reid Street

IN BRIEF

Council has had 12 residential blocks for sale on Edwards Way/Reid Street for over 20 years. There has been Council discussion on innovative ways to generate interest in the blocks.

The lots have been on sale from between \$30,000 to \$45,000 for over 10 years. There has been no interest in the lots from buyers. Local real estate agents have advised with certainty that the lots will not sell for the current price because construction is cost-prohibitive in Quairading.

Council officers have developed a new advertising prospectus and strategy for the Edwards Way Residential Lots.

Dovetailing off the enormous success of the “search for a doctor” media campaign, officers proposed a similar media campaign, the interest being generated by selling the lots with a reserve of \$1 by hosting a land auction. Land cannot be sold for no money at all as this is illegal.

At the June OCM, Council adopted a motion to hold the land auction, as per the officer’s recommendation. Since that time, two individual Councillors have offered their assistance to plan and hold the auction. Officers are now proposing that a Land Auction Working Group be established to enable willing Councillors to assist with the project.

MATTER FOR CONSIDERATION

That Council considers establishing a Land Auction Working Group to enable willing Councillors to assist with the Edwards Way Land Auction project.

BACKGROUND

Council has 12 residential blocks for sale on Edwards Way/Reid Street for over 20 years, with minimal to no interest from the community or otherwise in purchasing a block. The lot locations are:

| LOT | STREET NO. | AREA | SALE PRICE (EXC GST) |
|------------|-------------------|-------------|-----------------------------|
| 304 | 2 Edwards Way | 1065 | \$30,000 |
| 303 | 4 Edwards Way | 1061 | \$30,000 |
| 302 | 6 Edwards Way | 1091 | \$30,000 |
| 301 | 8 Edwards Way | 1088 | \$30,000 |
| 325 | 1 Edwards Way | 1082 | \$45,120 |
| 324 | 3 Edwards Way | 1070 | \$45,120 |
| 323 | 5 Edwards Way | 1069 | \$45,120 |
| 321 | 9 Edwards Way | 1069 | \$45,120 |
| 328 | 11 Edwards Way | 1048 | \$47,040 |
| 305 | 15 Reid Street | 1084 | \$46,080 |
| 326 | 19 Reid Street | 1202 | \$45,120 |
| 327 | 21 Reid Street | 1127 | \$43,200 |

It is a priority for Council officers to find new and innovative ways to generate interest in the blocks in a bid to finally sell them. The first step was to remove the local law restrictions that applied to the lots in terms of the type of build that could be constructed. Adherence to the pre-existing local law resulted in the cost of construction exceeding the total value of the property after construction was complete. This made purchase of one of the blocks unappealing to potential buyers. The local law has now been replaced by the provisions in Local Planning Scheme No. 03.

A search on www.realestate.com shows that Quairading houses in town sell from anywhere between \$195,000 - \$350,000 for a 3x1 or 3x2.

Recent research into building a house on one of the lots indicates that building a decent 3x2 or 4x2, even using modular housing, would cost \$400,000 - \$450,000. Adding the cost of the land onto this price makes selling the lots even more difficult.

There are vacant lots in surrounding towns which are of a similar value so Council needs to find a way to be competitive with these towns.

Council has committed to bringing new residents and businesses to town, and so selling these blocks should be a high priority. If the land can be sold and houses built, new people will come to town. This will help boost the economy for local businesses, increase rates income, improve health services, populate the school and childcare centre, increase new potential volunteers (to avoid volunteer burnout) and increase the number of employable people.

If nothing is done, these blocks will continue to remain unsold and on the market.

The Proposed Strategy

Officers previously proposed attempting to sell the lots through a highly publicised auction with a \$1 reserve. A caveat would be included to ensure builds would need to be complete within three years to avoid 'land banking.' Advice from Michael Southwell, Media and Political consultant, indicates that the auction strategy would be the one most likely to gain media support.

The work attached to the project is significant and includes:

- Community consultation;
- Instructing a legal firm in the development of property contracts with caveats;
- Facilitating a 'Quairading Day' on the day of the auction; and
- Facilitating auction day.

The risk is obvious, in that there is the danger that no lots will sell.

Contractual Design Guide

Officers propose including a Contractual Design Guide which specifies that houses must be complete within three years, contain at least three bedrooms and one bathroom, include a car port or garage, include a back or front veranda and include residential fencing around at least the back yard.

Estimated Cost

The estimated cost to sell a lot is between \$500 to \$1500 per lot. Officers may be able to source a cheaper provider.

At the June OCM, Council adopted the following motion:

RESOLUTION: OCM 286-22/23

That Council endorse a land auction of five lots on Edwards Way, with a reserve of \$1 per lot. The specific lots are:

- 1. 1 Edwards Way*
- 2. 3 Edwards Way*
- 3. 5 Edwards Way*
- 4. 19 Reid Street*
- 5. 21 Reid Street*

Since that time, two individual Councillors have offered their assistance to plan and hold the auction. Officers are now proposing that a Land Auction Working Group be established to enable willing Councillors to assist with the project.

STATUTORY ENVIRONMENT

Local Government Act 1995

Building Act 2011

Planning and Development Act 2005

POLICY IMPLICATIONS

Asset Management Policy

Community Engagement Policy

FINANCIAL IMPLICATIONS

There is significant financial risk of investing money into this strategy with the chance of it not working, and no blocks selling.

ALIGNMENT WITH STRATEGIC PRIORITIES

- 2.2 Economy:** 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
- 2.3 Economy:** Shire engages stakeholders and partners to help capture local economic development initiatives
- 5.1 Governance & Leadership:** Shire communication is consistent, engaging and responsive
- 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

The CEO has been in consultation with Michael Southwell to appropriately and will also sought legal advice with reference to contracts.

RISK MANAGEMENT PRIORITIES

This report addresses the following identified Strategic Risk Management Priorities:

The resale value/return on investment for local properties remains low.

Low employee retention increases recruitment costs, decreases employee morale and decreases Shire reputation.

Uncertainty of Quairading’s long-term future results in the further attenuation and closure of local businesses.

RISK ASSESSMENT

| | Option 1 |
|------------|---|
| Financial | <p>Low</p> <p><i>The lots have been on sale for years without interest. While the financial risk may be considered significant, the potential outcome could bring new house builds and in turn, people to the community which is only positive for local employment, business, schools and health services.</i></p> |
| Health | N/A |
| Reputation | <p>High</p> <p><i>The residential blocks have been sitting vacant for many years which does not look good for Council. It is important for the community to see growth in the area.</i></p> |

| | |
|---------------------|--|
| Operations | Medium <i>The project will increase the workload of 3-4 staff..</i> |
| Natural Environment | 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

Nil.

12.8 Quairading Sports and Recreation Precinct

| | |
|-------------------------------|--|
| Responsible Officer | Nicole Gibbs, Chief Executive Officer |
| Reporting Officer | Natalie Ness, Executive Manager Economic Development |
| Attachments | Nil |
| Voting Requirements | Simple Majority |
| Disclosure of Interest | Reporting Officer: Nil Responsible Officer: Nil |

OFFICER RECOMMENDATION

That Council note the progress made in applying for the Department of Local Government, Sport and Cultural Industries CSRFF Small Grants Funding for projects up to \$500,000 to develop Stage 1 of the Quairading Sports and Recreation Precinct.

IN BRIEF

To date, Council has spent \$67,000 on the development of concept plans and probable costings for the re-development of the Quairading Sports and Recreation Precinct. Officers want to ensure that this expenditure is not wasted and so have explored ways to apply through the Department of Local Government, Sport and Cultural Industries (DLGSCI) for Community Sports Recreation Facility Funding (CSRFF) as a funding stream for Stage 1 of the Quairading Sports and Recreation Precinct.

Shire Officers have progressed conversations for potential funding streams with DLGSCI, the Commonwealth with the Growing Regions Program (GRP), Lotterywest, Cooperative Bulk Handling (CBH), and the West Australian Football Commission (WAFC). The project is required to be staged in three phases to align with several grant funding rounds to obtain the required funding to complete the project. The 3-stage Masterplan will incorporate:

- Stage 1 - two new multi-purpose courts (netball and basketball) with new flood lighting and fencing; and existing scoreboard replaced with a new electronic scoreboard
- Stage 2 – existing Community Building and Quairading Football Club Pavilion demolished and replaced with a new 2-Storey Sports and Recreation Pavilion, including: multi-user changerooms; female, male and universally accessible ablutions; trainers, strapping and first aid room; strapping room; community gym; sport club offices; scoreboard storage; umpire room; community storage area; canteen area; function room, kitchen, and balcony areas; community storage area; and bar area
- Stage 3 – five new tennis courts.

On Thursday, 13 May 2023, the CEO, EMED and SPO met with Ms Samantha Cornthwaite, Regional Manager Wheatbelt from the Department of Local Government, Sport and Cultural Industries to discuss available funding and the process to commence an application on behalf of the Shire of Quairading. Ms Cornthwaite has suggested staging the project to capitalise on two current CSFRR funding streams including:

- CSFRR Small Grants Round with grant funding of \$300,000 to \$500,000 awarded to smaller sport and recreation projects with a focus on new playing surfaces, courts, synthetic surfaces and floodlighting projects
- CSFRR Large Grants Round with grant funding of up to \$2,000,000 for larger sport and recreation projects with a focus on projects to upgrade facilities to make them more accessible for female participants and projects in a location with a significant Aboriginal population that will increase participation or physical activity.

The DLGSCI CSRFF Small Grants Round opened on 3 July 2023 for projects up to \$500,000. Officers are currently preparing the DLGSCI CSRFF Small Grant Application for Stage 1 of the Quairading Sports and Recreation Precinct and are required to submit the application by 31 August 2023. If successful in the grant funding application, the Shire will be required to match the total funding amount with a 50% financial contribution to the project. A total of \$393,000 in existing grant funding from LCRI is available to match the grant funding for Stage 1 of this project if the Shire is successful with its application.

MATTER FOR CONSIDERATION

That Council note the progress made in applying for the Department of Local Government, Sport and Cultural Industries CSRFF Small Grants Funding for projects up to \$500,000 to develop Stage 1 of the Quairading Sports and Recreation Precinct.

BACKGROUND

Over a 10-year period Council has funded the development of Concept Designs and Probable Costings for the re-development of the Quairading Sports and Recreation Precinct.

MCG Architects were originally contracted to work with the Quairading Sports and Recreation Precinct Working Group to develop a concept for the renewal and upgrade of existing facilities.

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

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

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

Precinct Concept Plan

RESOLUTION: 19-21/22

1. That the Concept Plan be revised to include a second ladies change room, a second umpire's facility and modifications to the hard court layout;
2. That the feasibility of hockey field location and surface be researched and considered; and

3. *That once the Final Design Revisions has been received, Council proceed to engage a Quantity Surveyor to provide an Estimate of Probable Costs for Forward Planning and future Grant Funding Applications.*

Recommendations from the Resolution including re-alignment of Entry Road were taken onboard and included in the Final Design Concept and the Probable Costings. The Probable Costings for the Project totalled \$8,983,000 and with no identified funding streams available at the time, the Project was placed on hold in 2021.

The vision for the Project is that we have well maintained sport, recreation and leisure facilities that are sustainable within the means of the local Shire and local not-for-profit clubs and groups.

Significant research and planning for the sport, recreation and leisure needs of our community today and in the future, in consultation with the community have been used to inform the Final Design Concept.

To progress conversations for potential funding opportunities with the DLGSCI, Commonwealth, Lotterywest, CBH and the WAFC, the Project is required to be staged in three parts. The 3-stage Masterplan will incorporate

- Stage 1 – two new multi-purpose court, replacement of netball courts with new flood lighting and fencing and existing football scoreboard replaced with a new electronic scoreboard
- Stage 2 - Community Building and Quairading Bulls Football Club Pavilion demolished and replaced with a new 2-Storey Sports and Recreation Pavilion including: multi-user changerooms; female, male and universally accessible ablutions; trainers, strapping and first aid room; strapping room; community gym; sport club offices; scoreboard storage; umpire room; community storage area; canteen area; function room, bar area, kitchen, cool room and balcony areas; community storage area
- Stage 3 – five new tennis courts.

The DLGSCI has expressed interest in funding Stage 1 for the new two outside multi-purpose netball and basketball courts and new floodlighting for this area.

Officers are preparing the CSRFF Small Grants Application for the project to progress to the next stage of conversations with the DLGSCI prior to submitting the application at the end of August 2023.

The process for securing grant funding from the DLGSCI is as follows:

1. Prepare a business case for the project
2. Engage a Quantity Surveyor to cost the project
3. Consultation with State Sporting Associations of local sporting clubs to support and endorse the project
4. Council endorsement of the project
5. Application submitted to CSFRR
6. Application endorsed by the Minister for Local Government, Sports and Recreation for the requested grant amount.

On Thursday, 29 June 2023, the CEO, EMED, SPO and EO met with Mr Steve Rose, Manager Facilities & Government Relations with the WAFC. The WAFC has expressed interest in funding the Electronic Scoreboard, together with funding for the new 2-Storey Sports and Recreation Pavilion, supporting the growth of women in football and pathways for children into the Australian Football League.

Officers will continue conversations with the WAFC for funding towards both the Electronic Scoreboard in Stage 1, together with the new 2-Storey Sports and Recreation Pavilion in Stage 2 of the Project.

The Commonwealth has now introduced the Growing Regions Program (GRP), which has a total budget of \$600M over three years. The program will be incredibly competitive, and it is anticipated that most of it will be re-directed to organisations who spent development money on Building Better Regions Funding (BBRF) applications. The Infrastructure, Transport, Regional Development, Communications and the Arts, has provided information on program guidelines, eligibility criteria and the application process and it now sits with Council to confirm which community infrastructure project it would like Officers to apply for. It is anticipated that the Shire will need to have 50% of the funding available for the Project to be eligible for the other 50% from GRP funding. This is problematic, given Royalty For Regions Funding (RFR) is no longer available for this purpose. Officers are researching other funding streams through DLGSCI, Lotterywest, CBH and the WAFC to contribute funding towards Stage 2 and Stage 3 of the Masterplan.

Round 1 of the GRP opened for Stage One - Expressions of Interest on 5 July 2023, with \$300 million available to support capital works projects for community and economic infrastructure across regional and rural areas. Eligible applicants have until 5pm (AEST), 1 August 2023 to submit an Expression of Interest Application.

There will be a two-stage process. Under Stage One, applicants will be required to submit Expressions of Interest which will be assessed to ensure projects meet eligibility requirements, project readiness and program suitability, and are aligned with regional priorities for the area.

Expressions of Interest that are assessed as meeting requirements and approved to proceed will be invited to submit a Full Application as part of Stage Two – Full Application, due by 5pm (AEST), 12 December 2023.

STATUTORY ENVIRONMENT

Local Government Act 1995

POLICY IMPLICATIONS

Nil

FINANCIAL IMPLICATIONS

ALIGNMENT WITH STRATEGIC PRIORITIES

- 1.2 Community:** Provide social and cultural activities for all members of the community
- 2.3 Economy:** Shire engages stakeholders and partners to help capture local economic development initiatives
- 3.2 Built Environment:** Parks, gardens and social spaces are safe and encourage active, engaged and healthy lifestyles
- 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
- 5.1 Governance & Leadership:** Shire communication is consistent, engaging and responsive
- 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

Consultation and engagement with the community was crucial to the development of the Quairading Sports and Recreation Masterplan.

A survey of sporting and recreation organisations within the Shire, together with an online community survey were conducted early in the Project providing the community and stakeholders the opportunity to participate in the process and inform the Masterplan Concept Design.

Key Shire Officers and neighbouring LGAs were also approached for information gathering to inform the Masterplan Concept Design.

The Quairading Sports and Recreation Working Committee were also an integral information source informing the Masterplan through committee meetings and workshops conducted by ABV Leisure.

RISK MANAGEMENT PRIORITIES

This report addresses the following identified Strategic Risk Management Priorities:

Asset Management Plan is non-compliant due to aging assets and increasing costs.

Uncertainty of Quairading’s long-term future results in the further attenuation and closure of local businesses.

RISK ASSESSMENT

| | Option 1 |
|------------|---|
| Financial | High <i>Five funding sources have been identified but will take Officers time to prepare the relevant business cases and applications. All State Government and Commonwealth Government grants require a 50% contribution from another source.</i> |
| Health | High <i>Provide a medium-term plan for the sustainable development and use of the sport and recreation facilities and services in Quairading to maximise opportunities for active and passive recreation in the community.</i> |
| Reputation | High <i>This has been an on-going project for 10+ years without an obvious resolution available.</i> |
| Operations | High <i>Given that the once available funding sources are no longer available, it will take significant internal resource to attempt to identify and secure funding.</i> |
| | |

| | |
|----------------------------|---|
| <p>Natural Environment</p> | <p>High</p> <p><i>The Shire of Quairading has developed and published the Shire’s Strategic Community Plan 2021-2031. The Plan sets the vision, aspirations and objectives of the community for a 10-year period including six areas of key focus including Natural Environment considerations in the development of the town centre.</i></p> |
|----------------------------|---|

| | 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.

ITEM 13 MATTERS FOR CONSIDERATION – HEALTH & BUILDING

No matters for consideration

ITEM 14 MATTERS FOR CONSIDERATION – WORKS & SERVICES**14.1 Update on Works & Services Programme****Responsible Officer** Nicole Gibbs, Chief Executive Officer**Reporting Officer** Sarah Caporn, Executive Manager, Works & Services**Attachments** 1. 2023/24 Works Programme - Current Status Report [↓](#) **Voting Requirements** Simple Majority**Disclosure of Interest** Reporting Officer: Nil

Responsible Officer: Nil

OFFICER RECOMMENDATION

That Council note the current status of the programme for Works & Services team for the month of July 2023.

IN BRIEF

After successfully completing much of the 2022/23 Programme, Works staff are beginning to plan and prepare for 2023/24 Capital Works.

July is generally quieter so outside staff are taking leave where needed as well as completing minor maintenance jobs such as clearing drains, culverts and potholing sealed roads. The maintenance grading programme has also begun.

MATTER FOR CONSIDERATION

A comprehensive update of current Works & Services projects is provided below.

PROJECT UPDATES**Construction:**

Maintenance Grading: The “Wheatbelt Roads Grader Bootcamp” training as reported last month went really well with five of our current staff participating. This training has provided a good background of what the Shire is aiming for in terms of minimum standards when grading our unsealed roads. The current two staff under training from our Supervisor of Construction (currently the only experienced grader driver on staff) are showing great promise. There’s quite the art to moving a blade within space across three planes and not everyone is wired to be able to make this happen.

As reported last month, the grading started on Badjaling North Road and moving east. The EMWS is taking and providing feedback from the community on the current status of roads and reports will be prioritised and addressed as resources allow.

2023/24 Programme: Please see Attachment 1 for a more comprehensive list but proposed Capital works for this coming financial year includes:

- Culvert Replacement, Dangin Mears Rd (WSFN funded)
- Roads to Recovery – three gravel resheeting projects for Old Beverley Road West, Stockpool and Badjaling North Roads
- Regional Roads Group – Reconstruction 3km of Quairading – Corrigin Road, widening to 10m with 8m seal (near Horsley Road, SLK 19.89-23.02)
- 4 x floodway upgrades from pipes to box culverts for Old Beverley Rd West, Minchin, Punch and Squiers Roads
- McLennan St drainage upgrade including through Wood St Reserve
- Town Hall / Shire Administration carpark
- Footpath – McLennan St, Arthur Kelley Village to Main Street Precinct
- Parker House - Gardens Upgrade
- Sportsground upgrades – Netball/Basketball Court (depending on funding outcome) and Cricket Pitch Refurbishment (in consultation with Cricket Club)



Murphy St

Grounds & Gardens:

Community Park:

It has been all hands on deck since work finished on the road construction. The whole team has been working in the Park to ensure all items are finished and ready for access by the general public.

The trampoline has been a major focus for the team. It is acknowledged as a high risk activity but many parents will tell you that it's the one piece of equipment that their children enjoy for at least 10 years of childhood – they are always out on the trampoline. There are several other local governments who have got something similar in their public play spaces – Shire of West Arthur, Wikepin and Lake Grace / Newdegate to name a few so we are going to persevere with it's inclusion.

The Big Q has arrived and been installed and is a major talking point around town. It looks great and should provide an excellent image to share of Quairading in social media posts.

Contractors will be back soon to work on the skater bumps, wind wheels and fitting the last pieces of the flying fox. Shire staff will work with Adam May to install the park furniture and bins and then we will be ready for the official opening in late August. The public will be able to access the site prior to this.



Old School Site:

The signs and furniture have now been installed and the Official Opening is occurring on Thursday 20th July. This project is now complete.

Council Properties:

Coraling St Residence: Planned upgrades for the kitchen flooring and bathroom ventilation have now been completed and the property is ready for lease. Preparations of lease documentation is underway.

Waste Site Updates: Nothing new to report at this time.

Plant Updates: The Shire has ordered a set of pallet forks and a rake bucket attachment for the Bobcat T595 with what remained in the 2022/23 minor asset budget. These should prove very useful additions to the capacity of this machine now that the forklift is based at the Waste Site.

The Hitachi Excavator has now been repaired and returned to the Shire. It didn't need a total engine rebuild but it is likely that we will now bring trading it in forward in our Plant Replacement Planning.

ENVIRONMENT

Local Government Act 1995

POLICY IMPLICATIONS

Nil

FINANCIAL IMPLICATIONS

There are no financial transactions outside of existing project scope and operational expenses until Council formally adopts their 2023/24 Budget.

ALIGNMENT WITH STRATEGIC PRIORITIES

- 3.1 Built Environment:** Safe, efficient and well maintained road and footpath infrastructure
- 3.2 Built Environment:** Parks, gardens and social spaces are safe and encourage active, engaged and healthy lifestyles
- 5.3 Governance & Leadership:** Provide informed and transparent decision making that, meets our legal obligations, and the needs of our diverse community

CONSULTATION

The Works team received a high level of customer requests which are immediately assessed by EMWS and responded to within a timely manner.

RISK ASSESSMENT

| RISK ASSESSMENT | |
|---------------------|---|
| Financial | Moderate <i>The Works budget is a substantial investment into our town and the Shire’s assets. It needs to be properly allocated and have transparency for the community members and ratepayers.</i> |
| Health | N/A |
| Reputation | High <i>The Works team has strong visibility within the community and are committed to making sure the Shire is a safe and beautiful place to live and work.</i> |
| Operations | High <i>A well-functioning Works team ensures that Council’s priority tasks are completed in a timely and value for money method.</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

Please find the current status of the proposed 2023/24 Works Programme as Attachment [1].



WORKS PROGRAMME UPDATE – 23/24

| PROJECT | SCHEDULED COMPLETION DATE | CURRENT STATUS AND COMMENT |
|---|---------------------------|---|
| Works Programme Planning & Road Hierarchy | | Report going to August 2023 Concept Forum. Planning for 2024 Budget Workshops |
| Major Road Construction: Quairading-Corrigin Rd | October - December 2023 | 3km near Horsley Road – reconstruction, cement stabilisation to 10m with 8m seal. Would also like to include a crumb rubber seal on 22/23 works. |
| Gravel Resheeting: Old Beverley Road West; Stockpool Road; Badjaling North Road | | Currently working on sourcing gravel supplies and getting them pushed up. Scheduled early 2024. |
| Other Road Maintenance – Cemetery Road (Permit to Take Threatened Flora (for <i>Jacksonia Quairading</i>) required) Grade Airstrip Access Road | | Permit expires 30 November 2023 May also need some gravel top-up |
| Footpath Improvements | | Request for new footpath from Arthur Kelly Village to Main Street – what do we do about the fig trees on southern side of Jennaberring Rd? |
| Seal repairs (half road) on corner of Mawson-Doodenanning Rd & Billacabella Rd – drainage issues with water pooling on corner | September – October 2023 | Scheduled for completion by the Construction team by end of October, prior to harvest. |
| Town Hall / Shire Admin carpark (LRCI funded) | | Remove 4 x large Victoria River Eucalyptus (non-native) trees. Bore out tree roots from drains of Town Hall and Admin Building as part of works. Reduce scope to match funding & budget – current design goes into Works Depot Yard |
| The Groves: Access road | September 2023 | Fencing and clearing have been done by others. Shire will need to complete access road from Ashton St to southern gateway for entry. |
| Verge mulching / vegetation trimming: Quairading – | | Proposed for 22/23 but was not able to use funding. Still needs doing so costed into 23/24 |



| PROJECT | SCHEDULED COMPLETION DATE | CURRENT STATUS AND COMMENT |
|--|---------------------------|---|
| Cunderdin Road (~20km from town edge to Shire boundary) | | maintenance works – external contractor with traffic control. |
| Level 1 Bridge Inspections | Summer 2023/24 | Need to compete work order on Bridge # (Dangin North Road) |
| Kwirradig Koort Community Park | July & August 2023 | Still to test and finish irrigation system, garden edging and trampoline surround. Need to schedule an annual maintenance visit |
| Toapin Weir | | Fire Pit Rings, last few signs and what to do with pump shed refurbishment |
| Townsite Garden – Renewals | | Proposed new plantings in Main Street Precinct, Caravan Park Entry and Daycare Centre |
| Sportsground Upgrades | | <p>Funding application going in for the hard sports court – demolish existing and site preparation.</p> <p>Refurbish cricket pitch in conjunction with Club.</p> <p>More fencing panels needed around Oval.</p> <p>Renew polycarbonate panels @ Ram Shed prior to their sale in October.</p> |
| Refurbishment of BMX / Bike Track | | |
| <p>Caravan Park: Sewer pump (move to a silent alarm), CCTV coverage</p> <p>Infant Health Centre (plinth & plaques)</p> | | <p><u>Caravan Park:</u> ewer pump is always problematic so mechanical ball floats are costed into 23/24 Budget.</p> <p>Proposed installation of CCTV cameras in main public access points of park</p> <p><u>Infant Health:</u> Adam May currently building plinth with reclaimed bricks from building. Foundation stone and brass information plaques will be incorporated.</p> |
| <p>Waste Facility:</p> <p>Upgrades to fencing & waste processing;</p> <p>Feral animal control programme</p> | | <p>Project includes new signage, skip bins and a public education campaign.</p> <p>Proposed Bulk Rubbish Collection in late 2023.</p> <p>Reinstate cat control programme for 2023/24.</p> |
| Aged Care Facilities: | | Arthur Kelly Village: 2 x Carports, Irrigation improvements, gravel carpark on NW side |



| PROJECT | SCHEDULED COMPLETION DATE | CURRENT STATUS AND COMMENT |
|--------------------------------------|---------------------------|--|
| | | <p>Parker House: Total Front Garden refurbishment – may include front fencing (budget dependent) f</p> |
| Balkuling School repairs | | Adam May has quoted – need to schedule works. |
| Workplace Health & Safety | | <p>Working through reports for what needs completing from the Audit.</p> <p>Quarterly meetings of WHS Committee, attended by our LGIS Regional Risk Coordinator.</p> |
| Training Matrix | | Whole of staff training for Temporary Traffic Mgmt, Truck Licenses, more plant competency tickets, Test & Tag training |
| Plant Upgrades | | Proposed to turn over 3 utes, 1 x 6 wheel tipper truck, sportsground mower and a hydraulic plant trailer. |

ITEM 15 MATTERS FOR CONSIDERATION - WORK, HEALTH & SAFETY

No matters for consideration

ITEM 16 URGENT COUNCILLOR'S BUSINESS

ITEM 17 CONFIDENTIAL ITEMS

The Meeting will be closed by Council Resolution to the public under Part 5 Division 2 Section 5.23(2)(b) and (h) of the Local Government Act 1995 as the Items relates to : -

- (b) the personal affairs of any person
 - (h) such other matters as may be prescribed (consider regulations)
-

OFFICER RECOMMENDATION

That Council close the meeting to the public at _____ pm to consider the confidential reports listed below in accordance with Section 5.23(2) of the Local Government Act 1995:

17.1 Main Street Façade

17.1 Main Street Façade

OFFICER RECOMMENDATION

That Council note the CEO's intention to have eight buildings inspected on the main street (Jennaberring Road) to ensure the safety of the community.

The above mentioned report/s were provided to Elected Members under separate cover. The report/s are not for publication.

OFFICER RECOMMENDATION

That the meeting be open to members of the public at _____ pm.

Public Reading of Resolution

Should there be any members of the public in attendance at the re-opened Meeting, the Shire President is to read aloud the decisions made by Council while the Meeting was closed to the public.

ITEM 18 NEXT MEETING DATE

THE NEXT ORDINARY COUNCIL MEETING IS SCHEDULED TO TAKE PLACE ON THURSDAY 31 AUGUST 2023 COMMENCING AT 2.00PM IN THE COUNCIL CHAMBERS, 10 JENNABERRING ROAD, QUAIRADING, WA.

ITEM 19 CLOSURE

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