



Strategic Planning Committee

Minutes | 11th August 2020

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SHIRE OF QUAIRADING

The Minutes of the Strategic Planning Committee Meeting held on Tuesday 11th August 2020 commencing at 5.00 pm.

ITEM 1 OPENING & ANNOUNCEMENTS

The Chairperson opened the Meeting at 5.00 pm.

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

ITEM 2 ATTENDANCE AND APOLOGIES

Councillors

Cr B McGuinness	Chairperson
Cr WMF Davies	Shire President
Cr JN Haythornthwaite	Deputy Shire President
Cr BR Cowcill	
Cr JW Haythornthwaite	
Cr JR Hippiisley	
Cr PD Smith	
Cr TJ Stacey	

Council Officers

Mr GA Fardon	Chief Executive Officer
Mr N Gilfellon	Executive Manager of Corporate Services
Mr RM Bleakley	IPR/Strategic Projects Officer

Apologies

Mr A Rourke	Executive Manager of Works & Services
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Leave of Absence Previously Granted

Nil

ITEM 3 DEPUTATIONS / PRESENTATIONS / SUBMISSIONS / PETITIONS

Drought Communities Extension Programme

The Chief Executive Officer reported to the meeting that he had received written confirmation from the Federal Minister for Agriculture, Drought and Emergency Management that funding of \$1.0 M had been approved for Council under the Drought Communities Extension Programme and was awaiting the receipt of the Grant Funding Agreement for signing.

ITEM 4 DECLARATIONS OF INTEREST

Councillors to use pro forma declaration of interest handed to Chief Executive Officer prior to meeting or verbal declaration of interest.

- Cr Jo Haythornthwaite - Impartiality Interest with Item 10.1 ICT Strategic Plan Progress Report
- C John Haythornthwaite - Impartiality Interest with Item 10.1 ICT Strategic Plan Progress Report.
- Cr Hippisley – Proximity Interest with Item 6.1 Referred Strategic Proposals (17) LIA Subdivision

ITEM 5 CONFIRMATION OF MINUTES AND BUSINESS ARISING

5.1 Confirmation of Minutes – 15th April 2020

RECOMMENDATION: SP1-20/21

MOVED Cr Hippisley SECONDED Cr Cowcill

That the Minutes of the Strategic Planning Committee Meeting held on the 15th April 2020 be confirmed as a true and accurate record.

CARRIED 8/0

5.2 Business Arising

District Bus Tour

The proposed District Bus Tour has been tentatively scheduled for Friday the 11th September 2020 departing 9.00 am from the Shire Administration Centre returning 1.00 pm for Lunch.

Cr Jo Haythornthwaite and Cr Davies advised that they were unable to attend on this day.

The CEO is to continue to liaise with Councillors on the scheduling of the District Bus Tour.

District Promotion

The CEO reported that the District Promotion advertisements were now screening on GWN7. Comment **was made on the "shortness" of the advertisements and that** the Tagline was at the end of the advertisements.

Change of Agenda Format

The Chairperson and the CEO outlined changes to the format of the Agenda to better reflect the more Strategic Issues the Committee is considering.

Cr McGuinness sought **Councillors' feedback on the format and that the format can be modified over** time to ensure that the Committee is working effectively.

The general consensus of the meeting was that there was satisfaction with the revised format.

ITEM 6 REFERRED STRATEGIC PROPOSALS

6.1 Referred Strategic Proposals/Matters Report August 2020

#	MATTER	SCP	CBP	LTFP	20/21 BUDGET
1	Building Strategy	G1, B2.1, B2.2	Y	Y	Y – On track for inclusion within Asset Management Plan to be completed by 31 st December 2020.
3	Progressing the potential bituminising of the airstrip	B2.2	Y	N	N Matter remains with SJA Quairading Y - Expansion of Bitumen Setdown Area in the 20/212 Budget Project Cost \$85,003 Successful Grant Amount \$38,484
4	Community Park / Trail	S1.1, S1.2, NE2.2, S2.2, S4.5, B2.2, G3.2	Y	Y	Y – Grant Application and Construction in 20/21. \$620K Budget EOI to Lotterywest for Funding prepared for submission. \$73,227 - Rural Youth Donation \$75,000 from Building & Infrastructure Reserve Fund. \$20K Municipal Funding
5	Business Attraction Strategy	ED1.1, ED2.1	Y	Y	N/A – Completed and Adopted by Council in March 2020
6	Energy Efficient Street Lighting	NE1.1	Y	Y	N
7	Tourist Layby, Opposite the Shopping Precinct Carpark in Heal Street	B2.1, B2.2, S4.5	Y	Y	Y – Detailed Design Completed. Main Roads Approval Granted. Awaiting outcome of the Drought Funding before Project Scheduling and Implementation.
8	Configuration of Entry Western End Heal Street	B2.1, B2.2, S4.5	N	N	Y – Detailed Design Completed. Main Roads Approval Granted. Awaiting outcome of the Drought Funding before Project Scheduling and Implementation.
9	Pink Lake Layby Concept (Western side of the Lake)	NE2, NE2.1, NE2.2	N	N	N – Construction Concept submitted back to Main Roads Previous Cost Estimates provided to Council

#	MATTER	SCP	CBP	LTFP	20/21 BUDGET
					<p>19/03/2020 - Main Roads supports the proposal to develop and our preference would be option 1, the off road Option. Given the vertical geometry of York Merredin Road (M041) at this location, the design will need to ensure that safe sightlines are available from the two proposed accesses from M041.</p> <p>This will also be considered a Shire asset, for the purposes of construction and on-going maintenance.</p> <p>Main Roads does not have a source of funding that would be suitable for this. The Shire may have ability to source some type of Tourism funding. Potential Project.</p>
10	Tourism Strategy	ED1.1, ED2, ED2.1,	Y	Y	<p>Y</p> <p>Tourism Development Strategy - Adopted by Council Feb 2020.</p> <p>Tourism Promotion budget of \$58,270</p> <p>Next Tourism Steering Committee Meeting is to be held on the 25th August to schedule and to allocate resources to deliver the identified Tourism Promotional Projects.</p>
11	Solar Power for Caravan Park/ Swimming Pool / Oval Alternative Power	ED2.1, S1.1, NE1.1 NE1.1, NE1.2	N	N	<p>Y</p> <p>Electricity Tariff Change has seen significant reduction in Power Charges. Solar Power Project at the Swimming Pool - Budgeted for Delivery and Commissioning in 20/21 year.</p> <p>Project Estimated Cost \$42,520</p> <p>Drought Grant \$40K</p> <p>Municipal \$2,520</p>
12	Waste Strategy Plan	NE1.1, NE1.2	Y	Y	<p>N - The Waste and Recycling Strategy was placed on hold until June 2021 (3 Years) RESOLUTION: 191-17/18</p>
14	Asset Management Plans	B2, G1.1, G4	Y	Y	<p>Y</p> <p>AMP scheduled to be completed by 31st December 2020</p>

#	MATTER	SCP	CBP	LTFP	20/21 BUDGET
15	Review of Strategic Community Plan, Long Term Financial Plan and Corporate Business Plan	G4, G4.3	Y	Y	Y CBP reviewed in May 2020 prior to Annual Budget Cycle LTFP to be reviewed upon completion of the Roads and Buildings Asset Plan SCP – Major Review to be undertaken Feb – Apr 2021.
16	Silo Art	ED2	N	N	N CBH have provided In Principle Support for Silo Art. Shire contact has been made with the Silo Mural Artists. No Funding identified for Planning or Implementation.
17	LIA Subdivision	ED1, ED1.1, B1, B1.1	Y	Y	Y WAPC Approval received on 22 nd July for 5 Lots. Funding provided from Council's Town Planning and Development Reserve Fund for the development of 1 Lot in the 2020/21 Year. Copy of Plan and WAPC Approval attached for Committee discussion on latest interest in LIA Lots. A Sworn Valuation has been sought for "as if developed" lots for future Sale discussion.

6.2 Confidential: CRISP Wireless Introductory Meeting

Information provided under separate cover in accordance with the *Local Government Act S5.23 (e)(ii)*

The EMCS Mr Gilfellon provided an update on the Presentation made to Councillors and Senior Staff by CRISP Wireless on the 5th August 2020.

The Meeting noted that CRISP was to be encouraged to undertake their research of the feasibility and then provide more information to Council in September 2020.

The Meeting noted that a Cost Benefit Analysis Report would be required to progress the Proposal further.

ITEM 7 STRATEGIC COMMUNITY PLAN PRIORTIES

7.1 Ageing in Place

Council has identified this as a Key Focus Area for 2020/2021 requiring a review and re-setting of the **Strategy and an Officer's Report to the October 2020 Committee Meeting** proposing the Scope and Methodology to achieve Potential Models of Accommodation and facilities, Estimated Costs and Project timelines.

The IPR & Strategic Projects Officer, Mr Bleakley provided a brief background on the Ageing in Place Project and in particular the intent to reconvene the Working Group to consult on this Project.

The Meeting was informed that the Working Group had previously consisted of: -

2x Councillors

Minimum of 4 x Community Members, who had self nominated and would be asked if they wish to participate in the reconvened Working Group.

1x Council Officer (Mr Bleakley)

The Meeting noted that Cr Smith remained on the Working Group.

Cr Hippisley and Cr John Haythornthwaite put forward their names for consideration as a Councillor Delegate.

The Meeting noted that finalisation of the Councillor Delegates would be undertaken at the Council Meeting.

7.2 Terms of Reference for Requests for Quotation – Sports and Recreation Masterplan, and Sports and Recreation Centre Options Study

Meeting Date	11 th August 2020
Responsible Officer	CEO Graeme Fardon
Reporting Officer	IPR&SPO Richard Bleakley
Attachments	(i) Sports and Recreation Facility Recommendation Summary. (ii) Quairading Sport & Rec Strategic Plan 2021-2031 Terms of Reference. (iii) Quairading Sport & Rec Centre Options Terms of Reference.
Owner/Applicant	Shire of Quairading
Disclosure of Interest	Nil

OFFICER RECOMMENDATION

RECOMMENDATION: SP2-20/21

MOVED Cr Davies SECONDED Cr Smith

That the Strategic Planning Committee recommend to Council: -

1. That Council accept the Terms of Reference
 - i) Quairading Sport & Rec Strategic Plan 2021-2031; and
 - ii) Quairading Sport & Rec Centre Options
2. That the Chief Executive Officer proceed to advertise for submissions to deliver the two (2) consultancies projects.

CARRIED 8/0

Committee Discussion

The Meeting discussed the timing of the Working Group and Community Group Consultations taking into account Harvest and the January School Holidays.

IN BRIEF

- Council is reviewing the Sports and Recreation (S&R) Master Plan which has driven the development of Sports and Recreational Facilities in the Shire over the last 10 years.
- A revised and updated Sports and Recreation Masterplan will provide new direction as well as facilitate the sourcing of external funding.
- Office of Regional Architecture (ORA) was contracted by the Chief Executive Officer (CEO) to develop Terms of Reference for the following Consultancies: -
 - **Review and updating of the Shire's Sports and Recreational Masterplan; and**
 - Sports and Recreation Centre Options Study.
- Projects are scheduled to commence in late September 2020
- Completion is scheduled for
 - Quairading Sport & Rec Strategic Plan 2021-2031 – April 2021

- Quairading Sport & Rec Centre Options – February 2021

MATTER FOR CONSIDERATION

To endorse the two Terms of Reference for a revised and updated Sports and Recreation Master Plan for 2021 to 2031; and a Quairading Sport & Rec Centre Options Report.

BACKGROUND

The Council's Sports and Recreation Master Plan was prepared in 2011 with 23 recommendations.

To date 15 of these recommendations have been addressed with a number being deferred. (See attachment)

The existing S&R Masterplan has reached end of life and is due for review and update,

One of the outstanding recommendations (#23) is "to conduct a feasibility study examining the development and concept design for a multi-purpose sport facility"

A Working Group was formed in 2016 to move the process forward. The Group has narrowed the Options down to two:-

Option 1: Additions & Alterations to Existing Buildings; and

Option 2: New Purpose-Built Building

To progress forward on the development of the Shire has initiated a three phased program.

- Step 1. Drafting of Terms of Reference for the development of Concept Design and Probable Costings for the Request for Quotation (RfQ) in the market place
- Step 2. Contracting of consultancy to develop Concept Design and Probable Costings for the two options; and
- Step 3. Upon acceptance by Council of the outcome of Step 2, progression to the development of detailed architectural design and costings including Life Costings in preparation for submission for external funding.

ORA was identified as the architectural consultancy to deliver Step 1 for both Projects.

The Terms of Reference will be the basis for inviting Consultancies to submit proposals for consideration and procurement.

STATUTORY ENVIRONMENT

Local Government Act 1995

POLICY IMPLICATIONS

FIN.2 PURCHASING POLICY

FINANCIAL IMPLICATIONS

A Budget allocation of \$25,000 has been provided in the 2020/2021 Year for the delivery of the two projects.

STRATEGIC IMPLICATIONS – Strategic Community Plan 2017 - 2027

Social Objective: Active, healthy, safe and inclusive community

ITEM	OUTCOMES AND STRATEGIES
S1	Active community
S1.1	Provide facilities and support participation in sport and recreational activities, facilities and clubs

Governance Objective: Strong governance and community engagement

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

COMMUNITY CONSULTATION

Previous Consultation was conducted with the Sports and Recreation Precinct Working Group.

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

Financial - Risk Matrix Rating is assessed as Low.

Project has been provided for in Council 2020/2021 Budget.

Process for selection of the **Consultancy will comply with Shire's Purchasing Policy.**

Health – Risk Matrix Rating is assessed as Low

Reputation – Risk Matrix Rating is assessed as Low

Due diligence will be in place to ensure the Shire minimises its risk through the selection process of the Consultancy.

Operation – Risk Matrix Rating is assessed as Low,

Procurement and management of the project will be conducted within Council's current structure and resources.

Natural Environment – Risk Matrix Rating is assessed as Low.

COMMENT

Following the withdrawal of the Agenda Item in the February Council Meeting, the process for selection of consultant was reviewed.

Process has been revised to create greater accountability and transparency in the selection of successful candidate. This will minimise risk to Council reputation.

Step take:

- Step 1. Development of Terms of Reference by a recognised and qualified adviser prior to advertising in the market place.
- Step 2. Request for Quotations sought from suitably qualified and experienced candidates
- Step 3. Evaluation and selection of candidate by Selection Committee.

ITEM 8 PROJECTS

Quarterly reporting on all adopted Projects and Programs to the Committee (October 2020, February 2021, April 2021 and August 2021)

ITEM 9 GOVERNANCE

9.1 Long-Term Financial Plan and Corporate Business Plan

Report on progress of CBP and LTFP performance against targets six (6) monthly (October 2020 and April 2021)

9.2 Strategic Community Plan

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

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

9.3 Organisational Culture and Capacity Building

Briefing/report on the culture, capacity and opportunities for improvement and efficiency six (6) monthly (February 2021)

Completion of the reviewed Workforce Plan and presentation scheduled for the February 2021 Strategic Planning Committee Meeting.

ITEM 10 ASSET MANAGEMENT PLAN

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

10.1 ICT Strategic Plan Progress Report

Meeting Date	11 th August 2020
Responsible Officer	CEO Graeme Fardon
Reporting Officer	EMCS Nathan Gilfellow
Attachments	(i) Extract from the Draft IT Strategy (ii) Information Systems Audit Report 2020 (OAG)
Owner/Applicant	Focus Networks
Disclosure of Interest	Nil – Council Officers

Elected Members Declarations of Impartiality Interest

Declarations as made in Item 4 of the Meeting.

OFFICER RECOMMENDATION

RECOMMENDATION: SP3-20/21

MOVED Cr Jo Haythornthwaite SECONDED Cr Hippisley

That the Strategic Planning Committee recommend to Council: -

That Council notes the progress of the ICT Strategic Plan.

CARRIED 8/0

Committee Discussion

The Meeting noted that a Focus Network representative would be making a Presentation on the Draft ITC Strategy to the next Audit & Risk Committee Meeting in September 2020.

IN BRIEF

- The Shire engaged Focus Networks in May 2020 to assist in developing an ICT Strategy.
- The ICT Strategic Plan is a resource that the Shire can use to plan for, manage and review their Information, Communication and Technology assets.
- The key themes, being explored within the Strategic Plan have been taken from the Gartner IT Reports and are used to underpin the Goals of the Plan.

MATTER FOR CONSIDERATION

That Council notes the progress of the ICT Strategic Plan.

BACKGROUND

In August 2018, Focus Networks provided an IT Audit Service Report on the Shire of Quairading Network **and IT Systems to gain a snapshot of the Shire's IT environment.**

The Office of the Auditor General published an Information Systems Audit Report 2020 – Local Government Entities (Report 27: 2019-20). The report covered system audits of 10 Local Governments in Western Australia and found **"significant shortcomings" in their information security practices.**

In an interview with ALGA, Ms Spencer said, **"All local government entities**, including those not sampled in this audit, need to carefully consider the standards and the recommendations in this report to improve information security practices and protect the confidentiality, integrity and availability of information and systems."

The Shire engaged Focus Networks in May 2020 to assist in developing an ICT Strategy that will: -

- assist the Chief Executive Officer, Executive Team and Elected Members to better understand the complexity of managing information and technology within the local government sphere.
- **improve the Shire's ICT capability.**
- enable the Shire to operate at or above the ICT Baseline Standard/benchmark set by the OAG.
- ensure ICT is adequately managed to support all aspects of local government operations, and
- investigate the future ICT trends and how they relate to the Shire of Quairading.
- support all related elements of the Integrated Planning and Reporting Framework.

This document will be the action plan for **guiding Council's strategic direction in ICT over the next 4** years for the effective management of information and communications technology and to ensure that the **Shire's ICT systems are controlled and maintained in line with corporate objectives and emerging trends.**

This document establishes a baseline which identifies the minimum requirements for the effective provision of information and communications technologies, as well as information management **services, and solutions to effectively support the Shire's operations. Understanding the complexity of** information and communications technology management within local government is the first step in applying the necessary measures to ensure that the baseline ICT standards are being met.

This document also aims to provide true value to the community by enhancing and supporting all the services we deliver.

STATUTORY ENVIRONMENT

Nil

POLICY IMPLICATIONS

N/A.

FINANCIAL IMPLICATIONS

The ICT Strategic Plan has a cost of \$5,100. It is expected to keep the ICT Strategic Plan current, a review will be required every 2-4 years.

The recommendation and pricing from the Strategic Plan will be presented in detail to Council for Consideration and Adoption. However, it is expected that there will be increases in the budget required due to the likely recommendations within the ICT Strategic Plan.

Any identified priority expenditure on Hardware/Software will be the subject of a Budget Review Item to Council.

STRATEGIC IMPLICATIONS – Strategic Community Plan 2017 - 2027

Governance Objective: Strong governance and community engagement

ITEM	OUTCOMES AND STRATEGIES
G1	Robust Integrated Planning and Reporting (IPR)
G1.1	Continual improvement in IPR, transparency and accountability
G3	Community Engagement
G4	Sound Organisation
G4.3	Ensure optimum organisational capacity and efficiency

COMMUNITY CONSULTATION

Nil.

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

Financial - Risk Matrix Rating is assessed as Low. **The costs of preparing the Strategy are within Council's Budget Allowance for the Strategy.**

Health – Risk Matrix Rating is assessed as Low

Reputation – Risk Matrix Rating is assessed as Low. **Reputational Risk will be escalated if Council's IT and Communications are compromised, including potential of loss of business continuity and reduced ability to provide accurate and timely services.**

Operation – Risk Matrix Rating is assessed as Low. The plan is being developed with consideration of **Council's** ICT operations and will include goals to decrease current and emerging digital risks.

Natural Environment – Risk Matrix Rating is assessed as Low.

COMMENT

Information is a strategic resource that underpins the key functions, decision making processes and service delivery of local government. The way information is managed, including the technology used to support it, is therefore central to local government business practices. Alongside its physical, human and financial resources, a local government must manage its information in a way that enables services to be delivered that best meet community needs and the priorities set by Council.

The ICT Strategic Plan is being developed with an expanded view of the impact of ICT on the Organisation. In this way it is **being developed with the view to be 'many things to many people'**.

The key themes, being explored within the Strategic Plan have been taken from the Gartner IT Reports and are used to underpin the Goals of the Plan. They are:

1. Intelligent Apps and Analytics – **utilising 'smarter' software that automate many of the simple manual computer tasks.** This will free up the organisation to focus on customer experience and more complex tasks. Goals for this are the move to IT Vision Altus software, Office 365 and other software and applications.
2. Cloud to the Edge – **Understanding the emergence of 'Cloud' technologies, this is focused on the improvement of our Internet and allowing us to utilize newer cloud based Intelligent Apps and being able to use the 'Cloud' to secure** and improve access to our information and data.
3. Continuous Adaptive Risk and trust – Improving the security of our systems and improving our capacity to react to the emergence of digital risk our organisation.

4. Digital Workplace – Changing the organisations relationship to information by utilisation current technology. This includes our use of more modern software, removing the need to be paper based or solely centralised, improving security for working outside of the office and allowing better processes for the emergence of working from home trend.
5. Multichannel Citizen Engagements – This is to improve the movement of information within and outside of the organisation, by implementing new collaboration and record keeping tools, and by improving engagement outside of the organisation, by creating a more informative and interactive website.

Goals have been outlined in attachment (i), with each goal relating to a theme above.

The next step in developing the plan will be to look-at how the organisation will be able to implement the identified goals. This will involve creating a timeframe of when to implement each goal, combining what is recommended by Focus Networks and what can be practically accomplished by the Shire. This will be then added to the goals attached, details collected by Focus Networks and presented to Council.

ITEM 11 RISK MANAGEMENT

Quarterly progress and tracking report on issues identified as high risk to Council (October 2020 and February 2021)

ITEM 12 EMERGING ISSUES

The Meeting requested that "Emerging Issues" remain as a Standing Item on the Committee Agenda.

Cr Stacey

Cr Stacey commented on the recent detailed information provided by HSM Ms Ellison on the funding of Aged Care beds at Parker House and the Cuneata Wing.

The Meeting expressed concern that if Parker House was not fully occupied, despite a Waiting List it could be argued by other Parties that the facility was not viable or not required in the future.

The Meeting requested that Mrs Ellison be invited to attend the September 2020 Ordinary Council Meeting to further clarify the funding issue.

ITEM 13 NEXT MEETING DATE

The next Strategic Planning Committee Meeting is scheduled to take place on Tuesday 13th October 2020, commencing at 5.00 pm at the Council Chambers, 10 Jennaberring Road, Quairading.

ITEM 14 CLOSURE

There being no further business, the Chairman closed the Meeting at 6.36 pm.

I certify the Minutes of the Strategic Planning Committee Meeting held on 11th August 2020 were confirmed on the 13th October 2020 as recorded.

Confirmed.....13/10/2020