

# Strategic Planning Committee

Minutes | 13<sup>th</sup> October 2020

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# SHIRE OF QUAIRADING

The Minutes of the Strategic Planning Committee Meeting held on Tuesday 13<sup>th</sup> October 2020 commencing at 5.00 pm.

## ITEM 1 OPENING & ANNOUNCEMENTS

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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

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### Councillors

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

### Council Officers

Mr A Cooper	Acting Chief Executive Officer
Mr A Rourke	Executive Manager of Works & Services
Mr N Gilfellon	Executive Manager of Corporate Services
Mr RM Bleakley	IPR/Strategic Projects Officer

### Apologies

Cr BR Cowcill

### Leave of Absence Previously Granted

Nil

## ITEM 3 DEPUTATIONS / PRESENTATIONS / SUBMISSIONS / PETITIONS

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Shire President Cr Wayne Davies informed the meeting that at the AGM of the Western Australian Local Government Association (WALGA) on the 25<sup>th</sup> September, 2020, former Shire President Mr Brian Caporn was presented with a Long and Loyal Service Award and Cr Peter Smith was presented with a scholarship to undertake the Diploma of Local Government (Elected Member).

## ITEM 4 DECLARATIONS OF INTEREST

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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 9.4 ICT Strategic Plan and ICT Disaster Recovery Plan
- Cr John Haythornthwaite - Impartiality Interest with Item 9.4 ICT Strategic Plan Progress ICT Disaster Recovery Plan.

## ITEM 5 CONFIRMATION OF MINUTES AND BUSINESS ARISING

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### 5.1 Confirmation of Minutes – 11<sup>th</sup> August 2020

**RECOMMENDATION: SP4-20/21**

**MOVED Cr Hippisley SECONDED Cr Jo Haythornthwaite**

That the Minutes of the Strategic Planning Committee Meeting held on the 11<sup>th</sup> August 2020 be confirmed as a true and accurate record.

**CARRIED 7/0**

### 5.2 Business Arising

Nil

ITEM 6 REFERRED STRATEGIC PROPOSALS

6.1 Referred Strategic Proposals/Matters Report October 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 <sup>st</sup> December 2020.
2	Progressing the potential bituminising of the airstrip	B2.2	Y	N	N Matter remains with SJA Quairading
3	Community Trail/Walk	S1.1, S1.2, NE2.2, S2.2, S4.5, B2.2, G3.2	Y	Y	N
4	Business Attraction Strategy	ED1.1, ED2.1	Y	Y	N/A – Completed and Adopted by Council in March 2020 To be reviewed prior to March 2022
5	Energy Efficient Street Lighting	NE1.1	Y	Y	N
6	Pink Lake Layby Concept (Western side of the Lake)	NE2, NE2.1, NE2.2	N	N	N – Construction Concept submitted back to Main Roads Previous Cost Estimates provided to Council 19/03/2020 - Main Roads supports the proposal to develop and our preference would be option 1, the off road Option. Given the vertical geometry of York Merredin Road (M041) at this location, the design will need to ensure that safe sightlines are available from the two proposed accesses from M041. This will also be considered a Shire asset, for the purposes of construction and on-going maintenance. 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

#	MATTER	SCP	CBP	LTFP	20/21 BUDGET
7	Tourism Strategy	ED1.1, ED2, ED2.1,	Y	Y	Y Tourism Development Strategy 2020-2022 – Adopted by Council Feb 2020.
8	Waste Strategy Plan	NE1.1, NE1.2	Y	Y	N – The Waste and Recycling Strategy was placed on hold until June 2021 (3 Years) RESOLUTION: 191-17/18
9	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.
10	Streetscape / Signage Improvement request Quairading Clinicare Pharmacy	S2.2, G3.2	N	N	N – For Budget Review Discussion – November 2020

## ITEM 7 STRATEGIC COMMUNITY PLAN PRIORTIES

### 7.1 Ageing in Place

#### Aged Accommodation Strategy - 2020/21

Step	Activity	Timeframe
Step 1	Preliminary discussion with Murray Slavin, Architect	15 <sup>th</sup> October 2020
Step 2	Reconvene working group – review of "where we're at"	20 <sup>th</sup> October 2020
Step 3	Workshop with Slavin Architect – Aged accommodation options: <ul style="list-style-type: none"> <li>• Existing facilities at Arthur Kelly;</li> <li>• Vacant accommodation in town;</li> <li>• Upgrading of existing homes;</li> <li>• Noongar accommodation: and</li> <li>• Suburban Rd concept – layout etc.</li> </ul>	November 2020
Step 4	Report & preliminary concept for Suburban Rd (Lot 501)	January 2021
Step 5	Workshop – review of preliminary concept	February 2021
Step 6	Workshop – review and endorsement of final design for Suburban Rd	March 2021
Step 7	Final design for Suburban Rd precinct (shovel ready) <ul style="list-style-type: none"> <li>• Architectural drawings inc utilities</li> <li>• Probable costings for program</li> <li>• Modelling of Life costings.; and</li> <li>• Program schedule - Phasing</li> </ul>	April 2021
Step 8	Presentation to Council	22 April 2021

**Note:** Mr Richard Bleakley advised that the date for step one had been changed to the 20<sup>th</sup> October, 2020, prior to the workshop on the same day.

## ITEM 8 PROJECTS

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

### 8.1 Project Management Status Report

<b>Meeting Date</b>	13 <sup>th</sup> October 2020
<b>Responsible Officer</b>	A/CEO Allen Cooper
<b>Reporting Officer</b>	A/CEO Allen Cooper
<b>Attachments</b>	(i) Project Status Report
<b>Owner/Applicant</b>	Shire of Quairading
<b>Disclosure of Interest</b>	Nil.

### OFFICER RECOMMENDATION

**RECOMMENDATION: SP5-20/21**

**MOVED Cr Davies SECONDED Cr Stacey**

That the Strategic Planning Committee recommend to Council: -

That Council receive the Project Management Status Report for October 2020.

**CARRIED 7/0**

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### IN BRIEF

- A Project Management Tracking System has been developed in house in order to track the progress of Council projects.
- Update Council on all projects being undertaken.
- Ensure adequate resources are allocated to meet timeframes and funding bodies acquittal requirements.

### MATTER FOR CONSIDERATION

That Council receive the Project Management Status Report for October 2020.

### BACKGROUND

A Project Management Tracking Program has been developed in house in June/July 2020 and records all Council Projects, Timeframes, Tasks and progress to date.

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

- Assist in making communication across the organisation easier
- Keeping Team members in-the-know as the project moves forward to meet time frames
- Delivering the right information, to the right stakeholders, at the right time
- Enhancing organisational support for everyone involved



Project monitoring, tracking and reporting is a highly-collaborative process. The Project Tracker keeps each team member focused on the status of their individual tasks, while also keeping the Executive Team and Council up to date on the overall project status and project timeline.

#### **STATUTORY ENVIRONMENT**

Nil

#### **POLICY IMPLICATIONS**

Nil

#### **FINANCIAL IMPLICATIONS**

Nil

#### **STRATEGIC IMPLICATIONS – Strategic Community Plan 2017 - 2027**

#### **Governance Objective: Strong governance and community engagement**

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

#### **CONSULTATION**

Staff are required to input and update the tracker to maintain focus and to meet deadlines. Ensures communication between departments to meet timeframes.

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

Financial - Risk Matrix Rating is assessed as Low

Health – Risk Matrix Rating is assessed as Low

Reputation – Risk Matrix Rating is assessed as Low

Operation – Risk Matrix Rating is assessed as Low

Natural Environment – Risk Matrix Rating is assessed as Low.

## ITEM 9 GOVERNANCE

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### 9.1 Long-Term Financial Plan and Corporate Business Plan Progress Report

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

<b>Meeting Date</b>	13 <sup>th</sup> October 2020
<b>Responsible Officer</b>	A/CEO Allen Cooper
<b>Reporting Officer</b>	A/CEO Allen Cooper
<b>Attachments</b>	(i) Corporate Business Plan (ii) Strategic Community Plan
<b>Owner/Applicant</b>	Shire of Quairading
<b>Disclosure of Interest</b>	Nil

#### OFFICER RECOMMENDATION

##### RECOMMENDATION: SP6-20/21

##### **MOVED Cr Jo Haythornthwaite SECONDED Cr Stacey**

That the Strategic Planning Committee recommend to Council: -

That Council receive the update on the Long-Term Financial Plan and the Corporate Business Plan Progress Report for October 2020.

**CARRIED 6/1**

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#### IN BRIEF

That Council note the Long Term Financial Plan and the Corporate Business Plan are due for review.

#### MATTER FOR CONSIDERATION

That Council receive the update on the Long-Term Financial Plan and the Corporate Business Plan Progress Report for October 2020.

#### BACKGROUND

Council is required to prepare a Long Term Financial Plan and Business Corporate Plan in accordance with the Local Government Act.

The Long-Term Financial Plan (LTFP) and Corporate Business Plan (CBP) are a 4-year service, financial and project delivery program for the Shire. It is aligned to the strategic direction and priorities set within the 10-year Strategic Community Plan.

Both the CBP (2017 – 2021) and the LTFP are in need of a four yearly review.

Projects contained in both plans, if approved in the budget process, are contained in items 6.1 Referred Strategic Proposals/Matters Report October 2020 and 8.1 Project Management Tracker Summary Report.

## STATUTORY ENVIRONMENT

The *Local Government Act 1995* provides a framework for the operations of local governments in Western Australia. Section 1.3 (2) states:

This Act is intended to result in:

- a) Better decision making by local governments;
- b) Greater community participation in the decisions and affairs of local governments;
- c) Greater accountability of local governments to their communities; and
- d) More efficient and effective government.

A Plan for the future under Sect 5.56 of the *Local Government Act (1995)* consists of a Strategic Community Plan (SCP) and a Corporate Business Plan (CBP).

The regulatory requirements for the Corporate Business Plan stipulate that it:

- Is for a minimum of 4 years.
- Identifies and prioritises the principal strategies and activities the Council will undertake in response to the aspirations and objectives stated in the Strategic Community Plan.
- States the services, operations and projects that a local government will deliver over the period of the plan, the method for delivering these and the associated cost.
- References resourcing considerations such as asset management plans, finances and workforce plans.
- Is adopted by Council by an absolute majority.
- Is reviewed annually, as it is the main 'driver' for the Annual Budget.

## POLICY IMPLICATIONS

N/A.

## FINANCIAL IMPLICATIONS

The Corporate Business Plan interacts with informing plans such as the Long Term Financial Plan as part of the Integrated Planning and Reporting Framework. Whilst the Corporate Business Plan is one of the main drivers for the annual budget it remains reliant on Council's adoption of the Long Term Financial Plan and an annual budget.

Council has allocated funds in the 2020/2021 budget for a major review of the Corporate Business Plan - \$10,000 and a minor review of the Long Term Financial Plan - \$2,500.

## 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

## COMMUNITY CONSULTATION

No consultation was required or undertaken in relation to this report.

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

Financial - Risk Matrix Rating is assessed as Low.

Health – Risk Matrix Rating is assessed as Low.

Reputation – Risk Matrix Rating is assessed as Low.

Operation – Risk Matrix Rating is assessed as Low.

Natural Environment – Risk Matrix Rating is assessed as Low.

## 9.2 Strategic Community Plan Review Report

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

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

<b>Meeting Date</b>	13 <sup>th</sup> October 2020
<b>Responsible Officer</b>	A/CEO Allen Cooper
<b>Reporting Officer</b>	IPR&SPO Richard Bleakley
<b>Attachments</b>	(i) Extract from Integrated Planning and Reporting Framework and Guidelines – October 2016
<b>Owner/Applicant</b>	N/A
<b>Disclosure of Interest</b>	Nil

### OFFICER RECOMMENDATION

**RECOMMENDATION: SP7-20/21**

**MOVED Cr Stacey SECONDED Cr Davies**

That the Strategic Planning Committee recommend to Council: -

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

**CARRIED 7/0**

### IN BRIEF

- This Report outlines the process and timeframe for major review of Strategic Community Plan.
- The Framework for the review is based on the Department of Local Government and Communities pro-forma Strategic Review Process and Timeline.

### MATTER FOR CONSIDERATION

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

### BACKGROUND

The Strategic Community Plan outlines community long term (10+ years) vision, values, aspirations and priorities, with reference to other local government plans, information and resourcing capabilities.

The current Strategic Community Plan 2017-2027 was prepared based on a community visioning exercise conducted in early 2017, and was adopted by Council on the 26<sup>th</sup> October 2017.

A full review is required every four years with a desktop review every two years.

The Strategic Community Plan:

- Establishes the community's vision for the Shire's future, including aspirations and service expectations.
- Drives the development of Shire's area/place/regional plans, resourcing and other informing strategies, for example workforce, asset management and services.

The integration of asset, service and financial plans means the Shire's resource capabilities are matched to the community's needs.

The major review process will commence in November 2020 with the recruitment of a Consultant to facilitate the review. This will be in conjunction with the Community Survey based on the benchmark survey conducted in 2017. Extensive community engagement will commence in February 2021, culminating in the endorsement by Council of the Shire's Community Plan Vision, Community Aspirations and Strategic Objectives (2021-2031) in June 2021.

Step	Activity	Timeframe
Step 1	Terms of reference and recruitment of Consultant	November 2020
Step 2	Familiarise consultant with existing SCP and Desktop Review conducted in 2019	December 2020
Step 3	Community Survey	November 2020
Step 4	IPR Refresher and Process Design	December 2020
Step 5	Preparation for engagement	December 2020 / January 2021
Step 6	Community Engagement (sub-sets) <ul style="list-style-type: none"> <li>• Youth – 30 under 30</li> <li>• Noongar</li> <li>• Aged</li> <li>• Business</li> </ul>	February 2021
Step 7	Strategic Community Plan/Corporate Business Plan Revisions – first cut; draft four-year budget – corporate challenge	March 2021
Step 8	Draft Strategic Community Plan/Corporate Business Plan – second cut; draft four-year budget – Council challenge	April 2021
Step 9	Public Consultation and Finish LTFP	May 2021
Step 10	Adoption by Council	June 2021

## STATUTORY ENVIRONMENT

The *Local Government Act (1995)* Sect 5.56 requires each local government 'to plan for the future of the district', by developing plans in accordance with the regulations.

A Plan for the future under Sect 5.56 of the *Local Government Act (1995)* consists of a Strategic Community Plan (SCP) and a Corporate Business Plan (CBP). The regulatory requirements for the Strategic Community Plan are:

- Is for a minimum of 10 years.
- States community vision, aspirations and objectives.
- Was developed or modified through engagement with the community and this is documented.
- Has regard to current and future resource capacity, demographic trends and strategic performance measurement.
- Is adopted or modifications to it are adopted, by an absolute majority of Council
- Notice has been given to the public when the plan is adopted (or modified).

- A strategic review of the plan has been scheduled for 2 years from when it is adopted.
- A full review of the plan has been scheduled for 4 years from when the plan is adopted.

## **POLICY IMPLICATIONS**

CS.4 Community Engagement Policy.

## **FINANCIAL IMPLICATIONS**

Review will require financial resourcing.

\$20,000 has been allocated in the 2020/21 Budget for the Review of both the Strategic Community Plan and the Corporate Business Plan.

## **STRATEGIC IMPLICATIONS – Strategic Community Plan 2017 - 2027**

### **Governance Objective: Strong governance and community engagement**

<b>ITEM</b>	<b>OUTCOMES AND STRATEGIES</b>
G1	Robust Integrated Planning and Reporting (IPR)
G1.1	Continual improvement in IPR, transparency and accountability
G3	Community Engagement
G3.1	Provide appealing opportunities for the community to participate in decisions that affect them
G3.2	Collaborate with the community to achieve desired outcomes

## **CONSULTATION**

No consultation was required or undertaken in relation to this report.

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

Financial - Risk Matrix Rating is assessed as Low. Sufficient resources have been allocated to the 2020/21 budget to ensure that the review can be delivered.

Health – Risk Matrix Rating is assessed as Low

Reputation – Risk Matrix Rating is assessed as Low. Review of the current Strategic Community Plan and Corporate Business Plan including Community engagement and the revision of both plans will ensure that the Council vision and direction aligns with the expectations of the Community.

Operation – Risk Matrix Rating is assessed as Low. Following the pro-forma guidelines of the Department of Local Government and Communities provides a framework for the delivery of the review of both the Strategic Community Plan and the Corporate Business Plan.

Natural Environment – Risk Matrix Rating is assessed as Low.

## **COMMENT**

The Integrated Planning process, comprising Strategic Community and Corporate Business planning is one of the most important activities that Councillors undertake in their role.

It requires a clear vision, well-informed decisions regarding strategic priorities and clear measurements of objectives and outcomes.

If the processes are sufficiently resourced, robust and integrated, it will lead to Council achieving the community outcomes it desires.

### **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.*

The Acting CEO Mr Allen Cooper updated the meeting on the progress of the Plan.



## 9.4 ICT Strategic Plan and ICT Disaster Recovery Plan

<b>Meeting Date</b>	13 <sup>th</sup> October 2020
<b>Responsible Officer</b>	A/CEO Allen Cooper
<b>Reporting Officer</b>	A/CEO Allen Cooper
<b>Attachments</b>	(i) ICT Strategic Plan (Under separate cover) (ii) ICT Disaster Recovery Plan (Under separate cover)
<b>Owner/Applicant</b>	Shire of Quairading
<b>Disclosure of Interest</b>	Nil

### OFFICER RECOMMENDATION –

#### RECOMMENDATION: SP8-20/21

#### **MOVED Cr Davies SECONDED Cr Stacey**

That the Strategic Planning Committee recommend to Council that: -  
Council adopt the ICT Disaster Recovery Plan.

**CARRIED 7/0**

### OFFICER RECOMMENDATION

**That the Strategic Planning Committee recommend to Council that: -  
Council adopt the ICT Strategic Plan 2020 – 2023.**

**VOTING REQUIREMENTS – Simple Majority**

### Reason for Variation from Officer's Recommendation

Additional information was presented.

#### RECOMMENDATION: SP9-20/21

#### **MOVED Cr Jo Haythornthwaite SECONDED Cr Stacey**

That the Strategic Planning Committee recommend to Council that: -  
Council adopt the ICT Strategic Plan 2020 – 2023 with the following amendments: -  
Appendix E Summary of Estimates page 69 and 70 being replaced with the following tables:

*Continues on next page*

APPENDIX E SUMMARY OF ESTIMATES								
QSC: ADMIN OFFICE/DEPOT/CRC								
	AS LISTED IN STRATEGY	PRIORITY NUMBER	2020-2021 COSTS	2021-2022 COSTS	2022-2023 COSTS	2023-2024 COSTS		TOTAL OVER
5.1	BACKUP AND DISASTER RECOVERY	1	\$8,800	\$6,064	\$6,246	\$6,433		\$27,543
5.2	DOMAIN	4	\$12,910	\$766	\$789	\$813		\$15,278
5.3	ANTI-VIRUS	11	\$3,788	\$2,901	\$2,988	\$3,078		\$12,755
5.4	CORPORATE APPLICATIONS	7	\$37,875	\$75,736	\$73,448	\$72,182		\$259,241
5.5	IT SUPPORT ARRANGEMENT	8	\$16,344	\$16,834	\$17,339	\$17,860		\$68,377
5.6	IT DISASTER RECOVERY PLAN	2	\$0	\$3,400	\$0	\$3,502		\$6,902
5.7	INTERNET GATEWAY	3	\$3,620	\$2,729	\$2,810	\$2,895		\$12,054
5.8	ISP LINKS	5	\$8,100	\$8,100	\$8,100	\$8,100		\$32,400
5.9	UNINTERRUPTED POWER SUPPLY	13	\$490	\$410	\$0	\$0		\$900
5.10	COMPUTER ROOM	16	\$1,790	\$0	\$0	\$0		\$1,790
5.11	LOCAL AREA NETWORK	12	\$0	\$7,326	\$5,238	\$0		\$12,564
5.12	DESKTOP/LAPTOPS	6	\$29,232	\$17,389	\$14,751	\$5,717		\$67,089
5.13	SERVERS	9	\$3,800	\$10,200	\$10,236	\$10,273		\$34,509
5.14	STORAGE	10	\$0	\$0	\$0	\$0		\$0
5.15	IP TELEPHONY	14	\$960	\$5,920	\$7,760	\$7,960		\$22,600
5.16	PRINTING	15	\$3,400	\$3,400	\$3,400	\$3,400		\$13,600
	COUNCIL CONNECT WEBSITE HOSTING		\$5,188	\$5,344	\$5,504	\$5,669		\$21,705
	MINOR IT EQUIPMENT		\$5,000	\$2,500	\$2,500	\$2,500		\$12,500
	TOTAL		\$141,297	\$169,019	\$161,109	\$150,382		\$621,807

QMP MEDICAL CENTRE								
	AS LISTED IN STRATEGY	PRIORITY NUMBER	2020-2021 COSTS	2021-2022 COSTS	2022-2023 COSTS	2023-2024 COSTS	2024-2025 COSTS	TOTAL OVER
5.1	BACKUP AND DISASTER RECOVERY	3		\$3,420	\$2,523	\$2,598	\$2,676	\$11,217
5.2	DOMAIN	7		\$4,670	\$308	\$317	\$327	\$5,622
5.3	ANTI-VIRUS	10		\$1,606	\$654	\$674	\$694	\$3,628
5.4	CORPORATE APPLICATIONS	14		\$3,700	\$3,381	\$3,392	\$3,404	\$13,877
5.5	IT SUPPORT ARRANGEMENT	9		\$7,836	\$8,071	\$8,313	\$8,563	\$32,783
5.6	IT DISASTER RECOVERY PLAN	16		\$0	\$0	\$0	\$0	\$0
5.7	INTERNET GATEWAY	5		\$4,500	\$515	\$530	\$546	\$6,091
5.8	ISP LINKS	6		\$4,550	\$0	\$0	\$0	\$4,550
5.9	UNINTERRUPTED POWER SUPPLY	12		\$1,380	\$310	\$0	\$0	\$1,690
5.10	COMPUTER ROOM	4		\$1,050	\$0	\$0	\$0	\$1,050
5.11	LOCAL AREA NETWORK	11		\$0	\$0	\$2,619	\$0	\$2,619
5.12	DESKTOP/LAPTOPS	8	\$6,500		\$3,919	\$535	\$551	\$11,505
5.13	SERVERS	1		\$1,630	\$6,150	\$6,168	\$6,187	\$20,135
5.14	STORAGE	2		\$0	\$0	\$0	\$0	\$0
5.15	IP TELEPHONY	13		\$0	\$3,080	\$900	\$900	\$4,880
5.16	PRINTING	15		\$0	\$0	\$0	\$0	\$0
	TOTAL		\$6,500	\$34,342	\$28,911	\$26,046	\$23,848	\$119,647

**CARRIED 5/2**

Pursuant to Section 5.21 (4) of the Local Government Act, Cr Jo Haythornthwaite requested that the Vote of all Members be recorded in the Minutes.

**FOR:** Cr Jo Haythornthwaite, Cr T Stacey, Cr W Davies, Cr John Haythornthwaite, Cr B McGuinness

**AGAINST:** Cr J Hippisley, Cr P Smith

## OFFICER RECOMMENDATION

**That the Strategic Planning Committee recommend to Council that: -**

**Council allocate a budget of \$41,200 to Computer Maintenance and \$30,500 to Computers Capital Works both from Budget Surplus.**

**VOTING REQUIREMENTS – Absolute Majority**

## Reason for Variation from Officer's Recommendation

To reflect the change in the proposed 2020/2021 expenditure

### **RECOMMENDATION: SP10-20/21**

#### **MOVED Cr Jo Haythornthwaite SECONDED Cr Stacey**

That the Strategic Planning Committee recommend to Council that: -

Council allocate a budget of \$47,297 to Computer Maintenance and \$30,500 to Computers Capital Works both from Budget Surplus.

**CARRIED BY ABSOLUTE MAJORITY 5/2**

Pursuant to Section 5.21 (4) of the Local Government Act, Cr Jo Haythornthwaite requested that the Vote of all Members be recorded in the Minutes.

**FOR:** Cr Jo Haythornthwaite, Cr T Stacey, Cr W Davies, Cr John Haythornthwaite, Cr B McGuinness

**AGAINST:** Cr J Hippisley, Cr P Smith

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## IN BRIEF

- This item was considered at item 9.3 of the Ordinary Council Meeting of the 24<sup>th</sup> September 2020 with no clear outcome direction from Council.
- The Shire engaged Focus Networks in May 2020 to assist in developing an ICT Strategic Plan and ICT Disaster Recovery Plan.
- The ICT Strategic Plan is a resource that the Shire can use to plan for, manage and review their Information, Communication and Technology assets over a 4-year period.
- The ICT Disaster Recovery Plan is a resource to coordinate the actions of the Shire during an ICT disaster.
- 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. Each area is shown with the current state, best practice and future recommendation.

## MATTER FOR CONSIDERATION

The adoption of the ICT Strategic Plan and ICT Disaster Recovery Plan and the allocation of Budget to support items identified within the Strategic Plan.

## BACKGROUND

This item was presented to the Audit and Risk Committee on the 8<sup>th</sup> September 2020 with the following recommendation to Council:

### *RECOMMENDATION: AR5-20/21*

#### *MOVED Cr McGuinness SECONDED Cr Stacey*

*That the Audit and Risk Committee recommend to Council that: -*

- 1. Council adopt the ICT Strategic Plan 2020 - 2023*
- 2. Council adopt the ICT Disaster Recovery Plan*
- 3. Council allocate a budget of \$41,200 to Computer Maintenance and \$30,500 to Computers Capital Works both from the 2020/2021 Budget Surplus.*

This was then presented to the Ordinary Council Meeting with the following outcome:

RESOLUTION: 45-20/21

MOVED Cr Jo Haythornthwaite SECONDED Cr Cowcill

RECOMMENDATION: AR5-20/21

That the Audit and Risk Committee recommend to Council that: -

1. Council adopt the ICT Strategic Plan 2020 - 2023
2. Council adopt the ICT Disaster Recovery Plan
3. Council allocate a budget of \$41,200 to Computer Maintenance and \$30,500 to Computers Capital Works both from the 2020/2021 Budget Surplus. \*

MOTION LOST 3/4

*\*Absolute Majority will be needed for Council adoption of the Budget Amendment  
\*Simple Majority required for the Adoption of Strategic Plan and Disaster Recovery Plan*

Then:

Foreshadowed Motion - ICT Strategic Plan and ICT Disaster Recovery Plan

RESOLUTION: 46-20/21

MOVED Cr Hippisley SECONDED Cr John Haythornthwaite

1. That Council engage in further research and consultation with WALGA and others shires before adopting an ICT Strategic Plan;
2. That Council adopts the ICT Disaster Recovery Plan;
3. That Council refrains from adjusting the ICT budget until the ICT Strategic Plan has been further researched, finalized and adopted.

MOTION LOST 3/4

As this gave no clear direction to staff it has been returned to the Strategic Planning Committee for a recommendation to Council.

#### Previous Background

IT and associated activities was identified in Council's Risk Management and Governance Framework in 2017 as a significant risk item.

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."

Actions over the years have endeavoured to improve and reduce the risk to Councils Information and Communication Technology, however no formal plans have been produced until now.

The ICT Strategic Plan is a strategic resource that underpins the key functions and decision making processes of a local government and the ICT Disaster Recovery Plan is a critical operations document.

#### **ICT Strategic Plan**

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 Council delivers.

### **ICT Disaster Recovery Plan**

The ICT Disaster Recovery Plan is an important document containing process and procedures to recover and protect a business' IT infrastructure in the event of an incident.

The Shire's Auditors and the State Records Office (SRO) have both raised that the Shire does not currently have a ICT Disaster Recovery Plan. The SRO have indicated that a copy of an ICT Disaster Recovery Plan will need to be presented to the SRO by December 2020.

Without formally defined processes, it is difficult for the Shire to evaluate the risks and ensure that organisation can quickly respond to, and recover from disruptive ICT events. Implementing complementary standards for ICT Disaster Recovery and Business Continuity will help the Shire to ensure holistic risk management outcomes.

A business impact analysis (BIA) was conducted by Focus Networks in conjunction with Executive Management and is viewed as the cornerstone of informed ICT disaster recovery decision-making.

A BIA provides the basis for aligning ICT disaster recovery plans (and broader business continuity management) to business priorities.

A BIA is a systematic process to determine and evaluate the potential effects of an interruption to critical/core business functions as a result of an incident. The BIA identifies business functions, the critical systems supporting them, and their dependencies.

Without a process to understand these, the Shire is unable to make informed decisions about ICT disaster recovery strategies.

It has been listed that a review of the ICT Disaster Plan should be undertaken annually to maintain contact and staffing lists.

Business continuity management and disaster recovery is a process of continuous improvement, and Council is strongly encouraged to ensure that the necessary skills and capabilities are in place to guarantee ongoing risk management for the organisation.

Continuous improvement requires not only resolving individual issues, but maintaining the health, effectiveness and relevance of the Shire's ICT disaster recovery capability to support business continuity capabilities.

## **STATUTORY ENVIRONMENT**

### **Local Government Act S5.56**

Planning for the future

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

### **Local Government Act (Administration Regulations 1996)**

Division 3 – Planning for the future

19C. Strategic community plans, requirements for (Act s. 5.56)

- (1) A local government is to ensure that a strategic community plan is made for its district in accordance with this regulation in respect of each financial year after the financial year ending 30 June 2013.
- (2) A strategic community plan for a district is to cover the period specified in the plan, which is to be at least 10 financial years.
- (3) A strategic community plan for a district is to set out the vision, aspirations and objectives of the community in the district.
- (4) A local government is to review the current strategic community plan for its district at least once every 4 years.
- (5) In making or reviewing a strategic community plan, a local government is to have regard to –
  - (a) the capacity of its current resources and the anticipated capacity of its future resources; and
  - (b) strategic performance indicators and the ways of measuring its strategic performance by the application of those indicators; and
  - (c) demographic trends.
- (6) Subject to subregulation (9), a local government may modify its strategic community plan, including extending the period the plan is made in respect of.
- (7) A council is to consider a strategic community plan, or modifications of such a plan, submitted to it and is to determine\* whether or not to adopt the plan or the modifications.

\*Absolute majority required.

- (8) If a strategic community plan is, or modifications of a strategic community plan are, adopted by the council, the plan or modified plan applies to the district for the period specified in the plan.
- (9) A local government is to ensure that the electors and ratepayers of its district are consulted during the development of a strategic community plan and when preparing modifications of a strategic community plan.
- (10) A strategic community plan for a district is to contain a description of the involvement of the electors and ratepayers of the district in the development of the plan or the preparation of modifications of the plan.

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



- (1) A local government is to ensure that a corporate business plan is made for its district in accordance with this regulation in respect of each financial year after the financial year ending 30 June 2013. (
- 2) A corporate business plan for a district is to cover the period specified in the plan, which is to be at least 4 financial years.
- (3) A corporate business plan for a district is to – (a) set out, consistently with any relevant priorities set out in the strategic community plan for the district, a local government’s priorities for dealing with the objectives and aspirations of the community in the district; and (b) govern a local government’s internal business planning by expressing a local government’s priorities by reference to operations that are within the capacity of the local government’s resources; and (c) develop and integrate matters relating to resources, including asset management, workforce planning and long-term financial planning.
- (4) A local government is to review the current corporate business plan for its district every year.
- (5) A local government may modify a corporate business plan, including extending the period the plan is made in respect of and modifying the plan if required because of modification of the local government’s strategic community plan.
- (6) A council is to consider a corporate business plan, or modifications of such a plan, submitted to it and is to determine\* whether or not to adopt the plan or the modifications. \*Absolute majority required.
- (7) If a corporate business plan is, or modifications of a corporate business plan are, adopted by the council, the plan or modified plan applies to the district for the period specified in the plan.

**POLICY IMPLICATIONS**

N/A.

**FINANCIAL IMPLICATIONS**

The Current Budget for IT is currently \$70,000. The proposed Budget for 2020/21 year (detailed below) is \$141,700. Therefore, it is recommended that an additional \$71,700, from the current Budget Surplus of \$122,026 be utilized to fund this year’s ICT requirements.

In the 2020/21 budget, a Reserve Fund (budgeted to end the year with \$113,964 in funds) was modified to include all IT Hardware and Software purchases. It has not been recommended to use Reserve Funds due to the current budget surplus and to allow the funds to be used for future purchases identified in the ICT Strategic Plan. This will allow the funds to be used in the future to afford major Software upgrades without impacting normal Council operations.

**STRATEGIC IMPLICATIONS – Strategic Community Plan 2017 - 2027**

**Governance Objective: Strong governance and community engagement**

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

**CONSULTATION**

Consultation for the ICT Disaster Recovery Plan was undertaken with Shire Staff and current IT providers.

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

Financial - Risk Matrix Rating is assessed as Low. The Plans will have a financial impact on the Budget, as the works identified will increase the current budget significantly. However, the works being done over the next 4 years should decrease the financial risk of large non-budgeted expenditure from IT disaster or Cyber-attacks.

Health – Risk Matrix Rating is assessed as Low

Reputation – Risk Matrix Rating is assessed as Low. Cyber-attacks on government have been becoming more common and wider spread. This has caused reputational damage due to concern of the disclosure of public information. The Plans have recommended ways of reducing damage from attacks, therefore decreasing the chance of loss of information and mitigate reputational risk.

Operation – Risk Matrix Rating is assessed as Medium. The ICT Strategy is created to provide direction in a rapidly changing business environment. The first wave of the Covid-19 pandemic has shown the need for workplaces to be flexible in the way that they function with many businesses during this time being completely digital. The current Shire of Quairading IT environment is not currently setup to be digital, therefore any future situations such as the one just experienced, may significantly impact whether the Council is able to operate.

The Plans have also been created with consideration of future trends, such as Cloud based technology or work from home. The Plans will allow the Shire to react faster to changes from changing trends.

The ICT Disaster Recovery Plan is an operational plan that can be activated during an IT Disaster. This will give Management direction on continuing operations during this time, which should decrease the risk that Council is unable to operate for a long length of time.

Natural Environment – Risk Matrix Rating is assessed as Low.



## COMMENT

The ICT Strategic Plan has been allocated over a period of 4 years. The priorities and timing of costs have been allocated over the 4 years by Focus Networks. The costs in each year across the 4 years is an increase over the current and previous IT Budgets. This is in order to position the Shire strongly in a quickly changing ICT environment.

In order to lessen the impact on the current financial position and to undertake the works within current staffing, Management has proposed an alternative budget based on the timing and priorities recommended within the Plan. This will also form an agile approach to ICT upgrades and improvements which should provide better results in a fast changing IT environment. The current and proposed budget has been listed below in table 1.1 and 1.2.

Table 1.1 - **Current Budget**

Description	Amount
IT Vision (SynergySoft)	\$25,000
IT Support	\$29,812
Other Licences	\$5,000
Minor IT Purchases	\$5,000
Council Connect (Website Hosting)	\$5,188
<b>Total</b>	<b>\$70,000</b>

Table 1.2 - **Proposed Budget**

Description	Amount
IT Vision (SynergySoft)	\$25,000
IT Support	\$24,000
Minor IT Purchases	\$2,000
Council Connect (Website Hosting)	\$5,188
Altus Bank Reconciliation Module (Setup) <sup>1</sup>	\$8,000
New Computers/ Laptops <sup>2</sup>	\$35,732
Website Development <sup>3</sup>	\$5,000
Adobe Professional (SaaS)	\$1,250
Office 365 (SaaS)	\$4,000
5.1 Backups <sup>4</sup>	\$8,800
5.7 Internet Gateway <sup>5</sup>	\$2,620
5.8 ISP Links <sup>6</sup>	\$7,200
5.2 Domain <sup>7</sup>	\$12,910
<b>Total</b>	<b>\$141,700</b>

1. Includes the Purchase and Setup of the IT Vision Bank Reconciliation Module. The annual cost can be absorbed in the current SynergySoft budget.
2. As per Appendix A for the 2020/21 year for Councillors and Staff and will be part of the Capital budget. \$5,232 will be for the Transition of Administration Staff to "Office 365".
3. Website Development is a provision for the implementation of bookings and payment capabilities for the Caravan Park.
4. \$5,640 is for backup of current data offsite. \$3,160 is for backup of cloud based emails. A transition to cloud based Office 365 is set to following a successful transition to Office 365 for other Microsoft Applications. Medical Practice migration will be postponed until investigation into a connection utilising the Administration Office Server has been undertaken.
5. \$2,620 has been included to improve the Internet Gateway at the Administration Office. Improvements at the Medical Practice have been postponed until investigation into a connection to using the Administration Office has been undertaken.
6. \$800 per month x 9 months for NBN Satellite. 4G costs already in budget.
7. As per item 5.2. Medical Practice will be postponed until successful implementation of the Administration Office.

## 9.5 Community Grants Program (2020/21) – Round 2

<b>Meeting Date</b>	13 <sup>th</sup> October 2020
<b>Responsible Officer</b>	A/CEO Allen Cooper
<b>Reporting Officer</b>	GPO Jen Green
<b>Attachments</b>	(i) Community Grant Assessment (Under separate cover) (ii) Grant Applications (Under separate cover)
<b>Owner/Applicant</b>	N/A
<b>Disclosure of Interest</b>	GPO – current member of Quairading Playgroup and Quairading Rainmakers Inc. CEO – Nil

### OFFICER RECOMMENDATION

#### RECOMMENDATION: SP11-20/21

#### **MOVED Cr Jo Haythornthwaite SECONDED Cr Davies**

That the Strategic Planning Committee recommend to Council: -

1. That Council accepts the Officer's Report on Round 2 of the 2020/21 Community Grants and supports the Grant Assessment Document submitted by the Grants and Project Officer.
2. That Council allocates funds and resources in the 2020/21 Budget for Round 2 to the value of \$4900.00 to the three highest ranking clubs listed in the Grant Assessment Document – Quairading Bowling Club - \$2,000, Quairading Playgroup - \$400 and Quairading Rainmakers Inc - \$2,500.

**CARRIED 7/0**

### IN BRIEF

- The Community Grant Process was reviewed, updated and endorsed by the Council in December 2019.
- Four applications were received for Round 2 to the value of \$5400.
- Details of each Application have been provided for Committee Consideration and Recommendation to Council.
- All applications were evaluated by the Grant Team based on criteria in the Grant Guidelines.

Club	Grant	Amount Requested (ex GST)	Project	Recommended
Quairading Bowling Club	2	\$2000.00	Landscaping (laying gravel) to existing area adjacent to BBQ area.	Yes
Quairading Playgroup	2	\$400.00	Upgrade of Playgroup toys including bikes, scooters, dolls/prams and baby toys.	Yes
Quairading Rainmakers	2	\$2,500.00	To run 'A Reinmakers Christmas' A free Community Christmas Party on the 4 <sup>th</sup> of December 2020.	Yes
The Milky Way Hotel	2	\$500.00	Supply of paint to upgrade the façade of the old bank where the hotel is situated, to bring up to standard of surrounding businesses and homes.	No
<b>TOTAL REQUESTED</b>		\$5400.00		

## MATTER FOR CONSIDERATION

Evaluation of Community Grant Applications received by Grants and Projects Officer on 30<sup>th</sup> September 2020.

## BACKGROUND

At the December 2019 Council Meeting the Council adopted a revised Community Grants Policy and supporting documentation.

Round 2 of the Community Grant Program was opened on 4<sup>th</sup> August 2020 with Policy and Grant Application forms forwarded via E-mail to all Sporting and Recreation Clubs.

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

Closing date for the submission of applications for grant funding was on 30<sup>th</sup> September 2020.

One category of Grant Funding was promoted:

- Grant 2 – Minor Projects \$500 to \$2500.

A total of four applications were received to the value \$5400.

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

## STATUTORY ENVIRONMENT

*Local Government Act 1995.*

## POLICY IMPLICATIONS

Community Grant Policy

## FINANCIAL IMPLICATIONS

2020/21 Financial year allocation \$31,150 account 3212, available \$9,590.

## 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

ITEM	OUTCOMES AND STRATEGIES
S1.2	Promote increased participation in the social and cultural life of the community

### Governance Objective: Strong governance and community engagement

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

### COMMUNITY CONSULTATION

Following the closure of the 19/20 Community Grants Program, the Grants Officer conducted an online survey with grants recipients to provide feedback on the process. Feedback was incorporated into the review of the Grants Policy and Guidelines.

Policy and Grant Application forms were forwarded via Mail Chimp to all Sporting and Recreation Clubs.

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

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

Health – Risk Matrix Rating is assessed as Low.

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

Operation – Risk Matrix Rating is assessed as Low

Natural Environment – Risk Matrix Rating is assessed as Low.

### COMMENT

- Four grant applications were received and assessed.
- Assistance was provided to a number of clubs to ensure the applications were completed correctly.
- Three out of four grant applications met the selection criteria outlined in the Grant Guidelines.
- With Coronavirus in the background since the start of the year, this seems to have subdued the enthusiasm of clubs to engage with the Community Grant Program. The number applications are significantly down on 2019/20.
- We are receiving a number of requests from non-sporting/recreation bodies for funding. There may be an opportunity to run an additional funding stream for individuals/businesses for projects that value-add to the community i.e. Shop front improvements, town landscaping etc.

## ITEM 10 ASSET MANAGEMENT PLAN

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

### 10.1 Asset Management Plan Progress Report

<b>Meeting Date</b>	13 <sup>th</sup> October 2020
<b>Responsible Officer</b>	A/CEO Allen Cooper
<b>Reporting Officer</b>	A/CEO Allen Cooper
<b>Attachments</b>	(i) Asset Management Plan Progress Report
<b>Owner/Applicant</b>	Shire of Quairading
<b>Disclosure of Interest</b>	Nil

### OFFICER RECOMMENDATION

**RECOMMENDATION: SP12-20/21**

**MOVED Cr Hippisley SECONDED Cr Davies**

That the Strategic Planning Committee recommend to Council: -

That Council receive the Asset Management Plan Progress Report for October 2020.

**CARRIED 7/0**

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### IN BRIEF

- Asset Management Planning assists Council to improve Council's asset management maintenance, enhancement and the delivery of services from infrastructure, furniture and equipment, land and buildings.
- Asset management practices play a crucial role in ensuring that such investment decisions are well-informed, evidence-based and, most importantly, directly aligned to the current and future service needs of the community.

### MATTER FOR CONSIDERATION

That Council receive the Asset Management Plan Progress Report for October 2020.

### BACKGROUND

A key issue facing local governments throughout Australia is the management of ageing assets in need of renewal and replacement.

Infrastructure assets such as roads, drains, bridges, furniture and equipment and buildings present particular challenges. Their condition and longevity can vary significantly based on local environments. Financing needs can be large, requiring planning in expenditure for renewing and replacing such assets. The demand for new and improved services adds to the planning and financing complexity.

A Property Maintenance/Renewal Register was developed in-house to manage building assets to meet the required level of service in the most cost effective manner.

## Asset Management Condition Assessments – Buildings

Asset management condition assessments are undertaken on a regular basis, however each year in the lead up to the annual budget preparation certain buildings will receive a detailed condition inspection.

These buildings are those noted as being poorer condition, high use, or reaching the end of their useful lives.

The asset management condition assessments also generate a guiding plan for required building renewal works over a 20-year period. This is required as a means of linking the anticipated works with Long Term Financial Planning.

## Roads and Associated Infrastructure

Asset Management Plan for Roads and Associated Infrastructure was presented to the Strategic Planning Committee meeting in April 2020.

## Community and user group requests

As regular users of the buildings, community and user groups often provide feedback on the current functionality and condition of buildings. This information is taken into account when deciding upon upcoming budget priorities.

## STATUTORY ENVIRONMENT

Asset management plans are part of suite of documents required for the integrated planning process

## POLICY IMPLICATIONS

N/A.

## FINANCIAL IMPLICATIONS

The Asset Management Plans combine multi-disciplinary management techniques (including technical and financial) over the lifecycle of the asset in the most cost effective manner to provide specified levels of service. They are long term plans (10 years) that address the asset activities and programs required for each service area, with related financial projections being a critical component.

These projections are crucial to informing and setting the Long Term Financial Strategy. They are 'living' plans, to be updated frequently over their lifespan.

## STRATEGIC IMPLICATIONS – Strategic Community Plan 2017 - 2027

### Governance Objective: Strong governance and community engagement

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

## CONSULTATION

Executive Management have been consulted and provided progress reports attached to this report.

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

Financial - Risk Matrix Rating is assessed as Medium. Rated medium as failure of assets could be a financial burden and disruptive to the organisation.

Health – Risk Matrix Rating is assessed as Low.

Reputation – Risk Matrix Rating is assessed as Medium. Rated medium as failure of community assets could cause community backlash from lack of service delivery

Operational – Risk Matrix Rating is assessed as Medium. Rated medium failure of assets could reduce and delay service delivery

Natural Environment – Risk Matrix Rating is assessed as Low.



## ITEM 11 RISK MANAGEMENT

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### 11.1 Risk Management Quarterly Report

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

<b>Meeting Date</b>	13 <sup>th</sup> October 2020
<b>Responsible Officer</b>	A/CEO Allen Cooper
<b>Reporting Officer</b>	A/CEO Allen Cooper
<b>Attachments</b>	(i) ORG.3 Risk Management Policy (ii) Risk Management Governance Framework (Under separate cover) (iii) Risk Dashboard Report (Under separate cover)
<b>Owner/Applicant</b>	Shire of Quairading
<b>Disclosure of Interest</b>	Nil

#### OFFICER RECOMMENDATION

**RECOMMENDATION: SP13-20/21**

**MOVED Cr Jo Haythornthwaite SECONDED Cr Stacey**

That the Strategic Planning Committee recommend to Council: -

That Council receive the Risk Management Quarterly Report for October 2020.

**CARRIED 7/0**

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#### IN BRIEF

- Council has requested that the Chief Executive Officer conduct a review of its Risk Management and report progress on issues identified as High Risk.
- Council reviewed its Risk Management Policy in 2018.
- The Risk Management Governance Framework was reviewed by Local Government Insurance Services in 2017.
- There is a need to review and update Risk Dashboard Report.

#### MATTER FOR CONSIDERATION

That Council receive the Risk Information Quarterly Report for October 2020.

#### BACKGROUND

The Shire of Quairading Council recognises that risk management is an integral part of good governance and management practice.

The Risk Management Governance Framework requires that:

- Risk management is performed consistently throughout the whole organisation
- Risks are assessed and managed in a context that is relevant to each part of the organisation.

All levels of staff have a role to play in adopting risk management awareness and integrating risk management activities within their business unit environments.

As part of the Risk Management Governance Framework, a relationship between Strategic and Operational risks exists, allowing risk oversight to occur at both of these contexts. (i.e. at an Executive or Operational level). In particular, there is potential for risk to be escalated and/or de-escalated between Strategic and Operational Risk as a result of risk changing either through increased controls effectiveness or an emerging or changing Operational risks requiring Executive Management Team oversight.

Council's Risk Management Governance Framework provides the foundations for designing, developing, implementing, monitoring, reviewing, and communicating risk management and continuous improvement of performance associated with Council strategy, operations and routine tasks.

The items identified as "high risk" in the Framework Review in September 2017 were:

- Document Management Process
- Environment Management
- External Theft and Fraud (including Cyber)
- Misconduct
- IT or Communication systems and infrastructure – inconclusive not completed at that time

Risk profiles are included in all agenda items and the Risk Matrix is used to identify know perceived risk causes. Currently the following headings are utilised to assess risk:

- Financial
- Health
- Reputation
- Operation
- Natural environment

Risks are to be assessed at the following levels within the organisation:

LEVEL	DESCRIPTION
Strategic Risks	<p>Strategic Level Risks for Council are associated with achieving the organisation's long term objectives. These risks can be of an internal or external nature. They are usually owned and managed by Council and/or the Executive Team.</p> <p>In the context of Integrated Planning and Reporting, Strategic Level Risks may include: -</p> <ul style="list-style-type: none"> <li>• Risks associated with achieving the objectives of the Strategic Community Plan; and</li> <li>• Risk associated with delivering the Corporate Business Plan.</li> </ul>
Operational Risks	<p>Operational Level Risks are associated with developing or delivering the operational plans, functions or activities of the local government. These risks have day to day impacts on the organisation. These risks are owned and managed by the person who has responsibility for the activity or function to the level of their delegated authority or capacity.</p> <p>In the context of Integrated Planning and Reporting, Operational Level Risks may include: -</p> <ul style="list-style-type: none"> <li>• Risks associated with the development or delivery of the Long Term Financial Plan</li> <li>• Risks associated with the development or delivery of the Asset Management Plan.</li> <li>• Risks associated with the development or delivery of the Workforce plan.</li> </ul>

LEVEL	DESCRIPTION
Project Risks	Project Level Risks are associated with developing or delivering projects or discrete activities. Project risks should be managed each stage of the project by the person who has responsibility for that project.

### **Risk Appetite**

The Shire quantified its Risk Appetite through the development and endorsement of the Shire's Risk Assessment and Acceptance Criteria. See the Risk Matrix Page 1 of the Risk Dashboard Report.

All organisational risks to be reported at a corporate level are to be assessed according to the Shire's Risk Assessment and acceptance Criteria to allow consistency and informed decision making.

### **STATUTORY ENVIRONMENT**

*Local Government Act 1995* Section 2.7 – Role of Council

Implications of Section 3.18(3) *Local Government Act 1995*

*Local Government (Audit) Regulations 1996*, Regulation 17 – CEO to review certain systems and procedures

AS/NZS ISO 3100:2009 Risk Management – Principles and guidelines.

### **POLICY IMPLICATIONS**

ORG.3 Risk Management Policy

Shire of Quairading – Risk Management Governance Framework.

### **FINANCIAL IMPLICATIONS**

Nil.

### **STRATEGIC IMPLICATIONS – Strategic Community Plan 2017 - 2027**

#### **Governance Objective: Strong governance and community engagement**

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

### **CONSULTATION**

Not required at this time

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

Financial - Risk Matrix Rating is assessed as Low.

Health – Risk Matrix Rating is assessed as Low.

Reputation – Risk Matrix Rating is assessed as Low.

Operation – Risk Matrix Rating is assessed as Low.

Natural Environment – Risk Matrix Rating is assessed as Low.

### **COMMENT**

Actions are continually being undertaken to reduce levels of acceptable risk, whether through planning, allocation of resources, training or identifying risk.

## ITEM 12      EMERGING ISSUES

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### **Cr Davies**

Cr Davies advised the meeting that he had been approached by members of the community of a need for a skatepark. Mr Richard Bleakley stated that it was not included in the current plan for the Kwirradung Koort Park as it was not raised during the community consultation sessions.

Cr Davies request that the information on the Quairading Airstrip on the Shire website be checked for accuracy as it was raised as being incorrect by a member of the public.

### **Cr McGuinness**

Cr McGuinness spoke on the Federal and State budgets and the funds and grants that will be available.

## ITEM 13      NEXT MEETING DATE

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The next Strategic Planning Committee Meeting is scheduled to take place in February 2021, date to be confirmed, commencing at 5.00 pm at the Council Chambers, 10 Jennaberring Road, Quairading.

## ITEM 14      CLOSURE

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There being no further business, the Chairman closed the Meeting at 7.02 pm.

I certify the Minutes of the Strategic Planning Committee Meeting held on 13<sup>th</sup> October 2020 were confirmed on 9<sup>th</sup> February 2021 as recorded.

Confirmed..... 09/02/2021