

Minutes

Audit and Risk Management Committee

Monday 7 August 2023

By signing these minutes I certify that they were confirmed at the Audit and Risk Management Committee held on 6 November 2023

CHAIRPERSON

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Minutes of the Audit and Risk Management Committee of the Bayswater City Council which took place in the Committee Room, City of Bayswater Civic Centre, 61 Broun Avenue, Morley on Monday 7 August 2023.

1 OFFICIAL OPENING

The Presiding Member, Cr Giorgia Johnson, declared the meeting open at 5:06pm.

2 ACKNOWLEDGEMENT OF COUNTRY

In accordance with the City of Bayswater's Reflect Reconciliation Action Plan November 2019- November 2020, the Presiding Member will deliver the Acknowledgement of Country.

Noongar Language

Ngalla City of Bayswater kaatanginy baalapa Noongar Boodja baaranginy, Wadjuk moort Noongar moort, boordiar's koora koora, boordiar's ye yay ba boordiar's boordawyn wah.

English Language Interpretation

We acknowledge the Traditional Custodians of the Land, the Whadjuk people of the Noongar Nation, and pay our respects to Elders past, present and emerging.

3 ATTENDANCE

Members

Cr Giorgia Johnson	Chairperson	
Cr Filomena Piffaretti	Mayor	arrived at 5:36pm
Cr Josh Eveson		arrived at 5:25pm
Cr Michelle Sutherland		arrived at 5:22pm

Officers

Mr Jeremy Edwards	Chief Executive Officer
Ms Kym Leahy	Director Corporate Services
Ms Amanda Albrecht	Manager Governance and Organisational Planning and Development
Ms Tami Cooper	Coordinator Risk Management
Ms Rebecca McKrill	Governance Officer

Observers

Mr Duy Vo	Director, William Buck
Mr Simon Cohen	CIO and Digital Strategy Specialist, Cohesis

Leave of Absence

Nil.

3.1 Apologies

Mr Andrew Cox	Independent Member
Ms Jillian Brazil	Independent Member
Ms Karen D'Cunha	Coordinator Governance

At 5:07pm, the Presiding Member, Cr Giorgia Johnson suspended the meeting (for up to 30 minutes) due to lack of a quorum in accordance with s.4.12(a) of the *City of Bayswater Standing Orders Local Law 2021*.

At 5:25pm, the Presiding Member, Cr Giorgia Johnson, recommenced the meeting following the establishment of a quorum.

4 DISCLOSURE OF INTEREST SUMMARY

In accordance with section 5.65 of the *Local Government Act 1995*:

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.

No declarations of interest were made.

5 DELEGATED AUTHORITY BY COUNCIL

The Audit and Risk Management Committee has certain legislated powers and authority as outlined in the Terms of Reference, however no Delegated Authority has been provided by Council.

This meeting is open to the public.

6 TERMS OF REFERENCE

TERMS OF REFERENCE Audit and Risk Management Committee	
Purpose	The purpose of the Committee is to provide independent oversight so that Council can be satisfied with the performance and effectiveness of the City's financial reporting, governance systems, risk management and internal control practices.
Elected Member membership	Four Elected Members*. <i>*minimum three required under legislation</i>
External Member membership	Up to two external members.
Non-Voting Members	The Chief Executive Officer or his/her nominee is to be available together with the Director Corporate and Strategy or his/her nominee, to attend all meetings to provide advice and guidance to the Committee. Other Council officers may attend meetings as and when required. The City shall provide such administrative support to the Committee as may be required from time to time.
Powers	The Committee does not have executive powers or authority implement actions in areas over which the Chief Executive Officer has legislative responsibility and does not have any delegated financial responsibility. The

	<p>Committee does not have any management functions and cannot involve itself in the management processes or procedures.</p> <p>In discharging its responsibilities, the Committee will liaise with the Chief Executive Officer to ensure the effective and efficient management of the City's functions and compliance with legislation and, in particular, Part 6 (Financial Management) and Part 7 (Audit) of the <i>Local Government Act 1995</i> ('the Act') as well as Part 16 (Functions of Audit Committee) and Part 17 (CEO to review certain systems and procedures) of the <i>Local Government (Audit) Regulations 1996</i> ('the audit regulations') and periodic reviews of the City's financial management systems under Regulation 5 (2) of the Local Government (Financial Management) Regulations 1996 ('the financial regulations').</p> <p>The Committee may request such access to members of management, employees and all relevant information as it considers necessary to discharge its duties. This includes being entitled to request access to records, data, reports and explanatory information as the Committee deems necessary to discharge its responsibilities for providing independent oversight.</p>
Roles and Functions	<p>The roles and functions of the Committee are to:</p> <ol style="list-style-type: none"> (a) Guide and assist the City in carrying out its functions under Part 7 of the Act which covers the essential requirements for appointment of auditors and conducting audits, and in particular, oversee implementation of any action under section 7.12 of the Act which covers financial audits, supplementary audits and performance audits by the Auditor General. (b) Guide and assist the City in carrying out its functions under regulation 17 of the audit regulations and, in particular, monitor and advise the CEO when undertaking a review under regulation 17 (1) of the audit regulations or regulation 5 (2) of the financial management regulations, and review reports provided to the Committee by the CEO under regulation 17 (3) of the audit regulations and refer the results of its review to Council; (c) Support the City's auditors, both external (including the financial and performance audits conducted by the Office of the Auditor General) and internal when conducting an audit or carrying out other duties under the Act and associated regulations; (d) Perform any other function conferred on the Committee by these regulations or another written law. (e) In addition to the above functions, the Committee also has the following responsibilities: <ul style="list-style-type: none"> • To review the scope of the Internal Audit plans and to consider their effectiveness; • Support the implementation of a risk management culture. Consider reports at least annually on the City's Risk Management Framework. (f) May guide and assist the City in carrying out its functions under part 6 of the Act which deals with the annual budgeting process, financial accounting, and management and reporting of municipal and trust funds and the requirements for rates setting and land valuation general. (g) Review the quarterly performance reports of the Corporate Business Plan and annual reviews of the Corporate Strategies.
Delegated Authority	Nil.
Meetings:	Committee meetings are to be in accordance with the <i>City of Bayswater Standing Orders Local Law 2021</i> .
Meeting Frequency:	The Committee shall meet at least quarterly**.

	<i>**minimum annually under legislation</i>
Meeting Date and Time:	Quarterly or as required.
Location	City of Bayswater Civic Centre
Liaison Officer	Director Corporate and Strategy or nominated officer.

7 CONFIRMATION OF MINUTES

COMMITTEE RESOLUTION (OFFICER'S RECOMMENDATION)

The Minutes of the Audit and Risk Management Committee held on 8 May 2023 which have been distributed, be confirmed as a true and correct record.

Cr Josh Eveson Moved, Cr Michelle Sutherland Seconded

CARRIED UNANIMOUSLY: 3/0

For: *Cr Josh Eveson, Cr Giorgia Johnson and Cr Michelle Sutherland.*

Against: *Nil.*

8 REPORTS**8.1 Project Eden Update**

Responsible Branch:	Digital Solutions and Services
Responsible Directorate:	Corporate Services
Authority/Discretion:	Information Purposes
Voting Requirement:	Simple Majority
Attachments:	1. PROJECT EDEN Tech One Migration ARC Briefing August 2023 [8.1.1 - 19 pages]
Refer:	OCM 26.07.2022 Item 14.1.1

SUMMARY

This report provides the Audit and Risk Committee with an update of Project EDEN, the upgrade of the City's Enterprise Resource Planning (ERP) software.

COMMITTEE RECOMMENDATION TO COUNCIL
(OFFICER'S RECOMMENDATION)

That Council notes the Project EDEN update as contained in Attachment 1.

Cr Michelle Sutherland Moved, Cr Josh Eveson Seconded

CARRIED UNANIMOUSLY: 3/0

For: Cr Josh Eveson, Cr Giorgia Johnson and Cr Michelle Sutherland.

Against: Nil.

At 5:36pm Mr Simon Cohen CIO and Digital Strategy Specialist, Cohesis withdrew from the meeting and did not return.

At 5:36pm Cr Filomena Piffaretti, Mayor, arrived at the meeting.

BACKGROUND

The City's Executive Leadership Team (ELT) endorsed the Digital Strategy 2021-2031 in January 2022. One of the key themes of the strategy is systems harmonisation.

The City's ERP solution is rapidly approaching end of life with no new features from October 2023 and support for the on-premise hosted solution ceasing in October 2024.

At the Ordinary Council Meeting on 26 July 2022, Council authorised the Chief Executive Officer to continue its partnership with Technology One and on-board to the Software as a Service platform for the period 30 June 2022 to 30 June 2027.

A Council Briefing session was held on 30 May 2023 providing a detailed overview of the current status of the project and options to meet the funding requirements for FY23.

Following the commencement of the project, a project name of 'Project EDEN' was selected. As this is a significant project, having a project name allows the project to be easily referenced by staff and gives it a profile.

EXTERNAL CONSULTATION

Mr Cohen, founder of Cohesis, has been engaged as the Project Director and has been working with the Director Corporate Services, Digital Solutions Architect, Manager Digital Solutions and Systems and key staff to initialise the project, develop budget requirements and create the initial

briefing materials – including the attachment to this report. Mr Cohen will attend the Audit and Risk Management Committee to discuss the project.

OFFICER'S COMMENTS

The latest Project Eden Status Report can be found in attachment 1.

LEGISLATIVE COMPLIANCE

Nil.

RISK ASSESSMENT

In accordance with the City’s Risk Management Framework, the officer’s recommendation has been assessed against the City’s adopted risk tolerance. Comments are provided against each of the risk categories.

Risk Category	Adopted Risk Appetite	Risk Assessment Outcome
Strategic Direction	Moderate	Low
Reputation	Low	Low
Governance	Low	Low
Community and Stakeholder	Moderate	Low
Financial Management	Low	Low
Environmental Responsibility	Low	Low
Service Delivery	Low	Low
Organisational Health and Safety	Low	Low
Conclusion	Please refer to Attachment 1 for detailed assessment of Project Eden’s Risks and Issues. Currently all are being managed and as such result in Low Assessment Outcomes in the above table.	

FINANCIAL IMPLICATIONS

Allocated funds for FY23/24 for Project Eden which includes the carry forward of funds from FY22/23 are \$1,658,601. Please refer to **Attachment 1** for a more detailed cost breakdown.

STRATEGIC IMPLICATIONS

Theme: Leadership and Governance

Goal L4: Communicate in a clear and transparent way.

Provide the community with useful information about Council's policies, services and events and advise the community of engagement outcomes.

CONCLUSION

Project Eden is still in the early stages. A project status update is provided in **Attachment 1**. Further updates will be provided to the Audit and Risk Management Committee.



City of
Bayswater

Project Eden – ARC Briefing

Simon Cohen
August 2023

Contents

1. Program Status Overview
2. Timeline
3. Estimated Costs
4. Strategic Risks & Issues
5. Questions

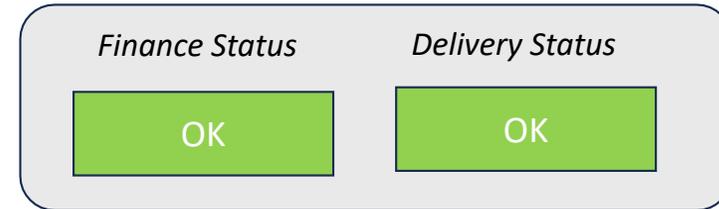
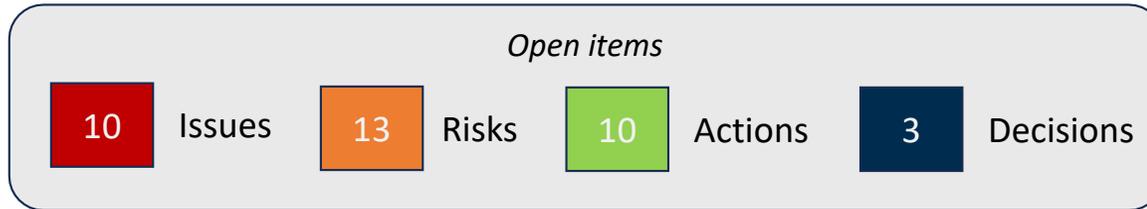


1. Program Status Overview

1. Program Status Overview



Project Health Indicators



Summary

- *Project was under budget for FY 22/23.*
- *Funding requirements for FY23/24 have been revised in accordance with Council Briefing request.*
- *Currently on track to meet End March timeline for Lift and Shift (the move from on-premise to cloud)*
- *Currently working through known open Issues (10) and Risks (13) which have been raised through the Eden Board and appropriate measures are being taken.*
- *We are also working through 3 Key Decisions.*

1. Program Status Overview

Headline Activities

- ❖ The City have resolved a technical contractual dispute with Technology One which clears a pathway to the City signing off the SaaS (Software as a Service) Transition Plan.
- ❖ This is a document that triggers Technology One to deliver a test environment to the City.
- ❖ This will be a copy of the City's On-Premise Environment but hosted in the cloud.
- ❖ We will then need to recreate, reconfigure or change key integrations to work in this environment.
- ❖ We also need to arrange for all teams to perform initial testing and then UAT (User Acceptance Testing) on this environment.
- ❖ Training workshops are being scheduled to provide nominated staff with the information required to build appropriately detailed test plans.
- ❖ It is anticipated that these training sessions will commence and be completed in August.
- ❖ **Key focus is on resourcing and recruitment which is a key risk to project timelines.**



2. Timeline

2. High Level Timeline – Key Target Dates

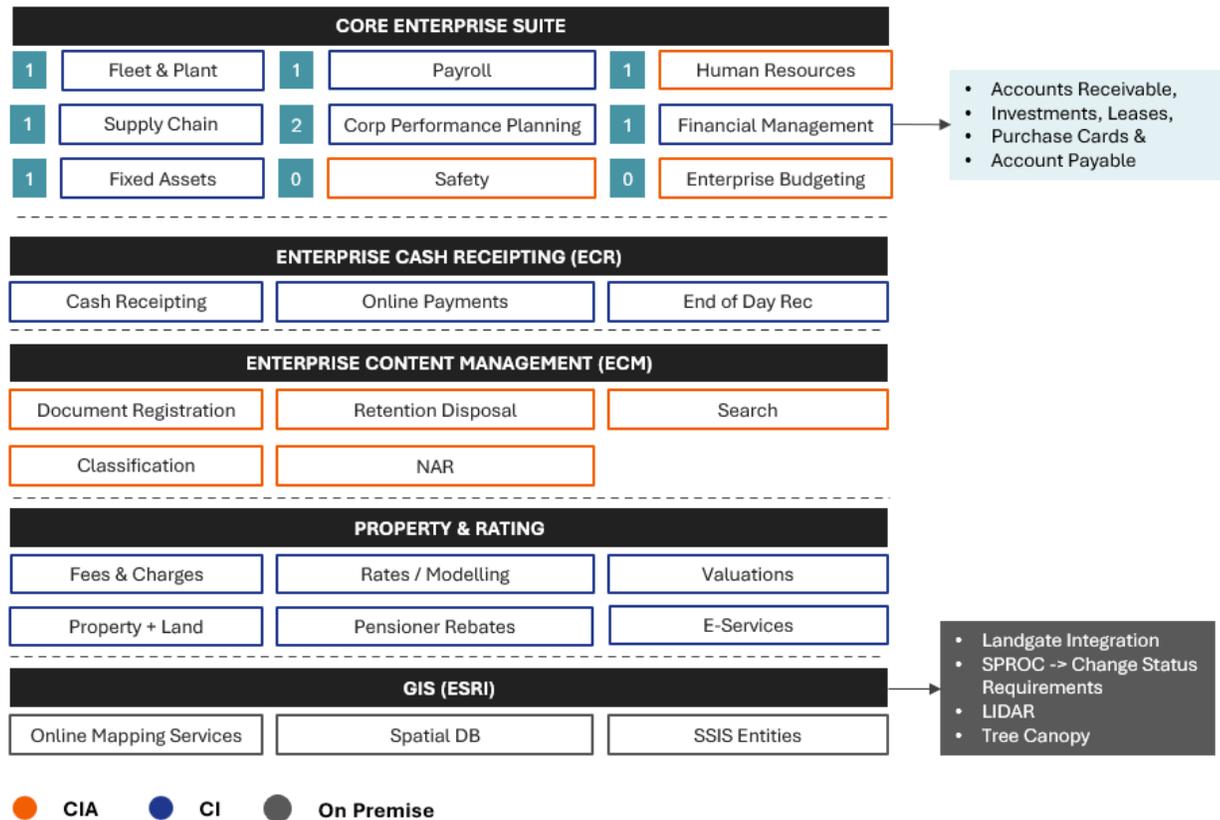


Task	Dependency	Considerations	Key Target Dates
Receive Environment from Technology One	Awaiting SaaS Transition Plan sign-off	Data will be from January 2023 – may need a further re-fresh.	31 July 2023
Complete Integrations to SaaS environment	Environment	<ul style="list-style-type: none"> • SSIS – Banking Exports • SSIS – Pool Registrations • Animal Renewal Rollback • Journal Rollback • Experian QAS validation • Phoenix Financial Transactions • Crystal Reports 	30 September 2023
Internal Testing	Testing training for key users / SMEs	<ul style="list-style-type: none"> • Introductory Workshops being arranged to provide nominated testers with testing guidance 	30 August 2023
Completion of Test Plans	Test Plan Creation Training	<ul style="list-style-type: none"> • Resource Backfilling • Test Plan Management • Test Resourcing and Planning 	29 September 2023
Initial Integration Testing	Completion of Test Plans	<ul style="list-style-type: none"> • Available Test and Backfilling Resources • Available Business Systems Analysts • Available Technical Support 	15 October – 15 December 2023
UAT	Integration Testing Fixes	<ul style="list-style-type: none"> • Final UAT Testing • User Training • Comms 	20 January – 20 March 2024
Deployment	UAT	<ul style="list-style-type: none"> • Latest data cutover • Support 	21 – 26 March 21 – 2023

2. Technology One - COB Ecosystem Overview & High-Level Approach



TechOne Solutions



Non-TechOne Solutions





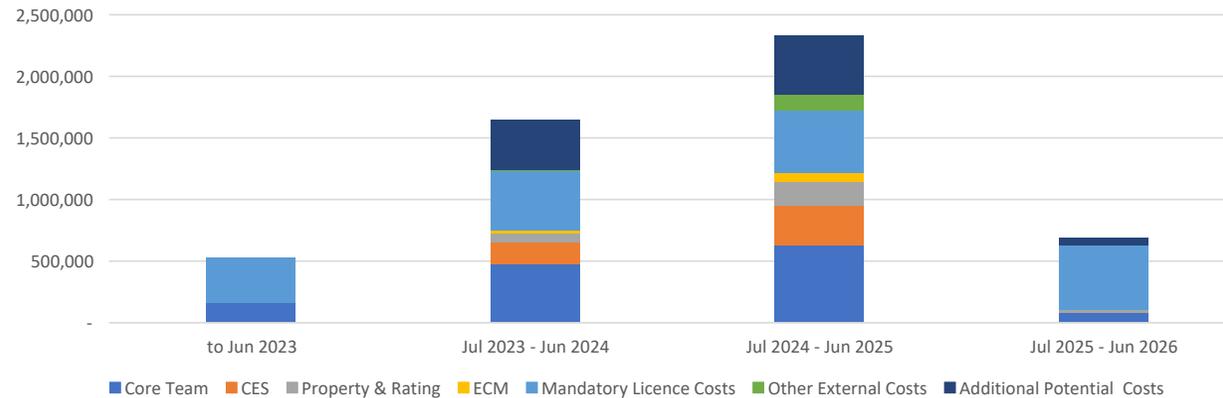
3. Estimated Costs

3. Estimated Costs – Latest Estimates



Excludes 10% Buffer	Life to Date	Yr2	Yr3	Yr4	Totals
Implementation Area	to Jun 2023	Jul 2023 - Jun 2024	Jul 2024 - Jun 2025	Jul 2025 - Jun 2026	
Core Team	161,794	477,184	626,833	79,921	1,345,732
CES		173,880	323,470	-	497,349
Property & Rating	-	72,708	197,514	22,759	292,980
ECM	-	25,045	66,016	-	91,061
Mandatory Licence Costs	365,605	487,016	506,497	526,757	1,885,875
Other External Costs	-	8,820	132,300	-	141,120
Additional Potential Costs		405,000	480,000	60,000	945,000
Actual / Forecast	527,339	1,649,653	2,332,628	689,437	5,199,117

EDEN - Revise Cost Forecasts



3. Estimated Costs – Commentary

- FY23/24 Budget totals \$1,658,601 -> \$1.286m Authorised budget plus C/F capital spend of \$372,601
- Enterprise Asset Management costs now included in scope. Prior forecasts had excluded EAM costs.
- Budget now includes likely additional licence costs included for integration tools (e.g. Boomi, DXP, Intelligent AP Automation)
- High-cost estimates for backfilling people required to assist in implementation activities (e.g. testing). This will be actively managed to reduce costs where possible.
- Estimated costs have increased by ~\$100k but still within Pre-set Contingency limits.
- Significant chance of cost estimates fluctuating (up and down) as we are negotiating:
 - Resourcing shortages
 - High demand for skilled people (elevating salary demands)
 - Technology roadmap development
 - Enterprise Asset Management Procurement.



4. Strategic Risks & Issues

4. Risks & Issues - Identification

A significant amount of preparatory work has been performed over the past 6-9 months providing significant insight into some of the Risks and Issues that need to be resolved to support a successful migration.

Risks will be following the following naming convention: **EDEN-Rnnn**

- EDEN-Risk nnn
- Where nnn is the ID number.

Issues will be following the following naming convention: **EDEN-Innn**

- EDEN-Issue nnn
- Where nnn is the ID number.

4. Risks

Program Area	Risk ID	Risk Description	Details	Date Raised	Probability	Impact	Frequency	Mitigation Actions	Status	Target Due Date	Action Own	Date Last Reviewed	Column1
Scoping & Requirement Gathering	EDEN-R0001	Lack of scope clarity	There are many moving parts to the target solution (e.g. GIS) which have knock-on effects to downstream systems and processes	1-Nov	High	High	Medium	Early Engagement with Technology One. Regular PM meetings and engagement between SC and PJ	In Progress	Ongoing	Project Director / Digital Solutions Architect / Director Corporate Services	18-Jul	Done
Costs & Budgets	EDEN-R0002	Contractual clarity / potential for total cost escalation	Understanding is that the migration is like-for-like migration but as the on-prem solution is being readied for various integrations it is unclear at what point and how much additional Tech One consulting & licences will be required.	1-Nov	High	High	Medium	Early Engagement with Tech One to determine what is Out of Scope.	In Progress	Ongoing	Project Director & Digital Solutions Architect	18-Jul	
Communications	EDEN-R0005	Lack of internal alignment	Concerned that branches would (pro-) actively support the implementation by allocating resources and helping to meet pre-requisite tasks. Also concern that branches would continue to try and implement non-core solutions without considering the impact on the overall strategy.	1-Nov	Medium	High	Medium	Project Board & ELT Updates. Updates released via comms and Engagement and direct engagement from SC to Managers	In Progress	Ongoing	Project Director	18-Jul	

4. Risks - continued

Program Area	Risk ID	Risk Description	Details	Date Raised	Probability	Impact	Frequency	Mitigation Actions	Status	Target Due Date	Action Own	Date Last Reviewed	Column1
Costs & Budgets	EDEN-R0007	Risk that the Council do not approve funding	The ELT have been made aware of the projected costs and these have been incorporated into the Long Term Financial Plan but this still needs to be formally approved.	12-Jan	High	High	Medium	Communication with ELT has already happened. Funding incorporated into the LTFP and this Risk will be highlighted to the Audit & Risk Committee (Feb 2023)	Open	30/06/2023	Project Director / Director Corporate Services	18-Jul	
Technology One	EDEN-R0008	Tech One - Contract Risk	Concern as to whether Technology One be able to provide appropriate resourcing when needed	7-Mar	High	High	Low	Weekly meetings scheduled with Tech One PM - although in the lift and shift phase most of the actions are on us.	Open	Ongoing	Project Director	18-Jul	
Change Management	EDEN-R0009	Lack of consideration for Internal Training	Concern that insufficient training will be provided to users and that there will be poor attendance of the sessions that are provided.	7-Mar	High	High	High	Tech One will provide PowerUser Training for the "lift and shift", have advised users test business processes. Training can be recorded. This training will need to be captured and re-purposed for the wider user base.	Open	Ongoing	Project Director & Digital Solutions Architect	18-Jul	

4. Risks - continued

Program Area	Risk ID	Risk Description	Details	Date Raised	Probability	Impact	Frequency	Mitigation Actions	Status	Target Due Date	Action Own	Date Last Reviewed	Column1
Change Management	EDEN-R0010	Poor rates of adoption of the technology (Change Management)	Low levels of existing IT Capability along with the significant amount of system and process change means a strong Change Management Program is required	7-Mar	High	High	High	SC to continue to work with Shonie to drive engagement	Open	Ongoing	Project Director / Senior Community Engagement Advisor	18-Jul	
Costs & Budgets	EDEN-R0011	Probability of Cost / Time Overruns	Concern that existing estimates may be inaccurate.	24-May	Medium	High	Medium	Continual management and review of required project resources.	Open	Ongoing	Project Director	18-Jul	
Testing	EDEN-R0012	Testing Training timeline	Concern that Teams will not be able to meet the training timelines	30-Jun	High	High	Medium	Simon engaging with Managers	Open		Project Director	18-Jul	
Testing	EDEN-R0013	Testing Quality	Concern that users will not test to the required level of Quality	30-Jun	High	Medium	High	Training sessions to be arranged for nominated testers. Managers to be engaged	Open	30/09/2023	Project Director	18-Jul	

4. Issues

Program Area	Issue ID	Issue	Description	Date Raised	Impact	Mitigation Actions	Owner(s)	Comments	Issue Status	Target Resolution Date	Date resolved
Strategy	EDEN-I0002	City has fragmented views on application requirements.	Culture is for branches to often source their own non-core software or to not engage with IS thus preventing alignment on the wider picture.	1-Dec	HIGH	ELT to adopt Cloud Strategy Framework - currently in review with DCS	PROJECT BOARD		In Progress	30/08/2023	
Strategy	EDEN-I0003	Desire to incorporate move to Tech One e-invoicing likely to be considered additional scope.	Needs to be considered as part of wider EA landscape	1-Dec	HIGH	Determine whether e-invoicing is included within the scope of the contract and if not determine likely cost / contractual options	PROJECT BOARD		In Progress	30/09/2023	
3rd Party Vendor (Non Tech One)	EDEN-I0004	Banking Migration – Chart of accounts – new bank control account maybe required.	Needs further investigation. It is also related to eServices module which is ideally required to be in place before we "lift" to the cloud.	1-Dec	HIGH	Determine Banking migration timeline and schedule COA work as needed. Where possible plan ahead.	Digital Solutions Architect / Manager Financial Services	This in progress with Stuart and Richard	In Progress	30/08/2023	
3rd Party Vendor (Non Tech One)	EDEN-I0005	Onboard merchant account with integrations to Tech One (Australia Post Securepay, CBA Bpoint, WestPac, Nab Transact, PayPal classic)	Needs further investigation. It is also related to eServices module which is ideally required to be in place before we "lift" to the cloud.	1-Dec	MEDIUM	Tech One have provided details of compatible merchant integrations. Task for Finance / IS to determine optimal finance (cost and transaction clearing efficiency) and technical solution.	Digital Solutions Architect / Manager Financial Services	This in progress with Stuart and Richard	In Progress	TBC	
Internal Resourcing	EDEN-I009	Allocation of Internal Test Resources	Significant internal resources required across all branches to test the new environment	12-May	HIGH	Comms prepared to be sent to Managers, along with questionnaire to determine resource gap.	Project Director	Need to understand the level to which internal resources can be freed up for testing and how many additional people will be required to backfill.	In Progress	25/05/2023	

4. Issues - continued

Program Area	Issue ID	Issue	Description	Date Raised	Impact	Mitigation Actions	Owner(s)	Comments	Issue Status	Target Resolution Date	Date resolved
Internal Resourcing	EDEN-I010	Richard's Availability	Richard trying to hand-off BAU tasks so that he can focus on EDEN.	24-May	HIGH	Richard to prepare handover notes and onboard additional staff to cover	Digital Solutions Architect	This is in progress but slow due to general resourcing constraints within the business unit	In Progress	30/07/2023	
Decision Making / Requests for Information	EDEN-I011	SaaS Transition Plan Sign-off	Significant internal delay in getting the STP signed off. Have escalated to Program Board and RVD directly.	10-Jul	HIGH	Richard needs to review and sign	Digital Solutions Architect	Just needs to be completed	In Progress	18/07/2023	
Internal Resourcing	EDEN-I012	Difficulty in attracting appropriately qualified resources at the estimated pay bands - due to market conditions and incorrectly assessed pay bands	City competing wth other LG's for skilled resources. Current pay scale assessment too low to attract required talent	18-Jul	HIGH	Increase pay band and add Critical Skills Allowance. Change Job adverts to state "Negotiable"	Manager People, Culture & Safety		In Progress	31/08/2023	



5. Questions

8.2 Internal Audit - Regulation 17 Review

Responsible Branch:	Governance and Organisational Planning and Development
Responsible Directorate:	Office of the CEO
Authority/Discretion:	Executive/Strategic
Voting Requirement:	Simple Majority
Attachments:	1. CONFIDENTIAL REDACTED - Regulation 17 Review [8.2.1 - 31 pages]

Confidential Attachment(s) in accordance with Section 5.23(2) of the Local Government Act 1995 (WA):

REASON FOR CONFIDENTIALITY

- (f) a matter that if disclosed, could be reasonably expected to —
- (ii) endanger the security of the local government's property;

SUMMARY

As part of the 2022/23 Audit Program, the Regulation 17 Review was completed.

In a report prepared by the City's internal auditors, six audit observations were identified and nine recommendations made.

Management responses and anticipated timeframes for corrective action against the nine recommendations have been provided and are presented to Council for consideration and approval.

COMMITTEE RECOMMENDATION TO COUNCIL
(OFFICER'S RECOMMENDATION)

That Council:

- Endorses the Regulation 17 Review report, including management agreed actions as presented in the Confidential Attachment 1.**
- Notes that agreed actions are entered into the City's Audit Log Register for progress reporting.**

Cr Filomena Piffaretti, Mayor Moved, Cr Michelle Sutherland Seconded

CARRIED UNANIMOUSLY: 4/0

For: *Cr Filomena Piffaretti, Mayor, Cr Josh Eveson, Cr Giorgia Johnson and Cr Michelle Sutherland.*

Against: *Nil.*

At 5:56pm Mr Duy Vo Director, William Buck withdrew from the meeting and did not return.

BACKGROUND

Under the *Local Government (Audit) Regulations 1996*, a review conducted under Regulation 17 is required not less than once every 3 financial years.

This review requires the Chief Executive Officer (CEO) to review the appropriateness and effectiveness of the local government's systems and procedures regarding risk management, internal control and legislative compliance. The CEO is required to present the findings of this review to the Audit and Risk Management Committee (ARMC), and to the Council.

The Department of Local Government, Sport and Cultural Industries (DLGSC) Operational Guidelines – *The appointment, function and responsibilities of audit committees* (Guidelines) Appendix 3 - provides guidance on issues that should be considered for inclusion in the CEO's review of risk management, internal control and legislative.

The Regulation 17 review was last performed in 2020, 16 findings required management action, the final outstanding agreed action was implemented quarter 4 2022/23.

EXTERNAL CONSULTATION

The Regulation 17 Review is performed in consultation with the City's outsourced internal auditors William Buck.

OFFICER'S COMMENTS

As part of the 2022/23 Internal Audit Program, endorsed by the ARMC, the City's internal auditors, William Buck were engaged to perform the Regulation 17 Review on behalf of the CEO. The audit focused on the current controls in place to ensure the City achieves the following business objectives:

- The City has appropriate internal policies, procedures and processes in place to regularly assess the appropriateness, effectiveness and efficiency of internal controls.
- A risk management framework is in place and being used which is supported by appropriate policies, procedures, processes and systems ensuring that the strategic, corporate and operational risks are timely identified, systematically evaluated, treated, regularly reviewed and reported.
- Appropriate processes are implemented within the City to ensure that legislative compliance requirements are timely identified and roles and responsibilities for managing compliance are clearly defined and communicated.
- Processes to ensure compliance with internal control, risk management and legislative compliance.
- Reporting structures to ensure instances of potential and actual non-compliance with legislation are escalated to management, the Audit and Risk Management Committee and Council.
- Management solutions identified in the previous Internal Audit Report Regulation 17 have been implemented.

In their report 'Regulation 17 Review' (**Attachment 1**) William Buck's internal auditors rated the City's overall control effectiveness as 'Improvement Required'. However, noted:

"The City has commenced reforming its governance framework in the areas of risk management, compliance and internal controls. Whilst the review identified areas of improvements, we observed the City has made a commitment to transform governance with the objective of improving transparency and corporate culture".

Six audit findings and nine recommendations were presented. A summary of the observations requiring management consideration and the associated risk rating are as follows:

#	Key Finding	Risk Rating
1	Policy Review	Low
2	Recommendations from Internal Audit Reports	Medium
3	Risk Register	Medium
4	Business Continuity Plan	Medium
5	Compliance Audit Return Non-Compliances	Medium

6	Monitoring Legislative Compliance	Low
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Management considered the auditor’s report and note that of the nine recommendations, six relate to findings previously identified, with actions currently recorded and reported against in the Audit Register, these findings have been updated as – works in progress, no further action.

For the remaining three findings, management have documented the agreed action intended to address the audit findings.

LEGISLATIVE COMPLIANCE

Local Government (Audit) Regulations 1996

RISK ASSESSMENT

In accordance with the City’s Risk Management Framework, the officer’s recommendation has been assessed against the City’s adopted risk tolerance. Comments are provided against each of the risk categories.

Risk Category	Adopted Risk Appetite	Risk Assessment Outcome
Strategic Direction	Moderate	Low
Reputation	Low	Low
Governance	Low	Low
Community and Stakeholder	Moderate	Low
Financial Management	Low	Low
Environmental Responsibility	Low	Low
Service Delivery	Low	Low
Organisational Health and Safety	Low	Low
Conclusion	The Regulation 17 Review was completed as per the 2022/23 Annual Audit Program several recommendations are included in the auditor’s report for corrective action as necessary. Proposed timeframes for implementation take into consideration the level of risk to the City and resource capacity.	

FINANCIAL IMPLICATIONS

The delivery of this audit was within the budgeted 120 hours, at a total cost of \$14,400.00.

STRATEGIC IMPLICATIONS

In accordance with the City of Bayswater Strategic Community Plan 2021-2031, the following applies:

Theme: Leadership and Governance

Goal L4: Communicate in a clear and transparent way.
Provide the community with useful information about Council's policies, services and events and advise the community of engagement outcomes.

CONCLUSION

Actions in-progress will be entered into the City’s Audit Log Register to monitor progress by management to implement agreed actions in response to audit recommendations. Status of implementation will be reported to the Audit and Risk Management Committee on a quarterly basis.

Actions deemed complete by management follow a close-out process. The City’s Internal Audit function will follow-up and obtain evidence that audit actions have been implemented by management before recommending close-out to the Audit and Risk Management Committee.

8.3 Quarterly Performance Report - Internal Audit Function Q4 2022/23

Responsible Branch:	Governance and Organisational Planning and Development
Responsible Directorate:	Office of the CEO
Authority/Discretion:	Executive/Strategic
Voting Requirement:	Simple Majority
Attachments:	1. Audit Function Dashboard - Quarter 4 [8.3.1 - 3 pages] 2. CONFIDENTIAL REDACTED - Audit Register [8.3.2 - 2 pages]

Confidential Attachment(s) in accordance with Section 5.23(2) of the Local Government Act 1995 (WA):

(f) a matter that if disclosed, could be reasonably expected to —

(ii) endanger the security of the local government's property;

SUMMARY

This report provides the Audit and Risk Management Committee (ARMC) an update on the Audit Function for Quarter 4 (April to June) 2022/23.

COMMITTEE RECOMMENDATION TO COUNCIL
(OFFICER'S RECOMMENDATION)

That Council:

1. Notes the progress of the 2022/23 Audit Plan.
2. Notes the status of the Implementation of Audit Actions (Audit Register) as presented in the Confidential Attachment 2.

Cr Giorgia Johnson Moved, Cr Josh Eveson Seconded

CARRIED UNANIMOUSLY: 4/0

For: Cr Filomena Piffaretti, Mayor, Cr Josh Eveson, Cr Giorgia Johnson and Cr Michelle Sutherland.

Against: Nil.

BACKGROUND

The Quarterly Performance Review – Audit Function was last reported for Quarter 3 (January to April) 2022/23 to the ARMC at their meeting on 8 May 2023.

This report provides the ARMC an update on the 2022/23 Audit Plan and Audit Function – Implementation of Recommendations for Quarter 4 (April – June) 2022/23.

EXTERNAL CONSULTATION

Nil

OFFICER'S COMMENTS**2022/23 Audit Plan**

The ARMC endorsed the IA Plan for 2022/23 at the September 2022 meeting. The IA Plan identifies three (3) projects for this financial year. The Projects include:

- Regulation 17 Review – Audit complete – presented 7 August 23
- Compliance Audit Return - Audit complete – presented 7 March 23
- Customer complaint handling, escalation and resolution – Audit complete – presented 6 December 22

Audit Function – Implementation of Audit Actions (Audit Register - Attachment 2)

Implementation of audit actions from internal and external reports continues to be monitored by the Executive Leadership Team (ELT) prior to reporting to the ARMC. The ELT report includes all actions, ARMC includes actions by exception (overdue and complete).

Q4 reporting period opened with 71 actions and closed with 28 actions.

Status	No.
Period Open	71
Actions Added	16
Actions Complete	59
Period Close	28

The below table depicts the status of actions by audit.

Audit Name	Original Actions	Previously Closed	Closed this Period	Open	Overdue	Not Yet Due
City Property Leasing	-	-	2	2	2	0
Corporate Record Keeping & Performance Reporting	-	-	3	1	1	0
Finance	-	-	5	2	2	0
Financial Sustainability	-	-	12	4	4	0
Regulation 17 Review	-	-	1	0	0	0
Tender Evaluation & Procurement	-	-	3	4	4	0
Payroll Reconciliation	-	-	1	1	1	0
OAG IS 2020	-	-	-	1	0	1
OAG Financial 2020	-	-	1	0	0	0
2022/23 Audit Reporting						
Swimming Pool Inspections	13	12	1	0	0	0
Customer Services Complaints/Compliments	3	0	0	3	0	3
Financial Sustainability 2022	12	0	6	6	3	3
OAG IS 2021	17	11	4	2	1	1
OAG Financial 2021	6	2	3	1	1	0
OAG IS 2022	12	0	12	0	0	0
OAG Financial 2022	6	0	5	1	0	1
Total	69	25	59	28	19	9

New Actions

This quarter sixteen (16) new actions have been added to the Audit Register from previously completed audits as follows:

- OAG Financial Report
- OAG IT Report

Overdue Actions

This quarter the number of overdue actions decreased; this is due to the number of actions closed by management.

	Qtr. 1	Qtr. 2	Qtr. 3	Qtr. 4
Number of overdue actions	46	51	38	19

Of the 19 actions overdue, seven (7) are **not progressing as intended**, the Executive Leadership Team will be working with action owners to address these items. Actions not progressing as intended are as follows:

Audit Name	Rating	Action	Days Open
City Property Leasing	High	Agreed Action: Develop a property management framework which replaces the existing policy to include the other types of leases identified and other if necessary. The framework would also include key terms for each type of lease. The Framework would expand on the existing policy to include other types of leases as identified in the audit.	808
	High	Agreed Action: Develop a process for determining the fair market value (suggested that it be included in the property management framework) and is to include the process for new lease valuations and process for rent review valuations.	808
Payroll Reconciliation	Moderate	Re-opened - Agreed Action: IT and PCS to work together to define business requirements for what is deemed as an acceptable level of detail to be reviewed.	206
Tender Evaluation and Procurement	High	Agreed Action: As part of the management of contracts, the City will consider a set of performance requirements for contracts. Contract Managers will be required to monitor contracts against these performance requirements.	570
	Moderate	Agreed Action: Develop Procurement Plan to assist in the management of the risks associated with procurement.	570
	High	Agreed Action: A management guideline will be developed to ensure that there is a consistent approach to this process.	570
	High	Agreed Action: Continue to develop the process for ensuring that contractors meet their WHS obligations.	570

Complete Actions

59 actions were completed by management this quarter. As part of the annual Audit Log process, evidence of the completed action will be reviewed by the auditors.

	Qtr. 1	Qtr. 2	Qtr. 3	Qtr. 4
Number of complete actions	20	7	25	59

LEGISLATIVE COMPLIANCE

Nil

RISK ASSESSMENT

In accordance with the City's Risk Management Framework, the officer's recommendation has been assessed against the City's adopted risk tolerance. Comments are provided against each of the risk categories.

Risk Category	Adopted Risk Appetite	Risk Assessment Outcome
Strategic Direction	Moderate	Low
Reputation	Low	Low
Governance	Low	Low
Community and Stakeholder	Moderate	Low
Financial Management	Low	Low
Environmental Responsibility	Low	Low
Service Delivery	Low	Low
Organisational Health and Safety	Low	Low
Conclusion	Receiving updates on the Implementation of Recommendations reduces the City's risk exposure by providing Council with up-to-date information about the City's progress against agreed actions.	

FINANCIAL IMPLICATIONS

Nil

STRATEGIC IMPLICATIONS

In accordance with the City of Bayswater Strategic Community Plan 2021-2031, the following applies:

Theme: Leadership and Governance

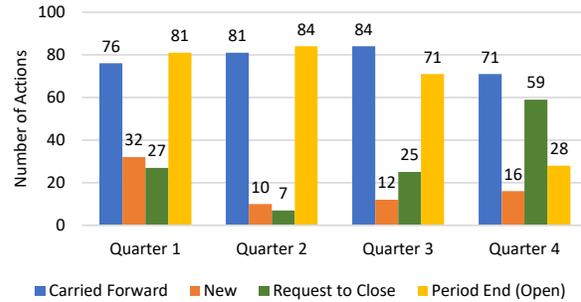
Goal L4: Communicate in a clear and transparent way.
Provide the community with useful information about Council's policies, services and events and advise the community of engagement outcomes.

CONCLUSION

Actions arising from the City's internal and external audits are recorded and monitored within the City's Implementation of Recommendations Audit Register. Progress on the implementation of actions is reported on a quarterly basis to the ARMC.

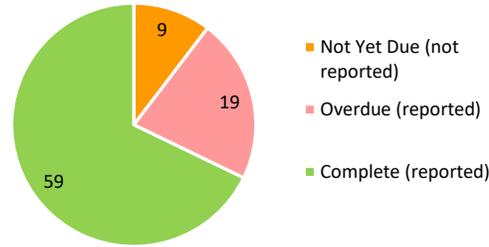
Audit Function Dashboard – All Actions – Quarter 4

Status of Actions by Quarter



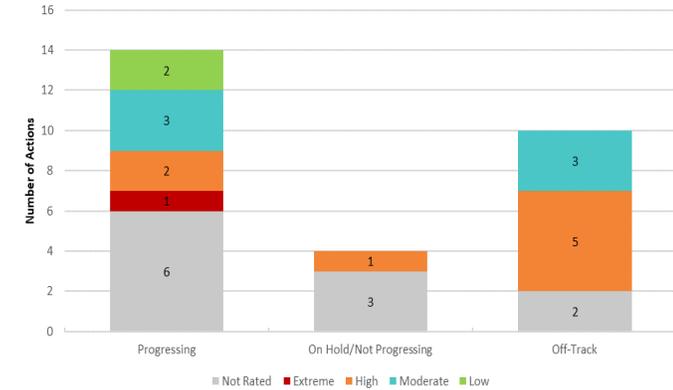
Q4 opened with 71 actions, 16 new actions added, 59 actions closed. Closing the period with 28 open actions.

Status of Actions Qtr. 4 (87)

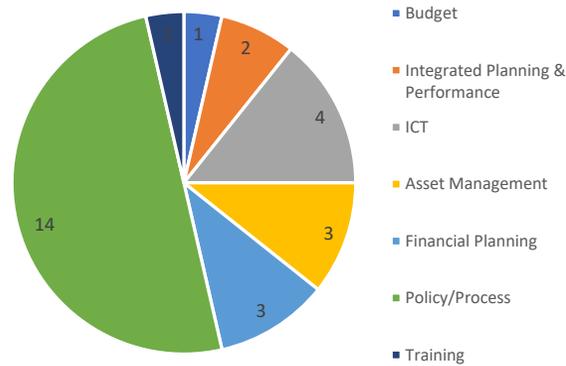


87 actions managed during Q4 reporting. Management closed 59 actions this quarter, leaving 28 actions open, open actions made up of Overdue and Not Yet Due actions. 19 actions are Overdue and 9 actions Not Yet Due.

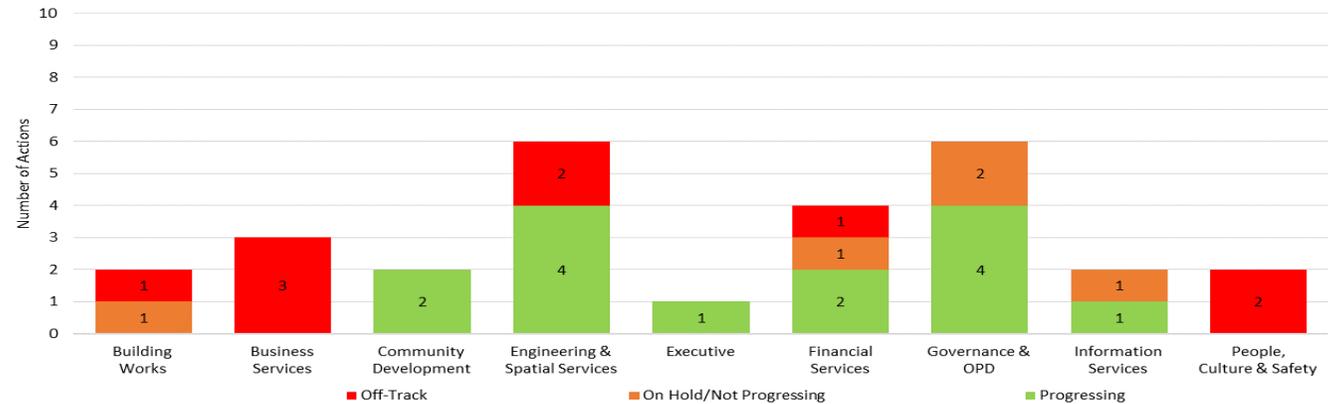
Open Actions by Risk Rating (28)



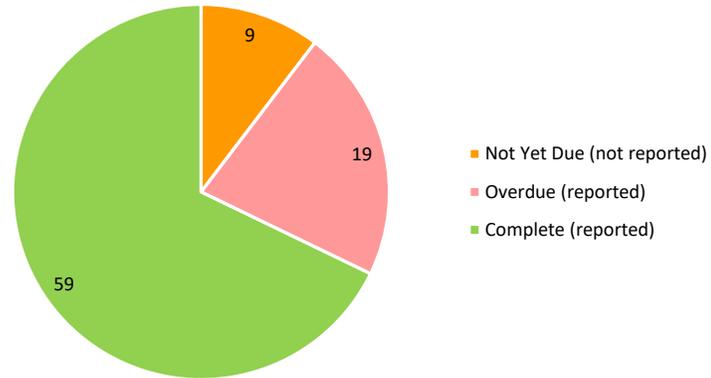
Open Actions by Type (28)



Open Action Status by Branch (28)

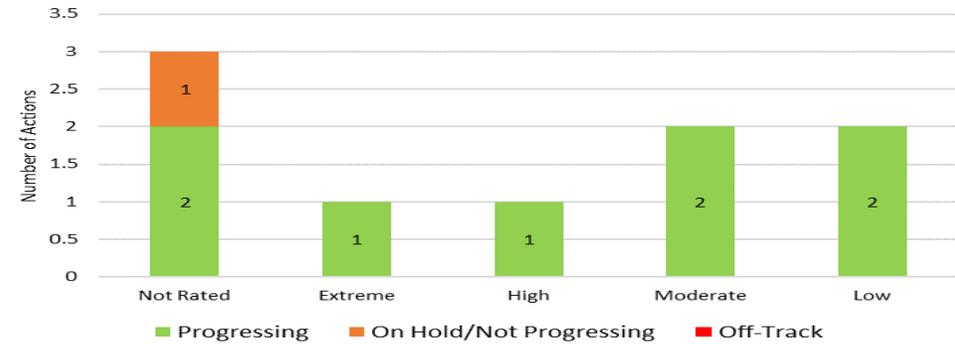


Audit Function Dashboard – Not Yet Due – Quarter 4

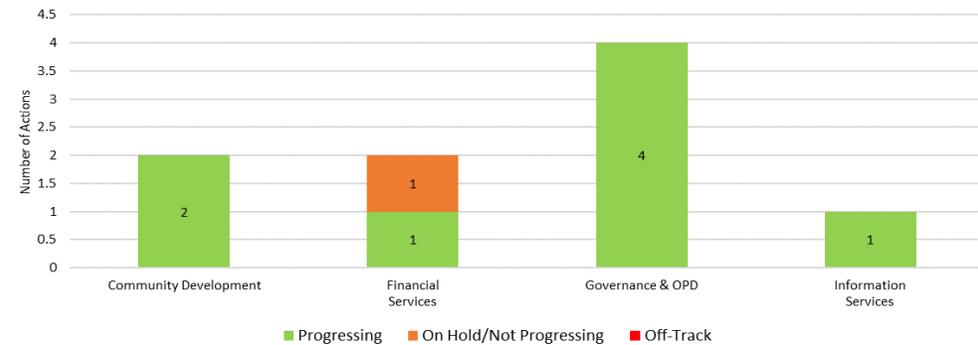


There are 9 actions Not Yet Due at the end of Q4 reporting. As depicted in the graphs, most actions are progressing as intended.

Status of Actions Not Yet Due (9)



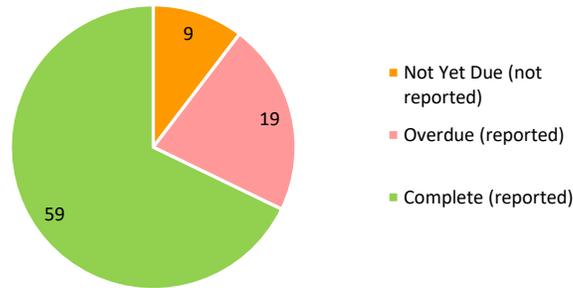
Not Yet Due Actions by Branch (9)



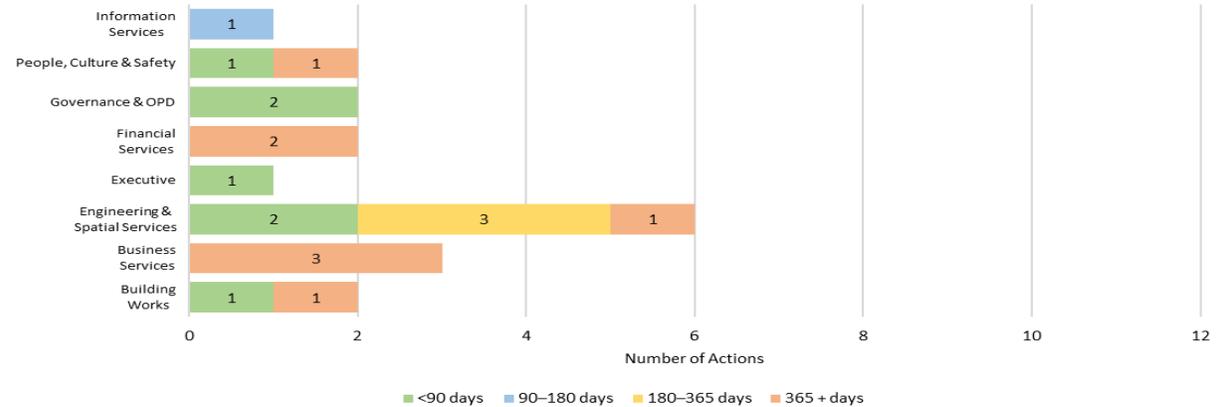
Audit Function Dashboard – Exception – Quarter 4

There are 19 actions overdue at the end of Q4 reporting.

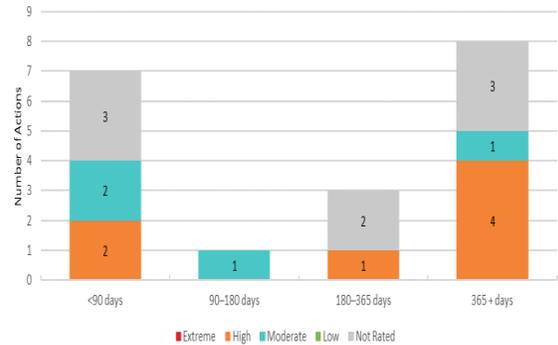
59 actions have been marked as complete this quarter. Details on actions by exception (overdue and complete) is provided in Attachment 1 – Implementation of Recommendations.



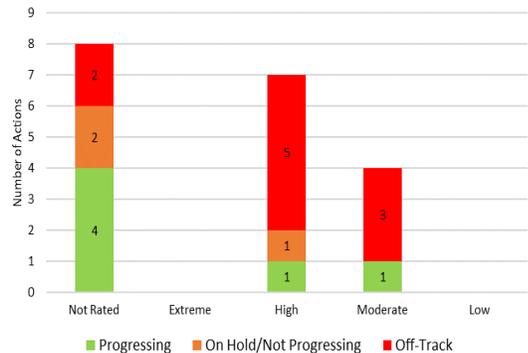
Overdue Actions (days) by Branch (19)



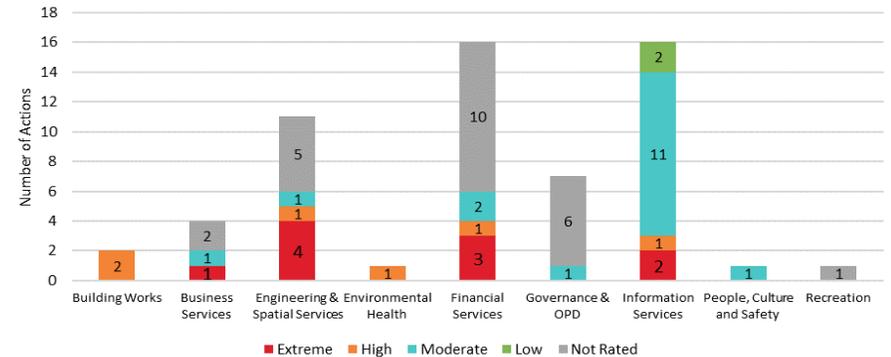
Overdue Actions (days) by Risk Rating (19)



Status of Overdue Actions (19)



Complete Actions by Branch (59)



8.4 Appointment of ARMC External Persons

Responsible Branch:	Governance and Organisational Planning and Development
Responsible Directorate:	Office of the CEO
Authority/Discretion:	Executive/Strategic
Voting Requirement:	Simple Majority
Attachment	<ol style="list-style-type: none"> 1. CONFIDENTIAL REDACTED - EOI Mr Cox [8.4.1 - 7 pages] 2. CONFIDENTIAL REDACTED - EOI Ms Brazil [8.4.2 - 6 pages]

Confidential Attachment(s) in accordance with Section 5.23(2) of the Local Government Act 1995 (WA):

(e) a matter that if disclosed, would reveal -

(iii) information about the business, professional, commercial or financial affairs of a person,

SUMMARY

The Audit and Risk Management Committee's (ARMC) Terms of Reference sets out the committee membership.

Currently, the ARMC has two external members appointed to the committee. The appointment period for both members was for a two-year term, continuing until the next ordinary elections day (21 October 2023).

ADDITIONAL INFORMATION (issued as an addendum on 4 August 2023)

Since the drafting of this report, Ms Jillian Brazil has resigned from her role as external member on the ARMC, effective immediately. We wish Ms Brazil all the very best and thank her for efforts during her time.

Previously Ms Brazil had requested a one-year term, and to ensure an orderly rotation it was recommended Mr Cox be offered an additional two-year term. As Ms Brazil has resigned, and to ensure the City maintains continuity, it is recommended Mr Cox be offered a one-year term and expressions of interest are called for one suitably qualified and experienced external member to the Committee for a two-year term. It is recommended that the two-year position be advertised as a one-year term may restrict the number of applications due to the short timeframe.

RECOMMENDATION IMPLICATIONS

In light of the above the officer's recommendation has been updated as follows:

OFFICER'S RECOMMENDATION

That Council:

1. Staggers the terms for external members on the Audit and Risk Management Committee (ARMC), to ensure an orderly rotation and continuity of membership despite changes to Council's elected representatives.
2. Offers the current external member of the ARMC, Mr Andrew Cox a further one-year term reflecting the staggered approach.
3. Authorises the Chief Executive Officer to seek Expression of Interests to appoint one suitably qualified and experienced external member to the Committee for a two-year term.

4. Notes that the Council will still have to confirm the appointment of external members to the Audit and Risk Management Committee following each election, regardless of the term offered.
5. Notes the resignation from Ms Jillian Brazil, and requests the CEO to write to Ms Brazil thanking her for her service.

MOTION

That the officer recommendation be adopted subject to the following amendments:

- i. **That limb 2 be deleted, and the remaining limbs 3, 4 and 5 be renumbered to limbs 2, 3 and 4 respectively; and**
- ii. **That the new limb 2 be amended to seek expressions of interest to appoint two suitability qualified and experienced external members to the Committee for a one-year term and a two-year term.**

Cr Filomena Piffaretti, Mayor Moved, Cr Josh Eveson Seconded

COMMITTEE RECOMMENDATION TO COUNCIL

That Council:

1. **Staggers the terms for external members on the Audit and Risk Management Committee (ARMC), to ensure an orderly rotation and continuity of membership despite changes to Council's elected representatives.**
2. **Authorises the Chief Executive Officer to seek Expressions of Interest to appoint two suitably qualified and experienced external members to the Committee for a one-year term and two-year term.**
3. **Notes that the Council will still have to confirm the appointment of external members to the Audit and Risk Management Committee following each election, regardless of the term offered.**
4. **Notes the resignation from Ms Jillian Brazil, and requests the CEO to write to Ms Brazil thanking her for her service.**

Cr Filomena Piffaretti, Mayor Moved, Cr Josh Eveson Seconded

CARRIED UNANIMOUSLY: 4/0

For: Cr Filomena Piffaretti, Mayor, Cr Josh Eveson, Cr Giorgia Johnson and Cr Michelle Sutherland.

Against: Nil.

REASON FOR CHANGE

The Committee considered it to be prudent to go out for an expression of interest for both positions at the same time, given that their terms would be ending as at 21 October 2023.

BACKGROUND

The *Local Government Act 1995* (the Act) requires that all local governments establish an audit committee. The City's Audit and Risk Management Committee meets the requirements of the the Act, in which it plays a key role in assisting a local government to fulfil its governance and oversight

responsibilities in relation to financial reporting, internal control structure, risk management systems, legislative compliance, ethical accountability and the internal and external audit functions.

The Act requires that an audit committee is to consist of a minimum of 3 elected members. In addition to elected members, a local government may appoint one or more persons who are external to the Council.

The Department of Local Government, Sport and Cultural Industries (DLGSC) Operational Guidelines – *‘The appointment, function and responsibilities of audit committees’* (Guidelines) advises if the local government wishes to appoint one or more persons other than elected members to the committee, which is recommended, it should ensure that they have the requisite knowledge and skills to provide benefit to the committee.

It is recommended that the appointment of external persons be made by Council by way of a public advertisement and be for a maximum term of two years. However, there is no maximum number of terms an external member may serve.

The ARMC’s Terms of Reference sets out the committee membership. Currently, the ARMC has two external members.

In November 2021, an Expression of Interest for two external members was publicly advertised, and 12 responses were received. At the 25 January 2022 OCM, Council approved the ARMC’s recommendation and appointed Ms Jillian Brazil and Mr Andrew Cox for a two-year term.

As per section 5.11 of the Act, where a person is appointed as a member of a committee, the person’s membership of the committee continues until (a) the term of the person’s appointment as a committee member expires; or (d) the next ordinary elections day.

EXTERNAL CONSULTATION

Advice and information on the timeline for the Local Government Reform changes to be implemented and the term of membership was sought from the DLGSC.

OFFICER'S COMMENTS

The term of the current external members, Ms Brazil and Mr Cox expires on 21 October 2023 (at the next ordinary election day in accordance with the Act).

Ms Brazil and Mr Cox attended their first ARMC meeting in February 2022. Since this time both members have proven they meet the criteria set out for the external member and have contributed positively to the City’s ARMC.

The Guidelines advise the maximum term for external members is two years (due to the requirement to appoint at each Ordinary election) and recommend seeking expressions of interest every two years. However, as there is no legislated maximum to the number of terms an external member can serve, Council has the option to:

- a) Offer the current external members an additional term; or
- b) Advertise for expressions of interest (EOI) for suitably qualified and experienced persons to join the City’s ARMC as an external member.

The Department’s guidelines recommend that the terms of the appointment of external members should be arranged to ensure an orderly rotation and continuity of membership despite changes to Council’s elected representatives. As the Committee has two external members this can be achieved by staggering the terms of appointment of these two members.

Council has the option to either offer Ms Brazil and Mr Cox an additional term or advertise for EOI. Should Council’s decision be to not offer the current external members an additional term and seek EOI, the appointment of the external members will be made following the ordinary elections in October 2023.

Considering the above, and the extensive experience, knowledge and positive contribution Ms Brazil and Mr Cox have provided over their 20-month term it is recommended both members be offered an additional term. **Confidential Attachments 1 and 2** detail the knowledge and skills that Ms Brazil and Mr Cox bring to the committee.

Ms Brazil has indicated that she will only be available for a further 12-month period.

Mr Cox has indicated that he would be available to fulfil another 2-year term.

In the future, to ensure continuity of at least one external member at all times, Council may consider staggering external members terms. As external members terms come to an end at the ordinary election in accordance with the Act, Council may extend (re-appoint) one member at the ordinary election and seek expressions of interest (EOI) for the other member.

As depicted in the table below (*Table 1: Staggered Approach*) each election year one member is considered for re-appointment and one members term expires and the position is refilled through the EOI process. To be re-appointed Council would be required to consider the members knowledge, skills and benefit provided to the ARMC over their previous term. After considering this, Council may decide not to re-appoint and would therefore advertise for EOI.

This would result in two new members being sought through the EOI process, resulting in no continuity of membership.

Table 1: Staggered Approach

	2023*	2024	2025*	2026	2027*	2028	2029*
Member 1	Re-appoint for 2 years		EOI		Re-appoint for 2 years		EOI
Member 2	Re-appoint for 1 year	EOI	Re-appoint for 2 years		EOI		Re-appoint for 2 years

*election year.

For the 2023 proposed scenario, as Ms Brazil has indicated she is only available for an additional 12-month term, Member 1 would be Mr Cox and Member 2 Ms Brazil.

RISK ASSESSMENT

In accordance with the City’s Risk Management Framework, the officer’s recommendation has been assessed against the City’s adopted risk tolerance. Comments are provided against each of the risk categories.

Risk Category	Adopted Risk Appetite	Risk Assessment Outcome
Strategic Direction	Moderate	Low

Reputation	Low	Low
Governance	Low	Low
Community and Stakeholder	Moderate	Low
Financial Management	Low	Low
Environmental Responsibility	Low	Low
Service Delivery	Low	Low
Organisational Health and Safety	Low	Low
Conclusion	The recommendation ensures the City's processes support continuity of membership and that external members have the experience and leadership skills needed to be trusted independent advisors of the ARMC.	

FINANCIAL IMPLICATIONS

Previously, legislation prevented a meeting fee being paid to an external person and only allowed for the reimbursement of expenses. The City currently provides external members reimbursement of expenses based on \$250.00 per meeting.

The introduction of the Local Government Amendment Bill 2023 has included new provisions to allow the Salaries and Allowances Tribunal to inquire into and determine the fees and expenses and reimbursements payable to independent committee members.

No such determination has yet been made. However, the City may need to adjust its payments to external members following the determination.

STRATEGIC IMPLICATIONS

In accordance with the City of Bayswater Strategic Community Plan 2021-2031, the following applies:

- Theme: Leadership and Governance
- Goal L4: Communicate in a clear and transparent way.
Provide the community with useful information about Council's policies, services and events and advise the community of engagement outcomes.

CONCLUSION

A recommendation to stagger the terms and appointment of external members to manage the continuity of membership despite changes to Council's elected representatives has been provided to the ARMC.

The ARMC has the option to recommend Council offer Ms Brazil and Mr Cox an additional term or advertise for Expressions of Interest for suitably qualified and experienced persons to join the City's ARMC as an external member.

Based on the extensive experience, knowledge and positive contribution Ms Brazil and Mr Cox have provided over their 20-month tenure of the ARMC it is recommended both members be offered an additional term aligning with the staggered approach shown in *Table 1*.

If agreed to by the Council, both members will be advised that these terms will be dependent on re-appointment to these positions following the election.

8.5 Strategic Risk and Risk Appetite

Responsible Branch:	Governance and Organisational Planning and Development
Responsible Directorate:	Office of the CEO
Authority/Discretion:	Executive/Strategic
Voting Requirement:	Simple Majority
Attachments:	<ol style="list-style-type: none"> 1. Strategic Risks [8.5.1 - 1 page] 2. Risk Appetite [8.5.2 - 1 page] 3. 2022/23 JLT Public Sector Risk Report [8.5.3 - 23 pages]

SUMMARY

Following the update and implementation of the Risk Management Framework, the strategic risk review process was completed.

Through a series of risk workshops facilitated by RiskWest, the draft Strategic Risk Register and Risk Appetite has been produced.

COMMITTEE RECOMMENDATION TO COUNCIL **(OFFICER'S RECOMMENDATION)**

That Council:

1. **Notes the Strategic Risks as contained in Attachment 1 to this report; and**
2. **Endorses the Risk Appetite in accordance with the Risk Management Framework - proposed as contained in Attachment 2 to this report.**

Cr Josh Eveson Moved, Cr Filomena Piffaretti, Mayor Seconded

CARRIED UNANIMOUSLY: 4/0

For: *Cr Filomena Piffaretti, Mayor, Cr Josh Eveson, Cr Giorgia Johnson and Cr Michelle Sutherland.*

Against: *Nil.*

BACKGROUND

Following the update and implementation of the Risk Management Framework, the strategic risk review process was completed.

As part of the development of the draft strategic risk register, the risk appetite statements, and approach were reviewed. The current risk appetite statements were developed in early 2019.

EXTERNAL CONSULTATION

A consultant from RiskWest facilitated the strategic risk process with the Executive Leadership Team (ELT).

The Chief Executive Officer and Coordinator Risk Management, met with Mr Gary Okely, Head of JLT Public Sector, Pacific and Mr James Sheridan, CEO LGIS, to discuss the JLT Report and the survey process.

OFFICER'S COMMENTS

Strategic Risk

As per the Risk Management Framework (Framework) strategic risks are generally risks that may affect or are created by the City's business strategy and/or strategic outcomes, they may require or force a change to the strategic direction of the organisation.

Strategic risks can threaten or provide increased opportunity through appropriate mitigation strategies (controls) for the organisation to achieve its strategic outcomes (through operational outputs/objectives). Strategic risks can be internal or external.

With the Council adopted Framework in place, the strategic risk review process was completed.

Following a series of risk workshops facilitated by RiskWest, the draft Strategic Risk Register and Risk Appetite has been produced.

Follow-up meetings with Directors were held to finalise risk controls and rate the risk against the draft appetite.

The twelve risks assessed by ELT are not dissimilar to those presented in **Attachment 3** 2022/23 JLT Public Sector Risk Report (JLT report).

The JLT report which provides insight from 197 senior local government executives throughout Australia; with 19% of local governments in Western Australia responding.

As presented in the JLT report, the City's risks align with other WA local governments. Financial sustainability, cyber security, human resources, asset & infrastructure, and business continuity are the top 5 risk concerns for WA. WA is the only state to see human resources ranked high on the list.

Risk Appetite

In accordance with the Risk Management Framework – Roles and Responsibilities, Council is to review the appropriateness of risk appetite.

As part of the development of the draft strategic risk register, the risk appetite statements, and approach were reviewed. The current risk appetite statements were developed in early 2019.

As part of the ELT strategic risk workshops the Directors were taken through an exercise to review and updated the risk appetite approach. This process explored the impact of risk against the consequence categories to determine the level of risk/impact may be accepted and what will not be accepted.

From there draft Risk Appetite Statements have been structured in line with impact of consequence categories. Broadly the City has a balanced (medium) appetite for controlled risks that may impact the City's finances, reputation and stakeholder relations or delivery of service. There is limited (low) appetite for controlled risks that may impact the WHS of people, the environment and/or the governance of the City.

Continuous Improvement

The attached draft Strategic Risk Register and Risk Appetite are both starting points, it is expected the risks and appetite will evolve over time as the risk processes mature. In due course, strategic risk indicators will be developed.

Risk indicators are a way to measure the risk and are mostly used in two ways: as early warning signs of potential problems and as ongoing performance measures.

It is intended the information from the risk indicators will support the development of the risk tolerance levels which are intended to support the risk-based decision-making process.

Strategic risks will be managed by the ELT, once risk indicators have been defined high level reporting against the strategic risks with indicators will be reported as part of the quarterly process through ELT to the ARMC. On an annual basis, as part of the Business Planning Process, a deep dive risk review is performed and reported to the ARMC.

Council Report Templates

Pending finalisation and noting of the Risk Appetite by Council, the Risk Management Framework and Committee and Council report templates will be updated. To simplify the process and to strategically align the officer's recommendation to risk, it is proposed the risk component of all ELT, Committee and Council report be updated as follows;

Current Template

Risk Assessment

In accordance with the City's Risk Management Framework, the officer's recommendation has been assessed against the City's adopted risk tolerance. Comments are provided against each of the risk categories.

Risk Category	Adopted Risk Appetite	Risk Assessment Outcome
Strategic Direction	Moderate	[INSERT]
Reputation	Low	[INSERT]
Governance	Low	[INSERT]
Community and Stakeholder	Moderate	[INSERT]
Financial Management	Low	[INSERT]
Environmental Responsibility	Low	[INSERT]
Service Delivery	Low	[INSERT]
Organisational Health and Safety	Low	[INSERT]
Conclusion	[INSERT COMMENTS]	

Proposed Updated Template

Risk Management Considerations

Impact Category	Appetite	Risk Rating
Workplace, Health and Safety	Low	Low
Financial	Medium	Low
Reputation and Stakeholders	Medium	Low
Service Delivery	Medium	Low
Environment	Low	Low
Governance and Compliance	Low	Medium
Strategic Risk	SR 07 Unethical or inadequate council governance and decision-making.	

The intent of the risk management component in reports will be to articulate the potential impact/s should the officer's recommendation not be approved.

Example: A report on Council meeting dates is presented to Council, the officer recommendation is to endorse the meeting dates.

If Council does not accept the officer's recommendation of the set meeting dates, it is 'possible' that there would be a 'moderate' governance and compliance impact on the City, resulting in a medium risk.

Substituting the current 'Conclusion' section with a new 'Strategic Risk' section will require the officer to align the recommendation to the strategic risk it is supporting and/or mitigating.

Using the example above, the recommendation to accept the set meeting dates, ensures we met our compliance and regulation obligations; therefore, it is supporting SR 07 Unethical or inadequate council governance and decision-making.

LEGISLATIVE COMPLIANCE

Nil

RISK ASSESSMENT

In accordance with the City's Risk Management Framework, the officer's recommendation has been assessed against the City's adopted risk tolerance. Comments are provided against each of the risk categories.

Risk Category	Adopted Risk Appetite	Risk Assessment Outcome
Strategic Direction	Moderate	Moderate
Reputation	Low	Low
Governance	Low	Low
Community and Stakeholder	Moderate	Low
Financial Management	Low	Low
Environmental Responsibility	Low	Low
Service Delivery	Low	Low
Organisational Health and Safety	Low	Low
Conclusion	The City's risk management arrangements continue to be reviewed and improved to provide an integrated and consistent approach across the City for the identification, assessment and treatment of risks. The development of the Strategic Risk Register and update of the Risk Appetite will support the delivery of the City's business strategy and strategic outcomes.	

FINANCIAL IMPLICATIONS

Nil

STRATEGIC IMPLICATIONS

In accordance with the City of Bayswater Strategic Community Plan 2021-2031, the following applies:

Theme: Leadership and Governance

Goal L2: Plan and deliver projects and services in a sustainable way.

Work together to deliver the best outcomes for the community by managing our resources in a financially sustainable way.

CONCLUSION

That Council notes the Strategic Risks and endorses the appropriateness of the Risk Appetite in accordance with the Risk Management Framework.

CITY OF BAYSWATER - STRATEGIC RISK



Inability to plan, provide and support socially connected, healthy and safe neighbourhoods.

Risk Rating: **MEDIUM**



Failure to strategically plan, deliver and maintain infrastructure and assets.

Risk Rating: **MEDIUM**



Council plans, decision making process and/or activities fail to invest in the management, protection and improvement of its natural environment.

Risk Rating: **MEDIUM**



Inability to work collaboratively to engage and partner with the stakeholders to promote and advocate opportunities to live and invest.

Risk Rating: **MEDIUM**



Inability to manage stakeholder expectation through early and ongoing engagement.

Risk Rating: **MEDIUM**



City does not have the adequate financial capacity to deliver planned services and maintain assets.

Risk Rating: **MEDIUM**



Unethical or inadequate governance and/or decision-making.

Risk Rating: **HIGH**



Business model fails to support an integrated and responsive delivery of services, facilities and infrastructure (Including leadership, structure and processes).

Risk Rating: **HIGH**



Inability to develop and maintain a competent, capable and culturally aligned workforce.

Risk Rating: **LOW**



Failure to prevent, prepare, respond and recover to incidents, emergencies or major disruptions impacting operations.

Risk Rating: **MEDIUM**



Lack of modern, integrated and secure digital environment.

Risk Rating: **MEDIUM**



Failure to provide staff safety and support health and wellbeing.

Risk Rating: **MEDIUM**

City of Bayswater - Risk Appetite

Impact	Appetite Rating	Appetite Statement	Council will not tolerate
Workplace, Health and Safety	Low (ALARP)	<p>LIMITED appetite for work practices, actions or inactions that compromise the wellbeing and safety of people including staff, contractors, volunteers and community.</p> <p>There is a commitment to a healthy and safe work environment.</p>	<ul style="list-style-type: none"> • Behaviours that are deliberate and willingly disregard the City's values and WHS policies and procedures. • Practices that knowingly compromise staff wellbeing, workplace, or community safety. • Activities and unsafe work environments that result in reasonably foreseeable and preventable fatalities, harm, serious injuries, or illnesses to the community and/or workers
Financial (moderate)	Medium	<p>BALANCED appetite for financial risks relating to the delivery of strategic initiatives, major projects and the delivery of our critical services.</p> <p>There is a commitment to an efficient and financially sustainable organisation.</p>	<ul style="list-style-type: none"> • Poor financial decision-making and significant loss of discretionary revenue. • Inadequate spend and resource planning (short term and longer-term outlook). • Significant foreseeable variations in project expenditure, including contract price due to aspects of the project within the City's control • Poor planning and prioritisation of asset renewal and replacement spending across the City.
Reputation and Stakeholders (moderate)	Medium	<p>BALANCED appetite for reputation risk associated with the delivery of our core services or internal management activities.</p> <p>There is a commitment to honest and transparent engagements and decision making.</p>	<ul style="list-style-type: none"> • Intentional activities and behaviours that result in damaged relationships and misaligned priorities. • Decision-making that is not open, honest, and transparent and does not align with the City's Strategic Community Plan. • Lack of consultation / engagement with key interest groups and stakeholders. • Actions by Councillors or workers bringing the Council into disrepute.
Service Delivery (moderate)	Medium	<p>BALANCED appetite for unforeseen delays in strategic deliverables and/or major disruptions to critical business functions. Council is committed to the execution and embedment of the City's strategic and operational goals.</p> <p>BALANCED appetite for technology risks that cause major disruption to key service delivery, implementation of new and digital transformation changes in the effort to deliver on strategic outcomes.</p> <p>There is a commitment to improving the City's systems and processes in an ever-changing environment, whilst ensuring information is securely managed.</p>	<ul style="list-style-type: none"> • Failure to demonstrate commitment to deliver services to our community and workers. • Failure to plan and respond to a major disruption ensuring continuity of critical business functions. • Service delivery disruption or delay because of people risks, which include workforce capability and capacity constraints • Behaviours that deliberately disregard the City's ICT Policies and Processes. • Systemic failure to implement and maintain, with-in the City's control, the systems and services which adequately protects sensitive and confidential data and information. • Infrequent and incomplete testing of the City's Disaster Recovery Plan(s).
Environmental (minor)	Low	<p>LIMITED appetite for activities that lead to environmental degradation and/or that opposes the City's sustainability goals.</p> <p>There is a commitment to embed the City's sustainability goals.</p>	<ul style="list-style-type: none"> • Failure to support and embed the City's sustainability goals. • Reasonably foreseeable and preventable activities, within the City's control, that result in irreversible environmental damage, threatens biodiversity, including extinction of flora and fauna.
Governance and Compliance (minor)	Low	<p>LIMITED appetite for fraud and misconduct risks, and any breaches in legislation, regulation, professional standards, or bribery.</p> <p>LIMITED appetite for poor information security that exposes the City to cyber threats that could lead to loss of critical and/or personal data.</p> <p>There is a commitment to good governance.</p>	<ul style="list-style-type: none"> • Corrupt or fraudulent conduct by Councillors and/or workers. • Systemic failure to maintain or implement effective systems, processes and controls which adequately protect the City from fraudulent activity. • Deliberate failure to comply with legal obligations (Government Directions or orders) or a reckless breach of policies including Code of Conduct. • Deliberate and sustained failure to comply with the requirements of the State Records Act 2000. • Deliberate unauthorised/inappropriate distribution, or loss of sensitive or confidential information. • Poor information security that exposes the City to cyber threats that could lead to loss of critical and/or personal data.



JLT Public Sector Risk Report

JLT Public Sector is your trusted expert in the design and delivery of risk solutions for governments and their communities.

Our solutions are built on knowledge and expertise across advice, protection, claims, risk and insurance service areas and our clients are our number one priority.

Our experience in the sector and in product innovation create risk solutions for stronger local, state and federal governments and more resilient communities for the future.

Acknowledgement of Country

In the spirit of reconciliation, JLT Public Sector acknowledges the Traditional Custodians of country throughout Australia and their connections to land, sea and community. We pay our respect to their Elders past and present and extend that respect to all Aboriginal and Torres Strait Islander peoples today.

The 2022/23 JLT Public Sector Risk Report highlights the unpredictability of events that are arising, the indescribable effects that are coming out of these and how Local Governments are at the coal face of these events.

NOTE FROM GARY OKELY

Welcome



Through 2019 to 2021, Australia experienced disruption and impacts from bushfires, cyclones and the pandemic. During 2022 the impact of La Nina brought new challenges for Local Government, with flood events impacting across four different states.

This fifth edition of the Risk Report charts the significant challenges that local government leaders identify, the interconnectivity of the risks on their radar and, as we see herein, the potential of a domino effect.

197 Council CEOs and General Managers contributed to the JLT Public Sector Risk Survey, providing their perspective on the greatest risks for the sector at this time. Local Government insights provide the basis of this report and we again incorporate our observations and knowledge of the industry to comment on these risks.

Unprecedented flooding events across the country and multiple local government areas leaving little to no time for communities to recover and prepare for the next event. These extraordinary events elevated the challenges that governments at all levels are facing, compounding the complexities and not allowing time for solutions to be

developed and executed to provide support and protection to their communities.

Additionally, the attacks on Optus and Medibank Private brought to the forefront the serious impact cyber criminals can have on organisations holding personal data. These incomparable attacks where the community were effected highlighted how organisations are cyber reliant and at the same time cyber vulnerable and continuous management of cyber security is so vital.

As different events unfold, the interconnectivity of risk and the domino effect of these risks on government and the community is clear.

Thank you to all the CEOs and General Managers who participated in the survey. Your contribution is a vital attribute of the JLT Public Sector Risk Report.



GARY OKELY
Head of JLT Public Sector, Pacific



1

Financial Sustainability

The perennial 'number one risk' for the sector. Financial constraints to invest in the future and manage community expectations, being a common theme. The underlying factors varying greatly across the sector.



2

Cyber Security

With two major attacks on organisations gaining personal client data, the focus is on how to protect constituent data.



3

Assets & Infrastructure

With the major disaster and catastrophic events in 2022 – the impact on aged infrastructure is a serious concern.



4

Business Continuity

The events of the past three years have impacted Business Continuity. This has a domino affect to Council servicing the community.



TOP 10 RISK



5

Disaster & Catastrophe

Continuing floods in the same regions has showcased disasters and catastrophes never seen in Australia. Communities have not been able to recover before a major event has occurred again.



6

Climate Change

Climate Change is affecting councils specifically through disaster and catastrophe. The unpredictability makes it difficult to develop and implement new policies and programs.



7

Statutory & Regulatory Requirements

The continued shifting of responsibility to Local Government along with new regulations, does not incorporate resources to equip Councils to maintain requirements.



8

HR Management

Attracting and retaining professional staff due to not having the financial capacity to meet the market.



9

Waste Management

The ability to manage waste and meet community expectations surrounding managing waste environmentally are a concern for Council.



10

Ineffective Governance

Linking to Financial Sustainability, the inadequacy of financial controls. Concerns around misconduct or challenges from employees or elected members lead this.

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EXECUTIVE SUMMARY

In 2022, local governments and communities continued to be impacted by unprecedented natural hazard events that quickly escalated to disaster status.

Data indicates the devastating floods that swept through south-east Queensland and northern New South Wales in late February and early March 2022 caused \$5 billion in insured damages. Rated the third most costly extreme weather event in Australia's history, the 2022 east coast flood is now the most costly flood event in Australian history.

While climate change is described as the cause for delivering such an intense period of natural disasters, lack of local knowledge, inability to prepare, inadequate resources to respond and access to contemporary data results in a country that is unable to cope. Lack of capacity and capability across all levels of government to prepare, respond and protect communities against the impacts of natural disasters continues to overwhelm local governments and devastate communities.

The JLT Public Sector Risk Report (Risk Report) highlights all of the above. The key "risks" that keep a CEO/GM up at night, continue to highlight financial sustainability, climate change, disaster/catastrophic events, cybercrime and governance. The extremity of the flow-on effects of these circular risks are at the coal face for local governments.

The Risk Report provides a measure for the maturity of local government's strategic risk profile. CEOs and GMs recognise the risks and the underlying reasons why they are ranked as set out in the Report.

The 2022 events, off the back of previous disasters, continue to focus the lens on financial sustainability. While climate change continues to be a key risk, the risk of impacts of disaster/catastrophic events on communities here and now has understandably leap frogged climate change in the list.

The 2022 survey responses include feedback that highlights the need to understand what makes a council vulnerable and how investment in mitigating the impacts of hazard events will support vulnerable communities.

Local government has been confronted with a myriad of issues as impediments from the pandemic have lifted. Across Australia, Federal and State Government elections have transpired and caused a shift in the political landscape. Globally the economic fallout caused by Covid-19, impacted and continues to impact tourism, aviation, health, building and government sectors. These occurrences have further been affected by chain of supply issues, the Russian-Ukrainian War and inflation, contributing to a domino effect on increase of costs across the local government sector.

The Report highlights concerns for the emerging risks CEOs and GMs continue to face at an executive level. Ability to oversee and ensure compliance with good governance highlights the value of measuring sustainability (ESG).

The interconnectivity for these risks continued to be acknowledged in this year's report, with the top six contributing to the overall key risk - financial sustainability.

The findings of the survey also demonstrated a domino effect. As one risk is impacted by an event, it falls and topples into the next risk creating a circular list of key risks, all impacting on each other.

The survey responses recognise the domino affect disasters and catastrophes have on assets & infrastructure, in particular ageing and/or inadequate infrastructure. Outside of disasters, the survey indicated issues around the cost of upgrade or betterment of infrastructure and the ability to appropriately manage assets as an ongoing concern.

In response to disaster events, compounded in some situations with successive disaster events, there is an identified need to have in place effective business continuity plans. The survey results established the interconnection between the event and sustainability of business continuity plans, extending to information technology capabilities.

Compounding the issues for local government is the heightened awareness and reality of what a cyber-attack can mean for a council organisation; in particular the risk of exposure of personal information of the community.

The major and public attacks on Optus, Medibank and Latitude brought to the forefront the vulnerability of public facing organisations in relation cyber security.

While appropriate risk transfer (insurance) is important, the importance equally lies in risk mitigation. The Australian Cyber Security Centre's Annual Cyber Threat Report said "critical infrastructure networks are being increasingly targeted" with the "rapid exploitation of critical public vulnerabilities"¹ becoming the norm.

The Risk Report has cyber risk remaining at ranking number two - demonstrating CEOs and GMs continue to recognise that maturing the strategic risk reduction framework aligned with strategic plans and informed budgets is paramount to successful ongoing business.

Local Government is the pillar of its community. To be able to better support communities, councils need financial and resource support to have in place effective strategic plans, budgets and risk reduction initiatives that are able to contemplate unforeseen and unpredictable events.

The annual contribution by CEOs and GMs in responding to the Risk Survey enables JLT Public Sector to deliver powerful information and data that gives the Risk Report integrity and continue to provide valuable insight into the thoughts and views of the sector's leaders as strategic and financial considerations continue to mould the key risk framework of local government in Australia.

¹ Australian Government, ACSC Annual Cyber Threat Report, Australian Signals Directories et al

OVERVIEW

2022

The 2022 Survey provides compelling insight of local government executives from across the country. There are certainly similarities in the risks that concern the sector, but the underlying reason behind the concerns can vary, depending on the State, geography (metro and regional) and the local regulatory environment.

This year, JLT Public Sector interviewed the CEOs of two Councils, asking for insights they have in particular risks within the survey. This provided deeper information into what Councils are facing within these risks. We thank Troy Green of Tweed City Council and Glenn Pattison of Casey City Council for contributing to this year's Risk Report.

We made changes to how Councils responded to the survey. Rather than choosing the leading reason for why they selected a risk, we gave the opportunity for respondents to rank the underlying reasons driving their perception of the risk. Using these findings, along with the historic data, we hope this report continues to help Councils consider how they approach risks, consider their vulnerabilities and shape their frameworks.

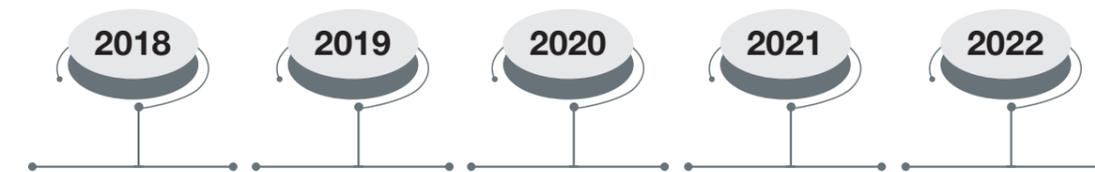


As different events unfold, the interconnectivity of risk and the domino effect of these risks on government and the community is clear.

GARY OKELY
CEO, JLT Public Sector

THE MOVEMENT OF THE TOP FIVE RISKS 2018-2022

The following diagram maps the movement of top risk rankings from 2018 to 2022. This diagram demonstrates how risks have shifted and in particular how business continuity has become a focus for Local Government – reaffirming the importance of councils' understanding their risks and vulnerabilities and working to put mechanisms in place through their risk framework.



Financial Sustainability				
	Cyber Security	Assets & Infrastructure	Cyber Security	Cyber Security
		Disaster or Catastrophic	Asset & Infrastructure	Asset & Infrastructure
	Natural Catastrophes	Cyber Security	Disaster or Catastrophe	Business Continuity
				Disaster or Catastrophe
Asset & Infrastructure	Asset & Infrastructure	Business Continuity	Business Continuity	
Natural Catastrophes				
Cyber Security				
Business Continuity	Business Continuity			

RISK RANKINGS 2018-2022

2018	2019	2020	2021	2022
Financial Sustainability	Financial Sustainability	Financial Sustainability	Financial Sustainability	Financial Sustainability
Theft, fraud and/or crime	Cyber Security	Assets & Infrastructure	Cyber Security	Cyber Security
Reputation	Reputation	Disaster or Catastrophic	Asset & Infrastructure	Asset & Infrastructure
Statutory & regulatory Requirements	Natural Catastrophes	Cyber Security	Disaster or Catastrophe	Business Continuity
Environmental Management	Climate Change/Adaption	Reputation	Reputation	Disaster or Catastrophe
Asset & Infrastructure	Asset & Infrastructure	Business Continuity	Business Continuity	Climate Change/Adaptation
Natural Catastrophes	Statutory & regulatory Requirements	Waste Management	Climate Change/Adaptation	Statutory & regulatory Requirements
Cyber Security	Ineffective governance	Statutory & regulatory Requirements	Impact of Pandemic	HR Management
Business Continuity	Business Continuity	Climate Change/Adaptation	Statutory & regulatory Requirements	Waste Management
Ineffective Governance	HR/WHS Management	HR/WHS Management	Ineffective Governance	Ineffective Governance
HR/WHS Management	Environmental Management	Ineffective Governance	Waste Management	Reputation
Errors, omissions or civil liability exposure	Errors, Omissions or Civil Liability Exposure	Theft, fraud & crime threats (including social media)	HR/WHS Management	Impact of Pandemic
	Theft, fraud and Crime	Errors, omissions or civil liability exposure	Civil Liability Claims	
	Terrorism	Terrorism	Terrorism	

THE RANKING OF THE 12 RISKS

The two major cyberattacks on Optus and Medibank Private in Australia in 2022 contributed to continuing concerns about Cyber Security and the Breach of Data keeping Cyber Security top of mind in local government.

With the ongoing effects of devastating events of 2019, 2020 and 2021, the destructive floods of 2022 held influence on how risks impact local government. The impact of floods in New South Wales, Victoria and Queensland has maintained concerns around business continuity, disaster and catastrophic events continuing to be in the sights of Council.

Highest Ranking by respondents - Ranked 14



This report demonstrates that Councils are recognising the interconnectivity of risks and the domino effect they have on each other. Even with particular risks moving within the ranks, they know the impact of one risk will have a chain reaction across a number of others.

FINANCIAL SUSTAINABILITY

1

“

One of the biggest issues with the national disaster relief is liquidity.

TROY GREEN
CEO, Tweed City Council

¹ LG Professionals Australia, Local Government Professionals 2020-21 Pre-Budget Submission, December 2019
² Australian Local Government Association, 2021 National State of the Assets Report

The evolving local government risk environment continues to present council executives with challenges in developing and resourcing business plans that enable the delivery of the organisation's strategic direction.

Catastrophic events, many being weather related, continue to dominate the local government landscape. The new post-Covid work environment and community expectations provide Executives with challenges and opportunities; and the ever changing exposure to cyber related crime has challenged Local Government like no other time in history.

Since 2018, Financial Sustainability has been ranked by Risk Survey respondents as the number one concern they face. While councils benefit from the relative stability of annual Council rates which increase modestly most years, it is the escalating cost of meeting community expectations with maintaining and modernising public living spaces and key public assets - including ageing assets - which presents executive teams with major planning and budgetary hurdles year-on-year.

There are certainly similarities in the type of financial challenges faced by metro and regional councils across Australia. Not only are they navigating the ongoing cost shifting from state to local governments but also a disproportionate allocation of needed Federal Assistance Grants (FAGs). The ever increasing impost of compliance across all aspects of local government additionally makes recruiting appropriately experienced staff in a competitive jobs market an ongoing challenge.

Competition for talent across the country increase intensely and a common theme is that local government has lost both talent and capacity in recent times as employees are attracted to the private sector. The general consensus is councils are a great platform for developing skilled talent due to the breadth and diversity of operations, services provided. This is further exacerbated in regional areas where talent attraction and retention has always been difficult.

Local government in most states is also responsible for the care and maintenance of many critical state-owned assets which are leased to councils. The arrangements were often cast years ago when the assets were in reasonable conditions either through rates or grants to maintain the assets in line with community or regulatory expectations. An example is jetties and wharves which are extremely expensive to maintain and replace but are seen as a critical asset to a town's tourism and local economy. If closure was to occur, the impacts would be far-reaching with broad financial implications for the community and its visitors.

Financial sustainability and the underlying risks can vary depending on the geographic location and demographic mix of each community. This report endeavours to unpack some of these challenges.

Weather-related events continue to rate as one of the biggest risks councils face, compounded by the continual moving responsibilities on from federal and state jurisdictions to local government with minimal to no financial support for these transferred responsibilities.

The impacts that have occurred across the past three years are not well supported financially through the FAGs. In 1996, 1% of Commonwealth taxation revenue was committed to FAGs but by 2017 this had dropped to only 0.55%¹. This is despite population growth, increased responsibilities, along with the surge in disasters, catastrophes and the pandemic.

“One of the biggest issues with the national disaster relief is liquidity,” says Troy Green, of Tweed City Council. “The process after a disaster places a great deal of strain on the financial position of local government.” In some cases, councils are drawing down on limited unrestricted cash reserves to pay for the immediate requirements of day to day expenses and rebuild the community after a disaster. In some instances, it can take years before the money is reimbursed as per the guidelines.

“Disaster impacts all capital works programs,” continues Mr Green, “focus is completely on rebuild and programmed capital works are impacted. This affects financial sustainability of council and conversely our ‘Fit for the Future’ asset renewal and maintenance ratios.”

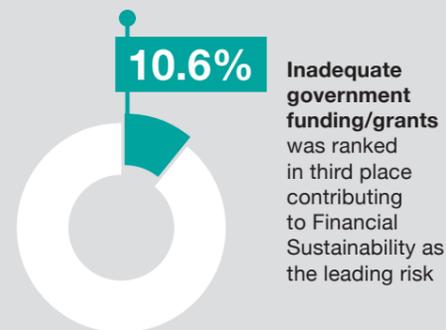
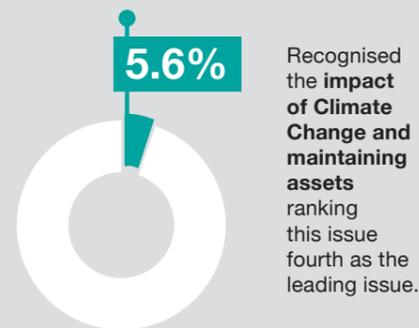
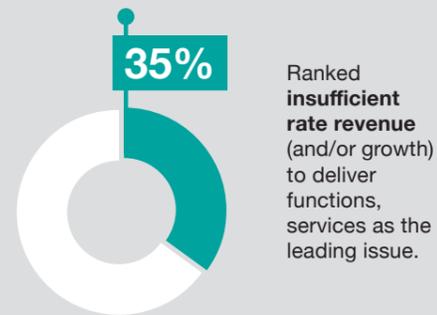
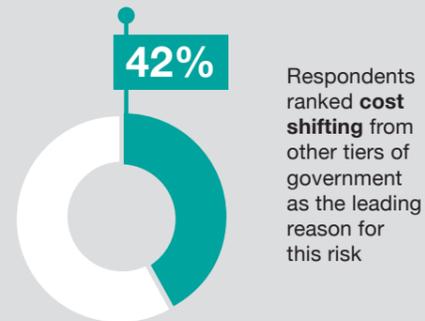
The largest concern is that there is cost shifting moving from other governments with no increased funding to local government to assist. 41.62% of respondents of the risk survey ranked cost shifting as the leading issue underpinning Financial Sustainability which impact councils. This was followed by 35.53% of respondents ranking insufficient rate revenue or growth to support the delivery of services.

In many instances, local government is managing infrastructure and assets built after the second-world war and delivered during the Australia Boom. Today, this sector manages physical assets valued at \$523B.

With the four highest-ranking concerns for councils associated with assets, it is little surprise these impact on the sector's Financial Sustainability outlook.

As noted in 2021, councils continue to be limited in how they can increase revenue in order to deliver operational requirements. This provides considerable pressure to meet the demand and expectations of the community. Rate pegging continues to impact Councils and with such constraints in place, grant funding stagnating, the ability for Councils to maintain Financial Sustainability is minimal placing a burden on how local government can maintain services to the community.

Financial Sustainability survey results



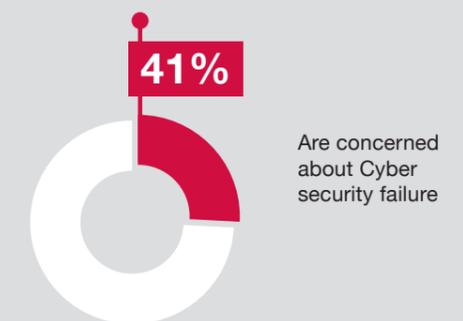
The frequency and sophistication of malicious cyber-attacks against organisations is increasing. This increase affects online services at all levels of government, within businesses and the community due to the increasing dependency on the internet and hybrid working models. These circumstances provide greater opportunity for cyber-criminals to exploit vulnerabilities within the broad range of technology being used in society.

With COVID19 fast-tracking how work, school and engaging with people and organisations, take place virtually solutions were quickly developed using technology. Councils were no different and needed to respond and reshape how services could be delivered online and from the home environment where possible.

Over 43% of Councils listed their leading concern underlining the issue of Cyber Security as not knowing their vulnerability of IT infrastructure and their proactive ability to manage cyber security. The second ranking issue at 25% was their concern on cyber security failure. These two are supported by the fact that when ranking what underpins this risk, Local Government is not confident it is not aware of potential attacks and how they would respond.

Cyber has also been affected by the disaster and catastrophes in 2022 impacting business continuity.

Troy Green of Tweed City Council noted, "This has led to the need to look at how we manage and deliver our services differently. When we lost access to our services during the floods and the NBN was taken out, we couldn't be as effective or efficient. This has led us to evaluate our BCP and look at moving everything to the Cloud. By moving our core applications to software as a service (SAAS), our services will continue, in any event, as our people can work from any location. By looking at outsourcing to the Cloud, we are outsourcing our cyber risk as well as addressing the business continuity aspect with the added benefit we have our data in a secure vault, backed by Tier 1 vendors".



The Australian Cyber Security Centre reported in its 2022 Annual Cyber Threat Report, there were over 76,000 cybercrime reports in the 2021/2022 year, an increase of nearly 13% on the previous year. This was attributed to state sponsored cybercrime incidents, Australia's prosperity attracting cybercriminals, evolution of ransomware attacks and the rapid exploitation of critical public vulnerabilities.³

Through the work JLT Public Sector has performed in partnership with our Council clients, it is clear that basic cyber-controls such as email filtering, web security, managing secure system configurations and keeping secured, encrypted and tested backups is relatively commonplace. However other controls require a renewed focus including endpoint detection and response, privileged access management and multifactor authentication to enhance the sector cyber-security posture.

The Allianz Risk Barometer found Cyber as the highest issue that organisations globally are facing and second in Australia. This was pipped by Business Interruption.⁴

³ [https://www.cyber.gov.au/sites/default/files/2022-11/ACSC Annual Cyber Threat Report 2022](https://www.cyber.gov.au/sites/default/files/2022-11/ACSC%20Annual%20Cyber%20Threat%20Report%202022)

⁴ Allianz Global Corporate & Specialty, Allianz Risk Barometer 2022

Councils are responsible for approximately one third of Australia’s public sector owned assets and infrastructure. The most recent estimated value of this portfolio exceeds \$523 billion annually and costs over \$35 billion to manage.⁷

Figure 1 depicts the split over a range of asset classes. The Australian Local Government Association (ALGA) estimates that of the total portfolio under council control, nearly three of every 100 assets require replacement and one in 10 assets require urgent attention. The cost of this is considerable, with estimates for replacing infrastructure in poor condition sitting in the order of \$51 billion and those in fair condition ranging up to \$138 billion.⁶

To put this into perspective, the cost of replacing the assets in poor condition exceeds the total annual revenue available to local government.

It should be noted, those estimates were compiled before the surge in inflation over the course of 2022 and into 2023 and do not directly account for the cost to councils to adequately manage and maintain the remaining components of the total infrastructure portfolio.

This clearly has significant implications for councils and highlights the strong interconnectedness between asset management and the underlying financial sustainability of the sector. This has a domino effect with significant implications for liability exposures associated with local government operations.

Further, it is recognised that this is potentially not just a liability matter, but could possibly incorporate property as assets in poorer condition are more vulnerable to loss. This in turn has implications for continuity of operations, reputation among the community as custodians of assets.

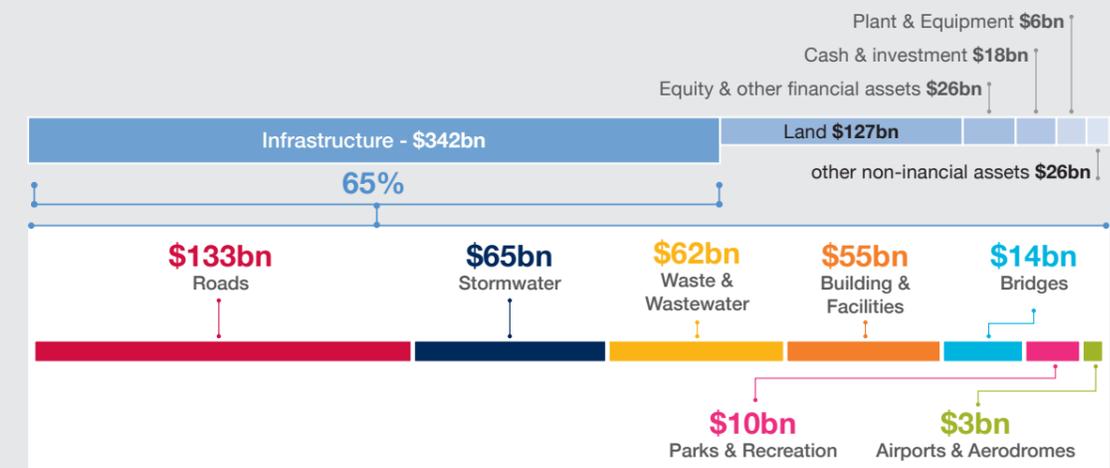


Figure 1: Value of financial & non-financial assets control by local government (June 2020)⁶



“Such assets have a shorter renewal cycle” says Glenn Pattison, CEO of City of Casey. “While in recent years efforts have been made to increase the funding envelope for this asset class, other pressures on the capital program, along with a need to move developer contribution funds into project delivery creates a tension between the new and renewal requirements.”

This underlines the imperative for a substantial expansion to the funding that is available to councils from other tiers of government to support asset management. These funding mechanisms include financial assistance grants and other targeted infrastructure funding programs such as the Commonwealth road black spot funding, various disaster risk reduction funding programs and disaster recovery funding that supports building back better and the development of resilient infrastructure.

It also highlights the importance of the need for dependable and mature data that is capable of supporting informed and robust planning and decision-making that reflects the fundamental and determinative interrelationship between asset management planning and financial sustainability.

The impacts from the profound socio-demographic shifts arising from the COVID-19 pandemic are also likely to have significant implications for asset and infrastructure management into the future. This is from interregional migration and population shift, changes in infrastructure demand and utilisation, skilled and affordable contractor, and the ability of councils to attract and retain skills and capacity within their workforce.

With the 2022 survey providing the opportunity for councils to provide specific rankings of issues underlying a risk, Figure 2 demonstrates the national overview of each issue underlying this risk. The leading concern by a significant number of points is the capacity to finance the assets further magnified by the significant funding required due to the supply chain issues and inflation.

Figure 2 highlights that councils do not believe they have the capacity to finance the management of infrastructure assets and this is the biggest risk driver across the sector. This is exacerbated by inflation and supply chain disruption and disaster impacts. These, along with betterment in recovery were identified and are seen as interrelated and compounding factors.

Equal second place of underlying issues to management of assets and infrastructure is the cost of upgrading or betterment of repairing these. For example, councils are finding assets have shorter lifecycles and the funds to deliver new assets is not achievable.

For example, City of Casey has concerns surrounding open space assets such as playgrounds and sports fields.

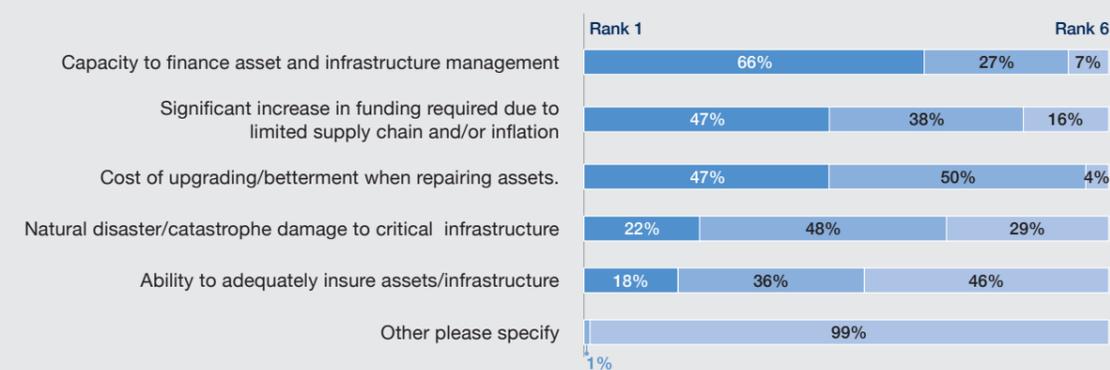


Figure 2: Management of and/or damage of property, Infrastructure and Asset risk\heat map

⁶ Australian Local Government Association, 2021 National State of the Assets Report
⁷ Source ALGA, 2021

With the events of the past three years, local governments have turned their attention to business continuity and the consideration of short, medium and long-term steps they need to take help their communities navigate uncertainty during an event. Well-crafted and implemented business continuity plans typically aim to quickly and efficiently restore normal service through the actions of staff and the executive.

Unsurprisingly, business continuity awareness has moved up two spaces in 2022 from sixth to fourth position.

The substantial devastation and effects of the 2022 floods across Australia has moved the destruction of council assets/infrastructure due to an insured peril and to the second highest issue underpinning the Business Continuity risk. Widespread global volatility impacting supply chains, labour costs and inflation, has created a perfect storm impacting asset and business interruption declared values. We have seen a surge in valuation activity from proactive councils seeking to ensure their declared values reflect the reality of replacement under current market conditions; a task which cannot be overlooked when planning for business continuity.

There is a linkage between disaster and catastrophic events and the domino effect on councils' Business Continuity plans, impacting processes which in some cases are compounded by unplanned IT outages; each being part of the interconnectivity of risks.

Respondents demonstrated an active interest in processes to respond to unplanned outage of IT / social media / telecommunications, which has become a focus for councils. IT resilience is a growing challenge for local government, and the financial impact of unplanned outages and security breaches is increasing.

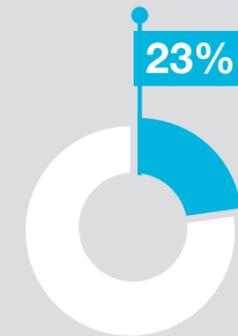
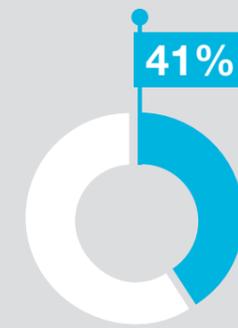
Failure to align IT security capabilities with councils' strategic goals and appetite for risk, including the integration of operational disaster recovery plans into the strategic business continuity plans may expose vulnerabilities to the continuity of services and should be a priority of local government.

Finally, councils recognise that the development of community resilience plans and processes to mitigate the impact on council services and functions need to be addressed. Councils forced to distil critical and operational choices with the executive during the pandemic escalation must now ensure business continuity plans allow for a triaged approach to the continuity of services. This needs to be delivered in an orderly manner and in a way that communicates with affected communities with compassion and transparency.



BUSINESS CONTINUITY

4





DISASTER AND CATASTROPHE



5

It comes as no surprise the impacts from disasters and catastrophic events on councils and their communities and features highly, rounding out the top five in the 2022 survey.

In the shadow of the 2019/20 Black Summer bushfires, followed by severe weather wrought by a return to La Nina conditions in 2020/21 across most of Australia, councils were already stretched and exhausted by the continued impacts of the COVID-19 pandemic. Councils were then having to brace for a second conservative La Nina in 2021/22.

Yet it was an earthquake that sounded the bell of things to come when it centred in Mansfield, Victoria, in September 2021. Tremors were felt in Tasmania and into New South s magnitude 5.9 event caused damage to a number of homes and commercial buildings.

South Australia and Victoria were first hit by widespread severe weather, with strong winds, lightening and hail causing extensive and catastrophic damage to agriculture, buildings and community infrastructure in late October 2021.

The unforeseen three weather systems which combined to cause flooding across the east coast of Australia in February 2022, with the most severe flooding experienced in South East Queensland as well as Central and Northern New South Wales, brought communities under extreme stress. Flooding impacts occurred in more than 70 local government areas and

caused damage of over \$5 billion in insured losses according to the Insurance Council of Australia – the third costliest weather event in Australia’s history.

Saturated catchments and widespread flooding from ongoing rain events continued into 2023. This included the Hawkesbury-Nepean which experienced its worst flooding in nearly 50 years in July, then the Murray-Darling where unprecedented flooding in November devastated Forbes and surrounding towns in Central West NSW before impacting downstream communities in the months that followed.

Unsurprisingly, disaster hazards occupy the most attention of councils, however emergency response, event predictability, funding, community awareness and planning aspects of disaster management were identified as high concern by respondents as indicated by Figure 3.

Glenn Patterson, CEO of City of Casey Council agree councils are working to reduce climate change risks through long-term planning, ensuring this is reflected in policies and planning controls.

“It is important that government responses are informed by accurate data and science, and that collaboration occurs between all levels of government, community and industry to effectively address mitigation and adaption”.

The impact of the events of 2022 and 2023 are well seen in how they connect with other risks. The roll on effect from these events is seen throughout this report from the financial implications, to the impact on technology, as well as business continuity programmes unable to survive reoccurring events.

Since 2020, it is estimated that there have been over \$12 billion in claims. These events come at a significant additional economic impact, with Treasury estimating a \$5billion cost on the national economy due to the 2022 disasters through crop losses, mining and construction delays, supply chain disruption and increased inflationary pressure. The events of 2021/22 are a stark reminder of how Councils must continue to focus on understanding vulnerabilities, improving systems, and building community and organisational capacity to reduce risk and strengthen resilience.

“The hidden cost of a catastrophic event, which is hard to factor, is the emotional cost” stated Troy Green of Tweed City Council. “Staff are working ridiculous hours to manage operations of Council as well as responding to the immediate effects of a disaster. The community doesn’t have the lens over all aspects of what is involved in a disaster and eventually, Council employees are at the end of multiple complaints each day. The emotional impact on Council staff during such events can impact morale. One of the hidden effects of a disaster is in trying to obtain additional skilled human resources to assist those agencies undertaking recovery deal with the additional demands placed upon them over an extended period of recovery.”

The results of the survey, as shown in figure 4 demonstrate that the immediate response to manage assets and infrastructure during a disaster and catastrophic event. What all councils across remote, rural, regional, metropolitan and city are equally concerned about is if their emergency management response plans can be effectively implemented and is the community aware of the response plans are.

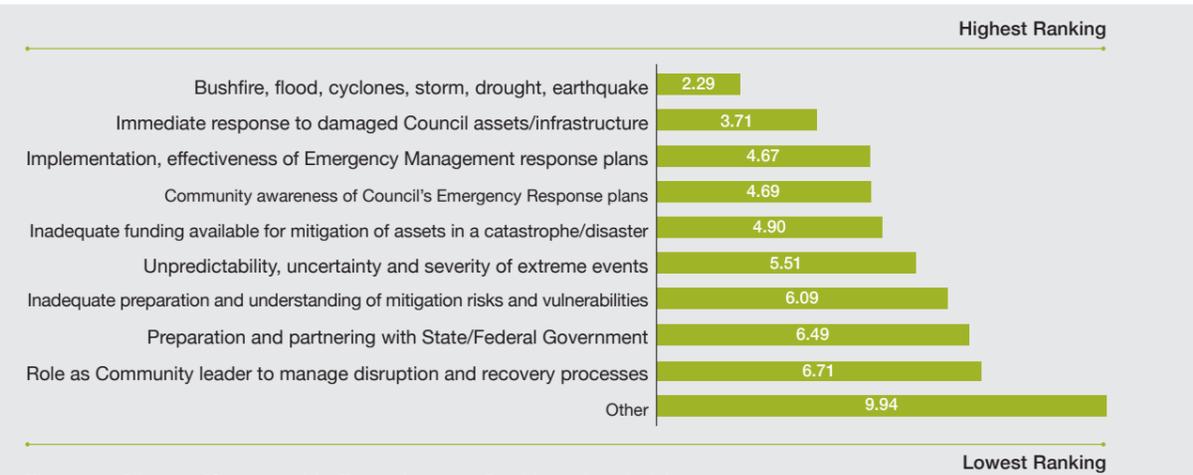


Figure 4: Disaster/Catastrophic Event Average Ranking of underlying concerns 1 to 10

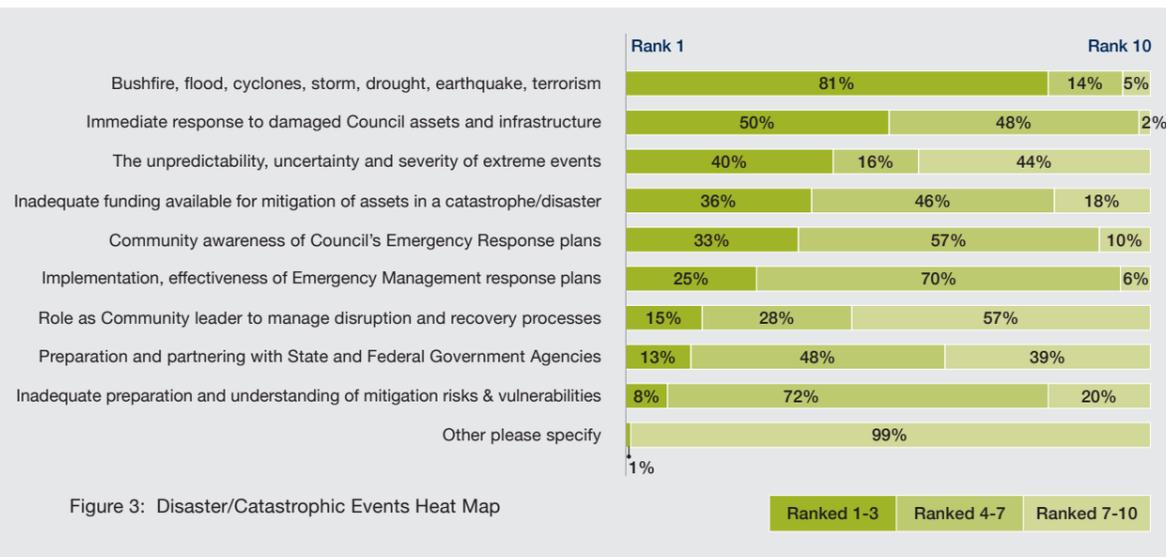


Figure 3: Disaster/Catastrophic Events Heat Map



The unpredictability of disasters coupled with La Nina and the Negative Indian Ocean Dipole in the second half of 2022 have contributed considerably to the impact of catastrophic events. This layered over the events of 2019 through 2022 has applied pressures to all councils with more significant impacts on those communities who have had the effects of multiple events over this time period.

The annual Bureau of Meteorology and CSIRO State of the Climate Report⁹ draws on the most recent national and international climate research, encompassing observations, analyses and future projections. The report notes associated changes in weather and climate extremes—such as extreme heat, heavy rainfall and coastal inundation, fire weather and drought—have a large impact on the health and wellbeing of our communities and ecosystems.

These changes are happening at an increased pace with the past decade seeing record-breaking extremes leading to natural disasters; as well as having a growing impact on the lives and livelihoods of all Australians. These, combined with chronic, periodic and local stressors, will compound local communities' vulnerability to such disasters.

The 2022 risk survey results show all states/territories, and in NSW in particular, have been effected substantially by four major flood events in 2022. The time required to identify, investigate and assess the damage and then work through what needs to be rebuilt is considerable. In some cases, a number of communities have not had the time to work through this process before another major flood event occurred.

The effort to ensure that infrastructure and the community reduce their vulnerability is important as this will contribute to better preparedness in the future.

As noted above, though this example represents primarily NSW, all states and territories are concerned that the ability to procure insurance is not achievable or the cost of doing so is unsustainable to pay. This is very much at the forefront of councils affected by multiple events across a short period of time.

The basic premise is that natural hazards only lead to disasters if they intersect with a community that is exposed, un-prepared and vulnerable. Disasters are increasingly exceeding the capacity and capability of councils and local communities to respond to and recover, thus making it necessary to invest more and smarter in disaster risk mitigation.

Mitigating the risk of disaster requires identifying and understanding the direct and indirect cause

and effect of vulnerability. Exploring how local community values influence 'vulnerability' needs to be properly understood and calculated. Local government decisions effecting a community's ability to build resilience are the result of multiple, cumulative, non-linear processes by which local community values, tensions and trade-offs are able to be effectively managed.

Respondents continued to identify assessment of predicted climate change impacts on their community functions and activities as the key issue they face within this risk. The need to develop strategic policies informed by credible knowledge of climate change impacts and supported by robust risk reduction is the reason this risk in sixth position.

The 2022 State of the Climate Report has projected that Australia will continue to be affected by increasing temperatures with more heat extremes, a decrease of cool seasons and dangerous fire seasons.

In accord with the National Disaster Resilience Strategy, the Australian Government is looking at a broader policy and framework engaging with local government in order to support the development of skills and expertise to build resilience in the community.

The creation of a vulnerability profile of local government, as the community leader, will assist in understanding and identifying how it can influence the capacity of a local community to prepare for, absorb and recover from a natural hazard event while building resilience.

The transition of resilience from a descriptive concept to a series of accepted values, able to be integrated into a strategic plan, attracts challenges while providing opportunities.

Achieving resilience will not be an outcome. Resilience is an ongoing course that will mature and evolve as the risk environment of local government continues to be influenced by varying factors.

Governments are encouraged to commit to specific funding programs to enable local governments to invest in and undertake essential mitigation programs. These will help reduce the exposure of communities to the impacts of natural disasters enabling the ongoing maturity of community resilience.

A resilient community is better prepared for, more able to respond, and able to recover from a natural disaster event. Increasing community resilience will create a more attractive environment for the insurance industry to maintain affordable and appropriate insurance and/or risk solution products.

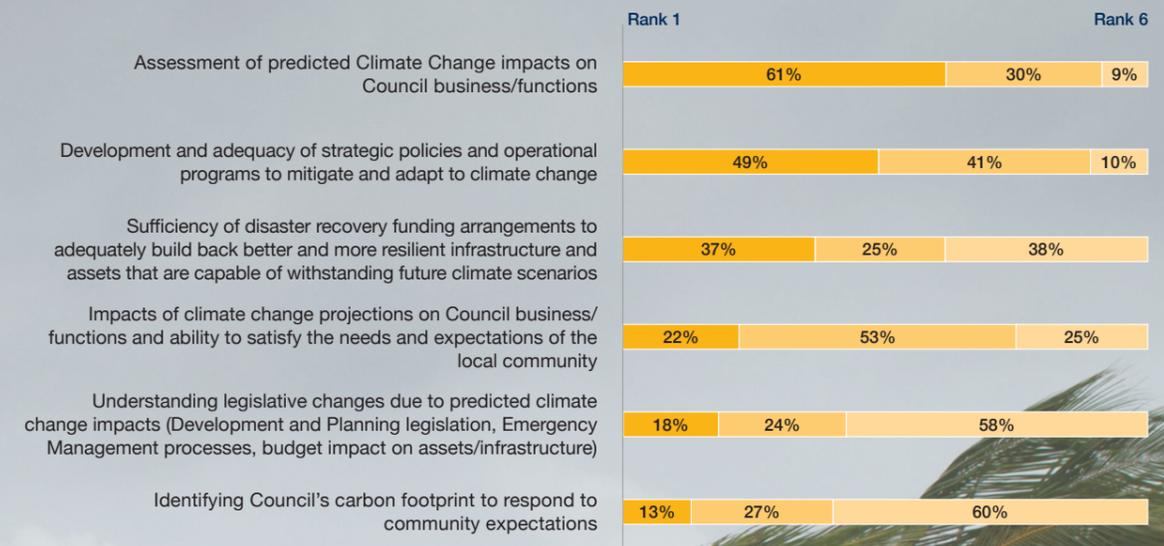


Figure 5: Climate change and/or adaption risk heat map

Ranked 1-2 Ranked 3-4 Ranked 5-6

6

CLIMATE CHANGE/ADAPTION



⁹ Bureau of Meteorology and CSIRO State of the Climate Report



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It is important that government responses are informed by accurate data and science, and that collaboration occurs between all levels of government, community and industry to effectively address mitigation and adaptation.

GLENN PATTERSON
CEO, City of Casey Council



STATUTORY & REGULATORY REQUIREMENTS

7



Local governments across Australia are operating in an environment of increased statutory and regulatory requirements. The driving forces behind this trend include ongoing cost shifting mechanisms from other tiers of government, increasing governance and accountability requirements, which have come about as a result of integrity and accountability related legislative reform.

Respondents have indicated that this area is significantly influencing their organisation's risk profile as evidenced by the movement in risk ranking in this year's report from ninth in 2021 to sixth in 2022.

Local governments may see these risks manifest in a number of ways including:

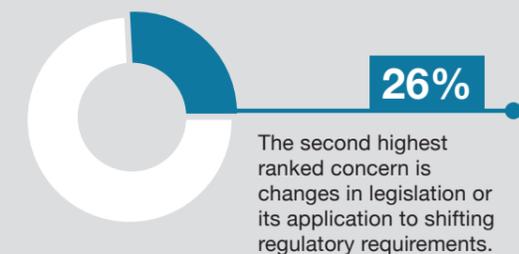
- An increase in litigation and claims activity as a result of non-compliance activity (including governance and accountability matters against councillors and officers), which in turn connects to the risk of Ineffective Governance.
- Financial sustainability implications as a result of local governments needing to provide additional services and functions to communities that were previously the responsibility of other tiers of government. This connection with the leading risk, places further pressure on organisations already stressed from a resourcing perspective.

Increased exposure to additional fines and penalties for non-compliance and the additional cost associated with compliance management.

- Increased risk shifting from state/territory government agencies to local government, including complexity around Planning and Development regulations and obligations, and
- Increased community complaints and adverse audit findings resulting in risk to reputational damage.

The key challenges identified in managing and controlling this risk include access to appropriately qualified staff which links with the seventh ranked risk – Human Resources. This is further exacerbated by the sheer pace of legislative change and cost shifting mechanism from other tiers of government as they too grapple with financial sustainability pressures.

There is a continuing focus by individuals, stakeholders, interest groups and regulators on corporate governance structures and decision-making processes across all levels of government. This is particularly in the areas of environmental, social and governance matters, which we anticipate will continue to drive the ever changing and expanding legislative agenda facing local governments in the coming years.





We need to shift from traditional and reactive sourcing to a strategic and proactive approach.

GLENN PATTERSON
CEO, City of Casey Council

8

HUMAN RESOURCE MANAGEMENT



The Australian Local Government Association (ALGA) reported in September 2022 that “around nine in ten Australian councils are now experiencing skill shortages – an increase of 30% in four years and two thirds of councils have had local projects impacted or delayed as a result”.¹⁰

The Local Government employment profile is complex, with low unemployment rates creating a skills shortage across many key roles with this challenge further compounded for regionally located Councils. The complexity of council service delivery and the challenge of meeting regulatory obligations and community expectations makes it very difficult for councils to appropriately resource their organisations.

The age profile of Local Government is also significantly geared towards the more senior age brackets, creating workplace efficiency and transition to retirement challenges. The clear distinction in roles and responsibilities of ‘outside’ and ‘inside’ workers presents hurdles such as how to overcome a transition for workers to a more labour intensive role.

Governments in general were not set up for a work from home arrangement prior to the pandemic and being able to sustain this and manage performance is proving difficult.

Councils have started to develop Employee Value Propositions (EVPs) to source, attract, recruit and retain staff.

“Local Government needs to identify what can be offered through benefits, remuneration and career development”, states Glenn Patterson, CEO of Casey City Council. “We need to shift from traditional and reactive sourcing to a strategic and proactive approach”.

Mr Patterson continues that “to retain talented staff, local government must uplift culture and implement future focussed, new ways of working. We need a



Figure 6: Human Resources Average Ranking of underlying concerns 1 to 8

Consistent feedback in the 2022 Risk Survey showed local government in general needs to consider how it can compete in the low-unemployment environment and better position local government as an industry of choice for new graduates. This can also be said of the challenge to attract the best leadership talent to help overcome succession challenges for senior positions.

There is minimal differences in rankings between meeting market costs and being able to manage employee productivity which is supported by the fact councils face challenges when it comes to managing a remote workforce.

robust, employee centred approach that actively engages employees throughout their work lifecycle”.

With minimal ability to influence operating revenues through rate increases and being primarily reliant on federal assistance and grants, councils are financially constrained in being able to effectively resource and attract the best talent to the organisation.

Further compounded by the heavy media scrutiny around Council spending and the public access to Executive remuneration.

¹⁰ ALGA, News & Events



WASTE MANAGEMENT

9



The 2018 National Waste Report noted that “Australia generates more waste than the average Western economy”.¹¹ Local Government manages approximately 26% of Australia’s waste via self-management or specialised services and kerbside, dispatched and recycled material.

Over 9.7 million tonnes of waste is collected and managed nationally each year costing around \$3.5 billion.

In 2020, an Action Plan was put in place for better waste management practices. An 80% recovery rate target across all waste streams by 2030. Further requirements within this report include halving organic waste to landfill and phasing out unnecessary plastics by 2025. These targets put pressure on Councils with minimal financial support to achieve this.

Concerns for financial capacity to meet these requirements is reflected in the results of the 2022 Public Sector Risk Survey. Waste Management moved up two places in the rankings from 2021. The cost and ability to effectively manage waste was ranked as the number one reason for this concern. This accounted for 68% of Councils ranking this as number one.

Councils are under increasing pressure to repurpose, build, fund and educate residents around the changing requirements. Waste management is a high-risk activity with significant losses sustained in the industry, every year. The most obvious risk posed is environmental contamination.

Clean up expenses, fines and damages, increased costs, are all further potential outcomes. Overarching these operational hazards is the significant reputational risk to mitigate environmental harm whilst innovating to create a circular economy, in a climate of increased environmental sensitivity.

The increased focus on reducing waste to landfill creates opportunities but also opens the door to new risks such as:

- Maintenance run-off of older facilities and monitoring of legacy landfill which will create a burden to balance sheets as well as regulatory changes.
- Increased costs to manage
- Stockpiling because of insufficient, suitable infrastructure and limited demand in the domestic market.

Waste facilities have evolved from past models of landfill-only operations to sophisticated waste management solutions including refuse recovery, recycling, and energy generation.

This change in pace around waste management creates opportunities in the waste-2-energy space, potentially opening the door to new revenue streams for local government. Whilst these opportunities appear attractive, a move into this space will change the profile of local government waste management activities and the implications of this are something that Councils ought to thoroughly consider when planning for and evaluating these opportunities.

There are a number of local government projects underway across Australia directly engaged in W2E, investigating W2E solutions and developing solutions to cater for the waste generated from these plants.



Figure 7: Waste Management Average Ranking of underlying concerns 1 to 5

¹¹ Parliament of Australia, Waste Management & Recycling, Budget Review 2020-21 Index

INEFFECTIVE GOVERNMENT

10

Governance within a local government encompasses all the structures, systems and processes by which it is controlled and operated, and the organisation as whole, and its people, are held to account. Effective governance processes and practices (including enterprise risk management) within local governments are critical to their success and meeting the needs of the communities they serve.

While ineffective governance remains in 10th position, failure to initially set up and maintain appropriate governance structures, and then appropriately apply and monitor them is the key feature in the continued increase of claims in Public and Professional Liability, Council and Officers, and Fidelity/Crime covers.

The largest issue council executives identified this year relating to ineffective governance is the inadequacy of financial controls. While previously ranked at the bottom of the underlying governance sub issues, respondents ranked this as the leading issue for ineffective governance. The driving forces behind this movement may be linked to the increasing budgetary pressures in a challenging operating

environment of inflationary pressures, supply chain issues, and workplace planning difficulties.

Challenges from managing elected member and or employee behaviour/misconduct and challenges with managing Council meetings, efficiently and effectively were ranked closely being the adequacy of financial controls. The driving forces behind these sub groups emerging as priorities for a large number of councils likely include the integrity related legislative reform agenda across the country.

In the procurement of contractors, facilities and events, councils need to ensure there is planning incorporating justification for engagement as well as the approach taken in how they go to the market to deliver services and events. The process must ensure sourcing is carried out transparently and the process is managed effectively. This can be particularly challenging in the current environment with pressures on supply chains and the labour market. Failing to undertake appropriate due diligence and get these critical processes right exposes councils to public liability claims, financial loss, and significant reputational damage.

REPUTATION

11

With the ranking of risks this year, councils have considered a number of issues around what effects local government. Reputation has been ranked 11th out of the 12 risks.

As the closest level of government to the community, councils are best in touch with their community needs and understand the best ways to ensure those needs are met.

Councils are responsible for providing a wide range of key services but, also have a legislative responsibility to provide governance and leadership for their local community through advocacy, sound decision making and action.

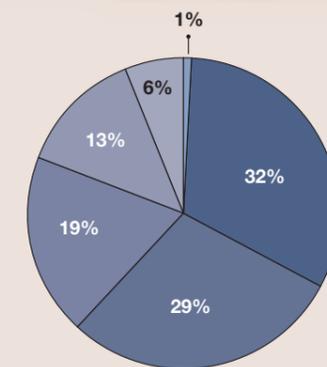
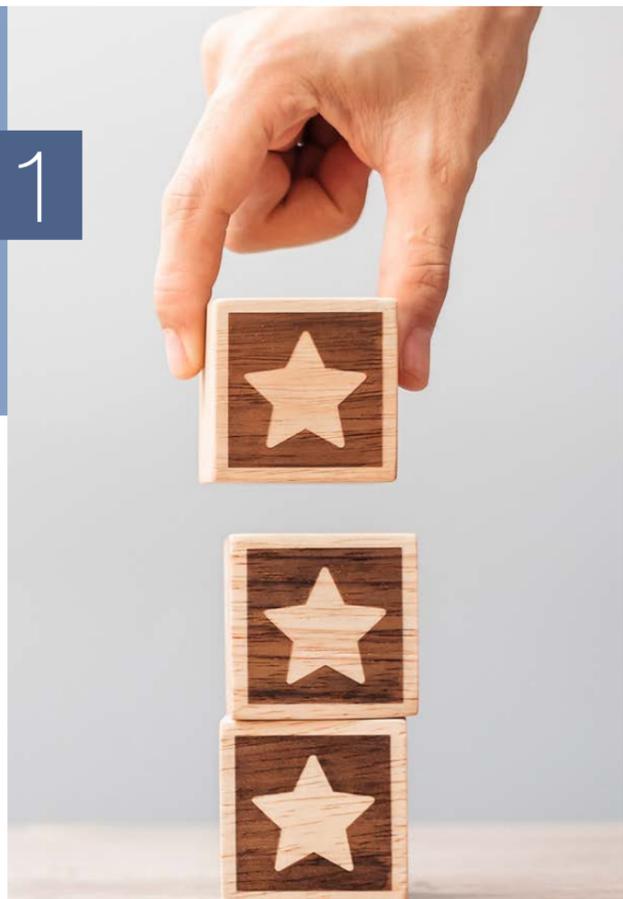
Councils are accountable to their local communities in the performance of their functions, the exercise of powers and the use of resources. Should there be any real or perceived failure in performance of these duties, there could be significant consequences to a council's reputation.

In 2022, councils have been under increased pressure to continue to provide essential services while supporting their local communities through a number of events that have occurred across 2022.

While councils have been seen in the community, advocating for their needs, council resources have been tested as well as stretched which in some circumstances has led to frustration in the community and potential impacts to a Councils reputation.

Local Government identified their biggest concern in the reputation category is their ability to administer council governance effectively. However, this was closely followed by the impact of failing to comply with or undertake legislative requirements as these change. While related to the shifting of responsibilities, changes of legislation and the inability to engage and maintain the right people to manage this through. This leads to the loss of community trust in elected members and administrative staff.

This year, with the ability for respondents to specifically rank their reasoning behind each risk, there has been movement in the specific number one ranked risks. The ability to administer council governance effectively moved to number one with the loss of confidence in elected members moving to number 2. It should be noted these remained extremely close.



- Ability to administer Council governance effectively
- Loss of community trust Elected Members
- Failure to comply with/undertake legislative requirements
- Loss of community trust in Council Administration
- Investigations by external government bodies
- Other please specify



Figure 8: Ineffective Government Concern Rankings



The COVID-19 outbreak tested previous thinking about planning and responding to an evolving pandemic. It continued to impact organisations and communities in 2022. Though shut downs have eased, the third and fourth pandemic waves in conjunction with the first serious flu season in two years continued to see governments and business have employees work from home when needed. This reduced the capacity of local businesses being able to bounce back and thrive with people returning to work in metropolitan and regional cities.

Public sector pandemic planning had two key underlying assumptions:

- Phased approach to linear developing pandemic conditions in accordance with relevant health authorities declared phases.
- Focus on continuity of critical and core service deliverables associated with 40-60% workforce reduction and supply chain interruptions due to people being sick or caring for the sick.

The COVID-19 pandemic challenged all previous pandemic planning assumptions because there was:

- Rapid non-linear escalation;
- Global, national and state based border closure;
- Lock downs at various stages across the country;
- Mass vaccination responses to reduce transmission and protect vulnerable populations, along with;
- Technology advancements that facilitated communications (including misleading information);
- Work from home capabilities.

While the COVID-19 pandemic continues to have impacts, the lifting of border closures, lock downs and supply chain delays eased during 2022. The lessons learned over the past three years have changed pandemic planning and response for local government in many ways, not only addressing the risk but also realising opportunities. Today local government is adapting to:

- The return of visitors and workers to capital and major cities following a mass exodus during the pandemic.
- Some regional areas are experiencing increased community population, changed demographics and associated changes to service expectations.
- Different ways and evolving expectations for community services, events and engagement.
- The critical role local government plays in facilitating and delivering key health messages to their local communities.

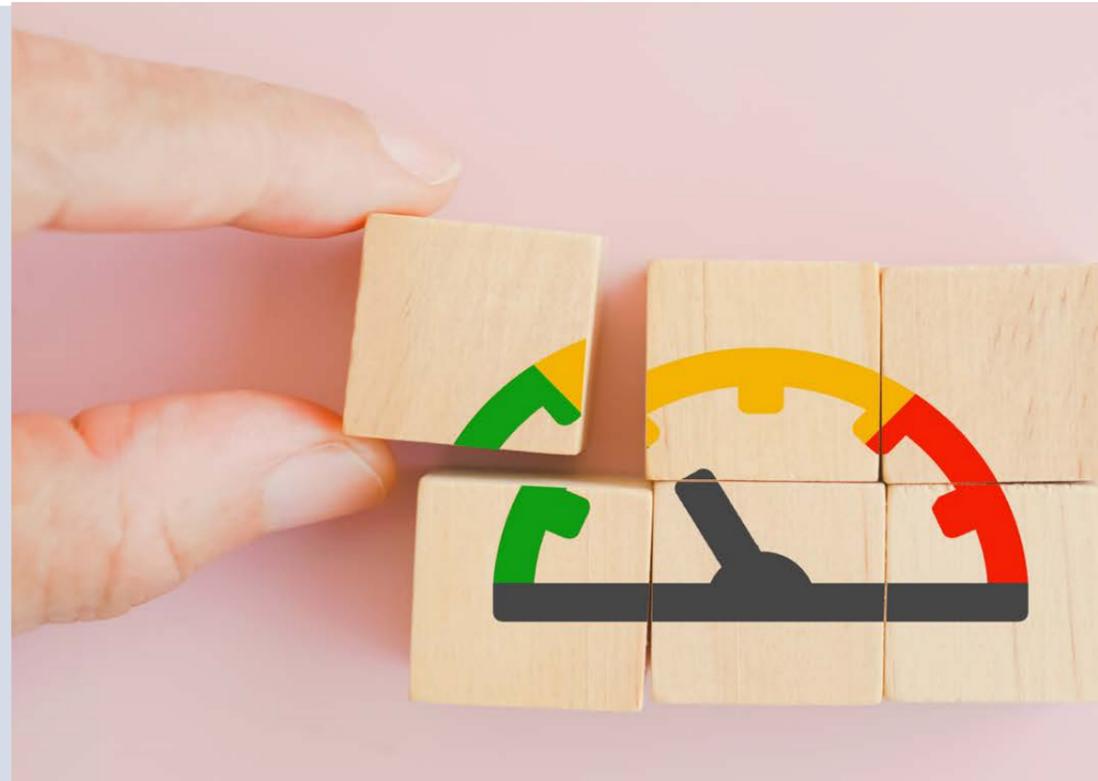
There have been high levels of demonstrated resilience at a whole of community and local government level with the proven ability to deliver continuity of critical and core services. This 'new normal' prepares us for future pandemic threats with recent monitoring of Foot and Mouth outbreak in Indonesia and reported Monkey Pox cases in Australia.

The 2022 JLT Risk Survey was carried out through September and October of 2022. Due to the continued events in October, November and December, the report has moved for release in March 2023. 197 CEOs and GMs participated in the questionnaire representing rural/remote, regional, metropolitan and city councils from across Australia.

Reshaping the ranking of Risk

The survey provides the view of CEOs and General Managers of local government and their perception of 12 key risks.

 This year, we provided the opportunity for respondents to be more specific in ranking their risks. In the first instance, each risk was ranked in order of concern.



THE KEY RISK INDICATOR REPORT
METHODOLOGY

The following explains the approach off the example of rankings.

Risk Category:

Business continuity planning and Community disruption

Risk Category	1	2	3	4	5	6
Destruction of Council assets/infrastructure due to natural and other disasters (bushfire, flood, extreme storms, terrorism, etc.)	40.61%	22.34%	14.21%	13.20%	9.14%	0.51%
Destruction of Council assets/infrastructure due to an insured peril (fire, storm, vandalism)	22.84%	31.47%	18.27%	15.74%	11.68%	0.00%
Process to respond to unplanned outages of IT/social media/telecommunications	16.24%	15.23%	14.21%	19.29%	34.01%	1.02%
Development of community resilience plans and processes to mitigate the impact of a loss of/reduced Council services and functions	11.17%	10.66%	38.07%	20.81%	19.29%	0.00%
Process to ensure clear, consistent communication with affected community/ies integrity of current business continuity plan and process	8.63%	19.29%	15.23%	30.96%	25.89%	0.00%
Other please specify	0.51%	1.02%	0.00%	0.00%	0.00%	98.48%

If we take business continuity risk category as an example, the highlighted column above sums to 100% and shows a breakup of all the risks ranked at number 1.

This sample shows 40.61 % of responders had Destruction of Council assets/infrastructure due to natural and other disasters (bushfire, flood, extreme storms, terrorism, etc.) ranked 1.

To identify high, medium and low risks we have bundled the rankings as follows.

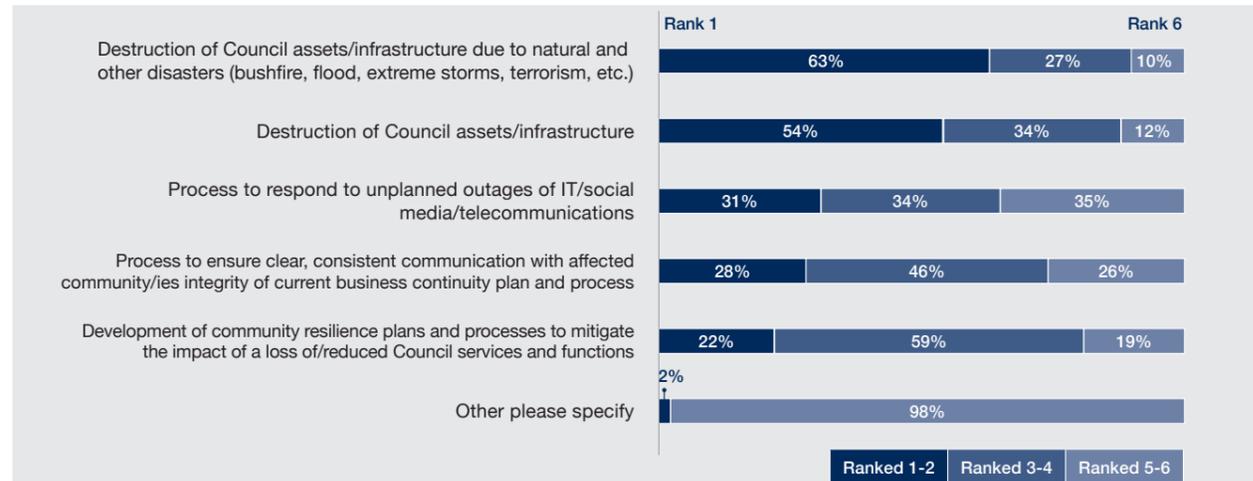


While the above key is true for the overall risk picture (1 to 12) there are tables showcasing the findings for the individual risk as a comparable risk map. In this instance, respondents were provided the opportunity to rank the underlying concerns within each risk.

The following example looks at Business Continuity Planning and Community Disruption. The underlying issue (Destruction of Council assets/infrastructure due to natural and other disasters (bushfire, flood, extreme storms, terrorism, etc.) has an average rank of 2.29

Destruction of Council assets/infrastructure due to an insured peril (fire, storm, vandalism) has an average rank of 2.62

This means when we average out all the rankings the responders placed these risks for business continuity (high, med, low) they averaged out to be fairly close, this is an example where people had differing opinions on the rank 1 risk for this category.



Survey Respondents

197 local government CEOs and General Managers participated in the 2022 JLT Public Sector Risk Survey. Participants were from each state and territory – these also represented metropolitan, city, regional, regional city and rural/remote communities.

Participants ranked 14 risks from highest to lowest, drilling down further into the reasons behind each risk. We have presented the results of the top 12.

State representation nationally

The 2022 Risk Survey had 197 respondents representing 37% of council CEO/GM's. Of this 37% the representation of State responses is in figure 9.

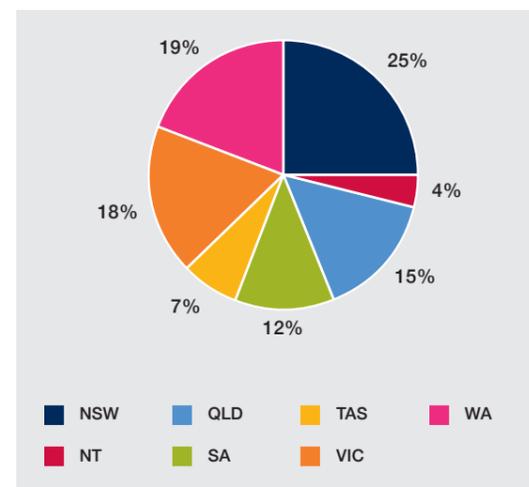


Figure 9: State respondent representation

Regions

The representations within these charts consider small populations in remote Australia through to densely populated cities. Remoteness is based on the level of access to services. The following provides the breakdown of councils by region.

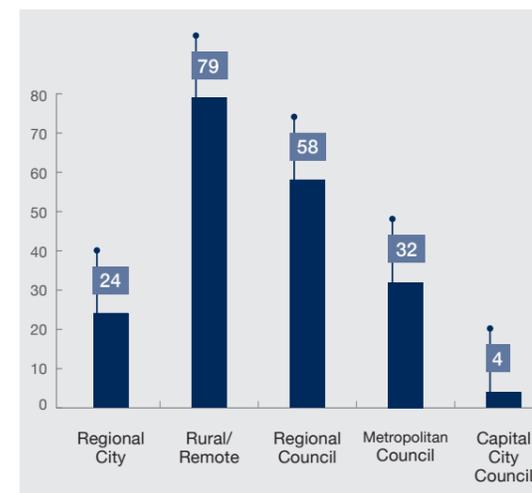


Figure 10: Regional Representation

HIGHEST RISKS BY STATE

Table 1 shows the impact of varying events and how different States are identifying issues that effect them. For example, Financial Sustainability doesn't rank first across the board. In some cases Cyber Security is ranked first. In most states, the same risks are ranked somewhere in the top five.

Top 5 Risks compered by state



South Australia



Cyber Security



Financial Sustainability



Asset & Infrastructure



Climate Change



Regulatory/Statutory Requirement

Tasmania



Cyber Security



Financial Sustainability



Disaster or Catastrophe



Climate Change



Business Continuity

Western Australia



Financial Sustainability



Cyber Security



Human Resources



Asset & Infrastructure



Business Continuity

Queensland



Financial Sustainability



Cyber Security



Disaster or Catastrophe



Business Continuity



Asset & Infrastructure

NSW



Financial Sustainability



Cyber Security



Disaster or Catastrophe



Business Continuity



Asset & Infrastructure

GLOSSARY

Financial Sustainability		Financial Sustainability
Cyber Security		Cyber security / data breach / vulnerable IT infrastructure
Assets & Infrastructure		Management of and/or damage to ageing, property, assets infrastructure and assets
Business continuity planning		Business continuity planning and community disruption
Disaster / Catastrophic Events		Disaster or Catastrophic Events
Climate Change/ Adaptation		Climate Change and/or Adaptation
Human Resources		Implementation and maintenance of efficient, effective HR & WHS management systems
Statutory/ Regulatory requirements		Increased Statutory&/or Regulatory requirements
Waste Management		Waste Management Environment Management
Ineffective governance		Ineffective governance
Reputation		Reputation risks
Pandemic		Impact from infectious diseases/pandemic
Claims		Negligence causing civil liability claims against Council
Terrorism		Terrorism

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8.6 Quarterly Performance Review - Risk Management Q4 2022/23

Responsible Branch:	Governance and Organisational Planning and Development
Responsible Directorate:	Office of the CEO
Authority/Discretion:	Executive/Strategic
Voting Requirement:	Simple Majority
Attachments:	1. CONFIDENTIAL REDACTED - Quarterly Progress Report Risk Management Q4 2022/23 [8.6.1 - 7 pages]

Confidential Attachment(s) in accordance with Section 5.23(2) of the Local Government Act 1995 (WA):

REASON FOR CONFIDENTIALITY

- (f) a matter that if disclosed, could be reasonably expected to —
(ii) endanger the security of the local government's property;

SUMMARY

This report provides an update to the Audit and Risk Management Committee (ARMC) on Corporate Risk Management activities during Quarter 4 2022/23.

COMMITTEE RECOMMENDATION TO COUNCIL
(OFFICER'S RECOMMENDATION)

That Council notes the Quarterly Performance Review – Risk Management Q4 2022/23 report as presented in Confidential Attachment 1.

Cr Filomena Piffaretti, Mayor Moved, Cr Michelle Sutherland Seconded

CARRIED UNANIMOUSLY: 4/0

For: Cr Filomena Piffaretti, Mayor, Cr Josh Eveson, Cr Giorgia Johnson and Cr Michelle Sutherland.

Against: Nil.

BACKGROUND

This report provides the ARMC an update on Corporate Risk Management for Quarter 4 (April to July) 2022/23.

EXTERNAL CONSULTATION

Nil

OFFICER'S COMMENTS**Strategic Risk**

The strategic risk update has been provided in a separate report.

Operational Risk

The operational risk review process has commenced and is progressing as intended. The process is facilitated over four individual workshops, each workshop runs for approximately 1 - 1.5hrs. Each branch identifies and assesses their service, compliance, integrity (fraud and misconduct) and business disruption (continuity) risks.

Once the process is complete across the organisation it is intended:

- Compliance risks will be used to build and manage the City's Compliance Register.

- Integrity risks will be managed, monitored and audited as part of the City’s Integrity Strategy.
- Business Disruption risks will be collated and managed through Business Continuity Planning; and
- Service risks will align to the business planning process and will be monitored and reported as per the Risk Management Framework as part of quarterly reporting.

Whilst compliance, integrity and business disruption risks will be managed and monitored they will not form part of the quarterly process, rather an annual / biannual review process as per the informing document they support.

Risk Reporting

The risk reporting process is as per the Risk Management Framework. On a quarterly basis, risks outside of appetite and/or risks with unacceptable controls are reported to the ELT and ARMC as required. Information of the intended action management is taking to manage the risks is provided to ELT to support the decision-making process. Risks are then reported to the ARMC for information and acceptance as follows.

The below provides particulars on the different scenarios that will trigger a risk being reporting to ELT and ARMC.

1. Outside of Appetite (table 1)

Where the risk level is exceeds the Risk Appetite in any category, an appropriate treatment must be adopted. These risks and their treatment plan are reported the ELT and ARMC, frequency as per table 3 (monitoring and review) below.

IMPACT CATEGORY	RISK APPETITE			
	LOW	MEDIUM	HIGH	EXTREM E
Workplace, Health and Safety	●			
Financial		●		
Reputation and Stakeholders		●		
Service Delivery		●		
Environmental	●			
Governance and Compliance	●			

2. Risk Rating (table 2)

The authority to make the decision to accept or tolerate a risk is determined the above Risk Appetite Criteria. Where a decision is taken to accept a risk that is above the target level, the reasons behind that decision are to be recorded in the risk register and approved by the ARMC. Risks rated high and extreme are reported to ELT and ARMC as frequently as per table 3 (monitoring and review) below.

IMPACT CATEGORY	RISK APPETITE			
	LOW	MEDIUM	HIGH	EXTREME
Workplace, Health and Safety		B/Manager	ELT	ARMC
Environmental		B/Manager	ELT	ARMC

Governance and Compliance		B/Manager	ELT	ARMC
Financial			ELT	ARMC
Reputation and Stakeholders			ELT	ARMC
Service Delivery			ELT	ARMC

3. Monitoring and Review (table 3)

Risk Owners are to monitor risks in accordance with the requirements of the Risk Management Framework. Monitoring refers to the process of reviewing risks as part of the annual business planning and quarterly reporting process, the process includes obtaining assurance that the controls associated with risks are effective. Considering the information above, risks are reported to ELT and ARMC as per table 3 below.

RESIDUAL RISK RATING	CONTROL ACCEPTANCE	ACTION REQUIRED	REPORTING STATUS
EXTREME	Controls Unacceptable	Risk treatment plan considered	Quarterly Risk status report to ELT and ARMC
	Controls Acceptable		Quarterly Risk status report to ELT and ARMC
HIGH	Controls Unacceptable	Risk treatment plan considered	Quarterly Risk status report to ELT and ARMC
	Controls Acceptable		Bi-annual Risk status report to ELT
MEDIUM	Controls Unacceptable	Risk treatment plan considered	Bi-annual Risk status report to ELT
	Controls Acceptable		Annual Risk status report to ELT
LOW	Controls Unacceptable		Annual Risk status report to ELT
	Controls Acceptable		Annual Risk status report to ELT

Quarter 4 Reporting

The Operational Risk Register was distributed to the July Executive Leadership Team meeting to undertake a review of risks relevant to their portfolio for Quarter 4 2022-23 (Q4) period.

At the end of Q4 reporting, five branch risk registers (8 services) are complete, and two branches (6 services) are pending finalisation.

33 operational risks have been identified, 27 are service risks.

Of the 27 service risks, eight (8) have been reported as they are outside of appetite, 4 (four) of which are rated as high.

The detailed analysis of the Operational Risk Register review for Q4 is included within the Quarterly Progress Report Risk Management Q4 (**Attachment 1**).

LEGISLATIVE COMPLIANCE

Not Applicable

RISK ASSESSMENT

In accordance with the City's Risk Management Framework, the officer's recommendation has been assessed against the City's adopted risk tolerance. Comments are provided against each of the risk categories.

Risk Category	Adopted Risk Appetite	Risk Assessment Outcome
Strategic Direction	Moderate	Low
Reputation	Low	Low
Governance	Low	Low
Community and Stakeholder	Moderate	Low
Financial Management	Low	Low
Environmental Responsibility	Low	Low
Service Delivery	Low	Low
Organisational Health and Safety	Low	Low
Conclusion	Receiving risk management quarterly reporting supports the ARMC assist the Council to fulfil its governance and oversight responsibilities in relation to risk management.	

FINANCIAL IMPLICATIONS

Nil

STRATEGIC IMPLICATIONS

In accordance with the City of Bayswater Strategic Community Plan 2021-2031, the following applies:

Theme: Leadership and Governance

Goal L2: Plan and deliver projects and services in a sustainable way.

Work together to deliver the best outcomes for the community by managing our resources in a financially sustainable way.

CONCLUSION

This report provides the ARMC a quarterly update on the appropriateness and effectiveness of the City's systems and procedures in relation to risk management, internal controls and legislative compliance through management and monitoring of risk.

8.7 Internal Control Review - OAG Regulation of Air-handling and Water Systems

Responsible Branch:	Governance and Organisational Planning and Development
Responsible Directorate:	Office of the CEO
Authority/Discretion:	Executive/Strategic
Voting Requirement:	Simple Majority
Attachments:	1. OAG Report 20 2022-23 Regulation of Air-handling and Water Systems [8.7.1 - 24 pages]

SUMMARY

An internal review of the City's controls against the Office of the Auditor General performance audit *Report 20: 2022-23 Regulation of Air-handling and Water Systems* findings and recommendations has been completed.

The City was not selected to participate in this review, however, as a principal of good practice internal reviews are conducted to identify potential opportunities for improvement. One opportunity for improvement was identified by City Officers and will be monitored through the risk management process.

COMMITTEE RECOMMENDATION TO COUNCIL
(OFFICER'S RECOMMENDATION)

That Council notes:

1. **The Office of the Auditor General (OAG) Report 20: 2022-23 Regulation of Air-handling and Water Systems as contained in Attachment 1; and**
2. **The outcome of an internal review of the City's control environment against the OAG recommendations.**

Cr Filomena Piffaretti, Mayor Moved, Cr Josh Eveson Seconded

CARRIED UNANIMOUSLY: 4/0

For: *Cr Filomena Piffaretti, Mayor, Cr Josh Eveson, Cr Giorgia Johnson and Cr Michelle Sutherland.*

Against: *Nil.*

BACKGROUND

The Office of the Auditor General (OAG) conducts performance and finance audits that primarily focus on the effective management and operation of public sector programs and activities. These are independent audits which cover the compliance and/or operational activities of the State and Local Governments.

The attached Auditor General's report Regulation of Air-handling and Water Systems tabled in Parliament April 2023. The audit assessed if the Department of Health and local government entities effectively regulate air-handling and water systems to minimise the risk of Legionella.

The City was not selected to take part in the audit, however, an internal review of the City's control environment against the OAG recommendations has been performed.

EXTERNAL CONSULTATION

Nil

OFFICER'S COMMENTS

The OAG recommended local government entities develop ways to gather information on air-handling and water systems to feed into the central register and consider a risk-based monitoring/compliance process for systems in their areas.

The outcome of the review of the City's controls against the OAG recommendations, as presented in the table below, identified one process improvement.

Local government entities, in consultation with Department of Health should:		
Recommendation	Controls in Place	Treatment Action
a. develop ways to gather the information on air-handling and water systems in their areas that will support a central register	<p>Whilst this is not currently a legislative requirement for local governments, the City is in the process of compiling a register specifically for air-handling systems.</p> <p>The City has updated the website to include information for the community on their responsibilities in relation to cooling towers and air handling systems.</p>	No further action required.
b. consider introducing a risk-based monitoring/compliance process for air-handling and water systems within their jurisdiction.	<p>The City's public buildings are inspected on a risk basis. With the highest risk premises being inspected on a more regular basis.</p> <p>As a part of these routine public building assessments, inspections of air-handling and water systems within our boundary are inspected.</p>	No further action required.

State and local government entities who own air-handling and water systems should:		
Recommendation	Controls in Place	Treatment Action
a. develop risk management plans for the management of own air-handling and water systems	The City has a risk management framework which guides the risk assessment process.	Assess and risk rate City owned systems to guide inspection program. Continue to maintain systems as required by Australian Standards.
b. ensure that systems are operated and maintained in accordance with Australian/New Zealand Standard 3666, Air-handling and water systems of buildings – Microbial control.	<p>The City has an existing register of public buildings and cooling towers/air handling systems are checked as a part of routine public building inspections.</p> <p>City cooling towers/air handling systems are managed as required by Australian Standards (AS).</p>	

LEGISLATIVE COMPLIANCE

Nil

RISK ASSESSMENT

In accordance with the City's Risk Management Framework, the officer's recommendation has been assessed against the City's adopted risk tolerance. Comments are provided against each of the risk categories.

Risk Category	Adopted Risk Appetite	Risk Outcome	Assessment
Strategic Direction	Moderate	Low	
Reputation	Low	Low	
Governance	Low	Low	
Community and Stakeholder	Moderate	Low	
Financial Management	Low	Low	
Environmental Responsibility	Low	Low	
Service Delivery	Low	Low	
Organisational Health and Safety	Low	Low	
Conclusion	The internal review of controls against OAG performance audits process supports the City's risk management approach.		

FINANCIAL IMPLICATIONS

Nil

STRATEGIC IMPLICATIONS

In accordance with the City of Bayswater Strategic Community Plan 2021-2031, the following applies:

Theme: Leadership and Governance

Goal L2: Plan and deliver projects and services in a sustainable way.

Work together to deliver the best outcomes for the community by managing our resources in a financially sustainable way.

CONCLUSION

The process of reviewing OAG reports against the internal control environment assists the City to perform efficiently and effectively.



Report 20: 2022-23 | 21 April 2023

PERFORMANCE AUDIT

Regulation of Air-handling and Water Systems



**Office of the Auditor General
Western Australia**

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The Office of the Auditor General acknowledges the traditional custodians throughout Western Australia and their continuing connection to the land, waters and community. We pay our respects to all members of the Aboriginal communities and their cultures, and to Elders both past and present.

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WESTERN AUSTRALIAN AUDITOR GENERAL'S REPORT

**Regulation of Air-handling and Water
Systems**

Report 20: 2022-23
21 April 2023

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**THE PRESIDENT
LEGISLATIVE COUNCIL**

**THE SPEAKER
LEGISLATIVE ASSEMBLY**

REGULATION OF AIR-HANDLING AND WATER SYSTEMS

This report has been prepared for submission to Parliament under the provisions of section 25 of the *Auditor General Act 2006*.

Performance audits are an integral part of my Office's overall program of audit and assurance for Parliament. They seek to provide Parliament and the people of WA with assessments of the effectiveness and efficiency of public sector programs and activities, and identify opportunities for improved performance.

This audit assessed if the Department of Health and three local government entities regulate air-handling and water systems to minimise the risk of Legionella.

I wish to acknowledge the entities' staff for their cooperation with this audit.

A handwritten signature in cursive script that reads "S Labuschagne".

SANDRA LABUSCHAGNE
ACTING AUDITOR GENERAL
21 April 2023

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Auditor General's overview

In our community the growth of Legionella bacteria in air-handling and water systems can, in rare instances, result in a serious lung infection known as Legionnaires' disease.

In Australia's largest outbreak of Legionnaires' disease at the Melbourne Aquarium in 2000, 125 people were hospitalised and four died. In the investigation that followed, Legionella was found in the Aquarium's cooling towers.

Thankfully WA has not experienced an outbreak of Legionnaires' disease, however this doesn't mean that it can't or won't occur. While individual cases remain rare, the risk of an outbreak may increase as our infrastructure and population ages, the climate warms and new uses for water in our built environment emerge.

As members of the public we do not often see or have access to air-handling and water systems. In fact, many of us would be unaware of their existence. Yet we are entitled to expect that they are effectively managed to minimise public health risks.

Our audit found inconsistencies in how owners maintain and test their systems. It also found that the existing regulatory framework requires improvement. The Department of Health has recognised this and is developing new regulations for air-handling and water systems. However, legislative change can be a long process and Legionella risks remain in the interim. Rather than await new legislation, I encourage all State and local government entities that own these systems to maintain and test in accordance with standards.

The Department of Health and the local government sector should also work together to support property owners through education and awareness, particularly for vulnerable and high-risk settings such as hospitals and aged care facilities.

Executive summary

Introduction

This audit assessed if the Department of Health (Department) and three local government entities (LG entities) effectively regulate air-handling and water systems to minimise the risk of Legionella. To consider how well this public health risk is managed we also included a sample of State government entities who operate these systems.

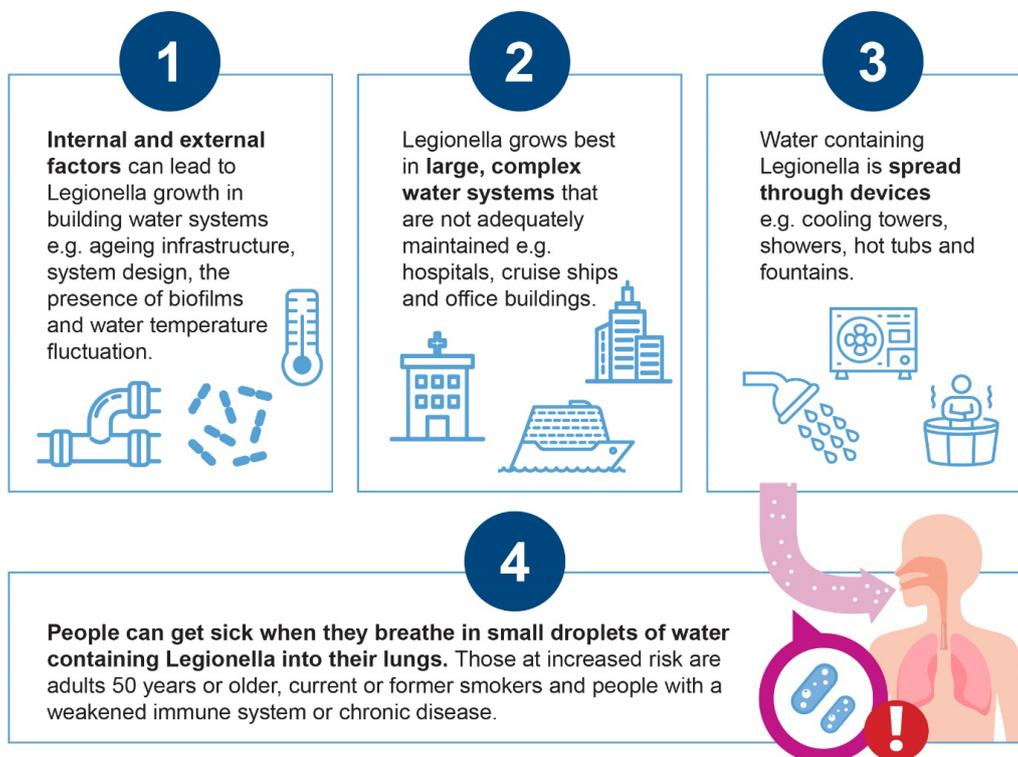
Background

Air-handling and water systems circulate water through built environments. Common examples include:

- cooling towers and evaporative air conditioners – devices commonly used for air cooling in hotels, hospitals, shopping centres, office towers and universities
- warm water systems – plumbing systems that distribute water at warm temperatures (approximately 40°C) to reduce the risk of scalding, often found in hospitals and aged care settings.

Wet surfaces within these systems can support the growth of viruses, fungi and bacteria. The most concerning risk is the growth of *Legionella pneumophila* (*Legionella*) bacteria. These bacteria naturally occur in the environment but can proliferate in poorly managed systems. If water droplets containing these bacteria are inhaled, it can result in Legionnaires' disease (Legionellosis), see Figure 1.

Legionnaires' disease is a rare but potentially life-threatening lung infection. Symptoms include fever, muscle and joint pain, headaches, dry cough and shortness of breath. Older adults, current or former smokers and people with weakened immune systems are at an increased risk of infection.



Source: OAG based on US Centers for Disease Control and Prevention information

Figure 1: Common sources and transmission of Legionella bacteria from water systems

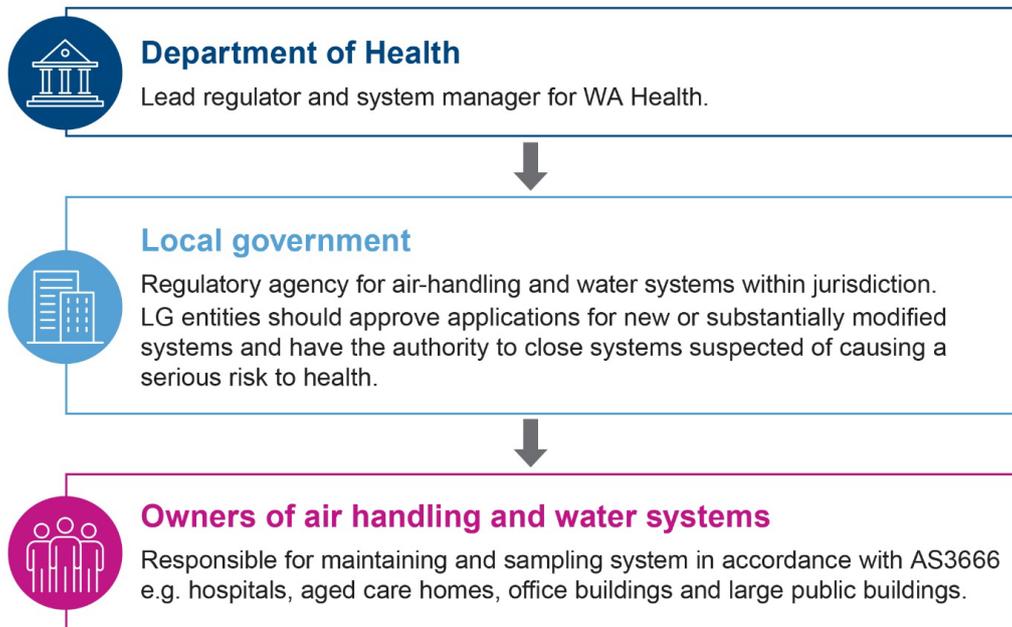
The Health (Air-handling and Water Systems) Regulations 1994 (the Regulations) detail the requirements for the design, installation, maintenance and operation of air-handling and water systems.

The Regulations are based on the Australian/New Zealand Standard 3666 titled *Air-handling and water systems of buildings – Microbial control* (the Standard). The Standard details minimum requirements for installing, operating and maintaining air-handling and water systems, with the aim of minimising health risks from viruses, fungi and bacteria.

We examined a selection of State and LG entities that have various responsibilities under the current Regulations (Figure 2):

- Department – lead regulator, as well as system manager for Health Service Providers (HSPs). HSPs are responsible for the delivery of health services within their local communities and manage infrastructure including air-handling and water systems in WA public hospitals.
- Three LG entities – the Cities of Joondalup, Melville and Perth were selected as they are enforcement agencies under the Regulations. All three LG entities also have buildings with air-handling and water systems within their boundaries and two are owners of cooling towers. The Department estimates the majority of LG entities in Western Australia (WA) have cooling towers or warm water systems within their boundaries.
- Three State entities that own and operate several different types of air-handling and water systems. Two HSPs, the North Metropolitan Health Service (NMHS) and WA Country Health Service (WACHS) were included as hospital settings are considered at

increased risk of Legionella due to their design and need to accommodate vulnerable populations. The other State entity selected was the Department of Local Government, Sport and Cultural Industries (DLGSC), who runs buildings open to the public, including museums, galleries and theatres.



Source: OAG

Figure 2: Current regulatory framework for air-handling and water systems

When administering regulation, it is important that the health of the community and a reasonable expectation of compliance is considered. A risk-based approach, that considers the consequences of an actual or potential event and the likelihood of occurrence is vital.

Conclusion

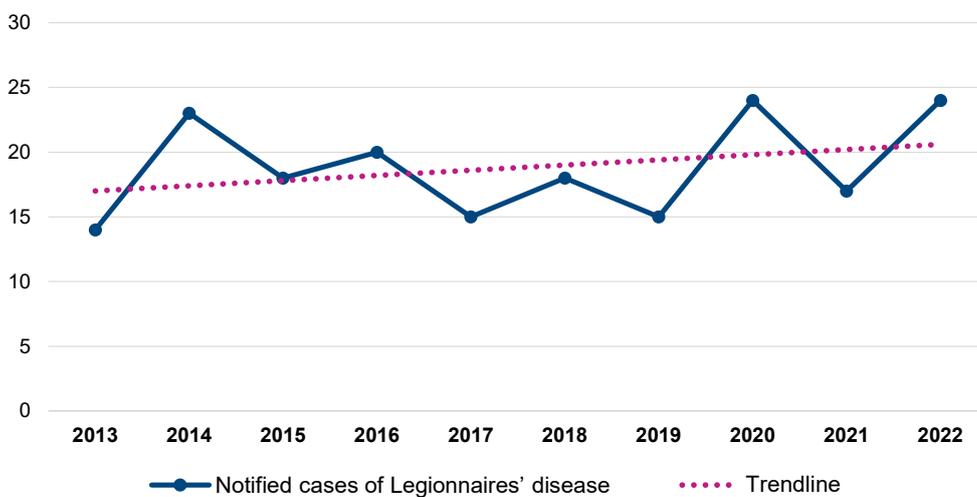
The number of notified cases of Legionnaires’ disease is relatively low in WA, and there has not been an outbreak as has occurred in other states. But exposure to Legionella from air-handling and water systems remains a public health risk with potentially serious consequences, particularly for vulnerable groups. The existing regulatory framework requires improvement to ensure it effectively minimises the risk. Gaps in the current arrangements result in limited monitoring and information so it is not clear if low case numbers are the result of good practice by system owners, environmental factors or both.

The Department completed a review of the current regulatory arrangements in 2021 and has recommended new legislation that would update the regulatory approach in WA and see the Department take on responsibility for high-risk settings and State-owned buildings. However, the legislation forms part of a broader reform program and may take some time to introduce and implement. The differences we observed in how owners monitor and maintain their systems demonstrate that better education and guidance from the Department’s public health unit is needed ahead of updated legislation.

Findings

Case numbers are low and there have been no outbreaks identified in WA

Legionnaires’ disease is an urgently notifiable disease and must be reported to the WA Chief Health Officer within 24 hours of confirmation. Historically WA has experienced low levels of the illness, with no outbreaks¹ identified since the introduction of the Regulations in 1994. Data provided by the Department indicates that a total 188 cases were reported over the last 10 years (2013-2022). In 2022, there were 24 cases, with a slight upwards trend noted in cases over the 10 years examined (Figure 3).



Source: OAG

Figure 3: Numbers of notified Legionnaires’ disease cases in WA over a 10-year period

Of the 188 cases in the past 10 years:

- 132 were suspected as being acquired in the WA community
- 46 were suspected to be acquired interstate or overseas
- five were suspected as being acquired in a WA hospital
- five were of an unknown source.

As with many notifiable diseases, the true number of cases may be higher as under diagnosis and under reporting may be present.

While the overall community risk posed by Legionella appears to be low, hospital and aged care settings are of particular concern. These facilities frequently feature both warm water systems and cooling towers in an environment that caters to highly vulnerable people who have increased susceptibility and likelihood of severe consequences from Legionnaires’ disease. Currently the Regulations do not provide specific guidance or particular focus on higher risk groups or settings.

¹ Two or more cases linked in time and place to a common source.

Gaps in the current Regulations reduce their effectiveness in minimising the public health risk

Roles and responsibilities are fulfilled inconsistently by LG entities

Roles and responsibilities for regulators and owners are articulated under the Regulations and the Standard. However, the Department acknowledges the Regulations are poorly applied across LG entities and concedes authorised officers within LG entities may not have the specialised skills and knowledge required for air-handling and water systems. In the absence of guidance, LG entities are waiting for the new regulations to provide clarity on what they should be doing.

Currently the main activity of LG entities relevant to air-handling and water systems is case investigation. The Department completes an initial case investigation and then requests assistance from LG entities to contact and attend sites that have been visited by a Legionnaires' disease patient and have an air-handling or water system onsite. The relevant LG entity then collects water samples from systems identified and submits these samples to the State laboratory for Legionella testing.

We examined a summary of investigation data for 37 community acquired cases investigated by the Department over a three-year period from 2020 to 2023. A potential source was identified in 10 of the cases, meaning approximately 70% had no known source identified. While determining a source is not always possible, we noted several examples of incomplete case investigations, with the Department citing a lack of participation or response from the LG entity involved. None of the investigations involved the three LG entities included in this audit.

The Department and LG entities do not have accurate records on the number, type and location of air-handling and water systems

A key limitation of the current framework is the lack of accurate records detailing the type and location of air-handling and water systems. All three LG entities in our sample had registers for air-handling systems located within their boundaries but these were not complete or current. Having accurate and readily accessible system details is important for a timely and effective public health response to a Legionella outbreak.

Delays in identifying a contaminated system can mean that more individuals are exposed, particularly in busy public environments, as the system is not swiftly identified and decontaminated or shutdown. There is also a risk that Legionella can spread from a contaminated system to those within the surrounding area. Timely access to accurate details of systems within a nominated geographical area is therefore important.

Several attempts by LG entities to collate and maintain accurate records were evidenced, however activity has been sporadic and suffered from a lack of response from system owners. In 2017, the Department unsuccessfully attempted to determine the number of cooling towers and water systems within WA. It estimates there are approximately 3,000 sites fitted with a cooling tower and 400 vulnerable premises fitted with a warm water system, but the true numbers could be higher.

The Department has proposed a central register that it will collate and manage with input from LG entities who have systems within their boundaries. Details on the establishment and maintenance of the register are yet to be considered and its success will depend on timely submission of information. It is important that information on systems in higher risk settings (i.e. hospitals and aged care facilities) be prioritised for complete and accurate record keeping.

LG entities use the certified building licence process to assess and approve new or significantly modified systems

The Regulations require LG entities to provide written approval to a person who proposes to install or significantly modify an air-handling or water system. However, the three LG entities were unable to demonstrate a consistent process for assessing or approving the installation of new or significantly modified systems that complied with the Regulations.

The Department has identified a lack of a prescribed format for submission and approval as one of the barriers to LG entities meeting this requirement. There may also be a lack of awareness about the requirement by industry and potentially limited technical expertise within LG entities. For example, the three LG entities did not inform potential owners/builders of their obligation to apply to install a new or significantly modified system via their website.

The three LG entities rely on the certified building licence process to confirm that a commercial development complies with the National Construction Code and its adopted standards.

The certified building licence process allows for assessment of system design and installation requirements by those with specialised technical expertise and is the Department's proposed arrangement for new regulations.

The limited monitoring and information required under current regulations reduces assurance on whether systems are being effectively maintained

The existing regulatory framework does not require compliance monitoring activities by either the Department or LG entities. This means that information on how well owners are managing their systems is limited, and reduces the level of assurance on whether systems are being effectively maintained.

At present, the regulatory framework relies on self-regulation by owners. While self-regulation is common and appropriate in many sectors, the Department has assessed (including through public consultation) that as serious illness or death could eventuate from mismanagement of air-handling and water systems, a regulated approach is required.

The current Regulations enable but do not oblige LG entities to conduct inspections of air-handling and water systems within their jurisdiction. We found that two of the three LG entities do not conduct any or only limited monitoring activities. The third LG entity did conduct annual inspections of five cooling towers known to be in their jurisdiction, using an inspection template based on the Standard. Limited monitoring means the detection of non-compliance and use of enforcement powers are also limited. Under the current arrangements the first indicator of an issue is most likely to be the notification and subsequent investigation of a Legionnaires' disease case. More consistent risk-based compliance monitoring would move from a reactive to a more preventative approach.

The *Health (Miscellaneous Provisions) Act 1911* does not bind the Crown, meaning State government entities are not covered by the requirements of the current Regulations. New regulations under the *Public Health Act 2016* will require monitoring and compliance of all owners, including State government entities. However, it is reasonable to expect that managing the risk of Legionella in vulnerable facilities, particularly those owned by the State, should be prioritised while the new regulations are in progress.

There is inconsistency in how owners maintain and test their air-handling and water systems

Owners respond differently to detections that should produce a uniform response

The Standard sets out the minimum requirements for regular routine maintenance. Where these requirements are not practical (i.e. where systems need to be shutdown), the Standard provides an alternative approach based on regular testing and specifies the action to be taken in response to a detection of Legionella. Table 1 shows the control strategies as determined by the test result and the number of Legionella bacteria identified.

Legionella test result (cfu*/mL)	Required control strategy
 Not detected (<10)	<ul style="list-style-type: none"> System under control Maintain monitoring and treatment program
 Detected as <1,000	<ul style="list-style-type: none"> Immediate decontamination (alternative or higher dose of biocide than usual) Review control strategy Re-test within 3-7 days of plant operation Assess if further remedial action is necessary
 Detected as ≥ 1,000	<ul style="list-style-type: none"> Immediate decontamination (chlorine-based biocide) Review control strategy Re-test within 3-7 days of plant operation Assess if further remedial action is necessary

Source: OAG based on Department of Health information

* colony forming units

Table 1: Control strategies for the presence of Legionella

We found the Standard was not consistently followed because different owners tested at different frequencies and took different actions in response to detections. Inconsistent application of the Standard does not align with best practice and reduces confidence that the risk from Legionella is effectively managed.

The State and LG entities we reviewed were aware of the number of air-handling and waters systems they owned and were responsible to maintain. They all had asset registers that included these systems. Our sampled entities owned 87 air-handling and water systems, comprising 20 cooling towers and 67 warm water systems.

Two LG entities, DLGSC and the two HSPs were able to provide documented evidence for Legionella testing of the systems they owned. In the two HSPs who manage systems in high-risk settings, we found the frequency of testing varied depending on the hospital site. For example, the regularity of cooling tower testing varied from once a month to no testing within a two-year period.

Regular testing is important because it provides assurance and mitigates the risk of an outbreak. Results in the two HSPs showed:

- detection of Legionella was more common in warm water systems than cooling towers
- since July 2020 one HSP performed a total of 3,309 Legionella samples. An average of 4.6% of samples detected Legionella and required remedial flushing and/or thermal disinfection. Overall this percentage has declined over time. Where legionella was detected, the Department advised that 50% of those detections were borderline results (i.e. 10 CFU/ml)
- a total of four cooling towers samples showed a Legionella detection in the two-year period we reviewed
- the other HSP provided results for 803 water samples in 2022. These results showed Legionella was detected in 6.5% of the samples. While there is no evidence of any hospital acquired cases of Legionnaires' disease within this HSP, we found inconsistencies in record keeping including a lack of consistent remedial action. This indicates a need for greater management oversight across various sites.

Case study 1: Example of HSP activity in Legionella management and prevention

One HSP has invested significantly in the management of its on-site water systems. Initiatives include:

- the adoption of an overarching Water Quality Management Policy and Framework that defines the requirements and outcomes for effective onsite water management
- the development of site-specific Facility Water Safety Plans that detail the individual characteristics of systems and risks that are present at each site
- a risk-based monitoring and validation program
- the implementation of management software to record and document water monitoring activities.

A review of these initiatives undertaken by the Department indicated some area for improvement but in general found that the Water Quality Management System provided a reasonable risk-based framework for identifying and managing water quality risks.

The Department is developing a universal water risk management framework and assessment tool for HSPs to encourage consistency and reduce risk

In December 2021, the Department initiated a review of processes and procedures by HSPs to control Legionella. The review indicated there were varying strategies between HSPs to minimise and control Legionella in their water-based systems which could reduce the level of assurance and increase risk.

Following the completion of the review, work has started in the Department to develop a universal water risk management framework for Legionella control and a risk assessment tool for HSPs. The purpose of the risk assessment tool is to identify potential gaps and improvement opportunities within State owned health facilities. Six pilot hospital sites (three metropolitan and three regional) have been selected to trial the risk assessment tool.

The pilot program is scheduled for completion by July 2023 with the results to be presented to WA Health's Executive Committee. The implementation timeframe for the framework is yet to be established but the Department anticipates this work will benefit vulnerable settings, LG entities and the industry more broadly to standardise better practice, ensure consistency and reduce risk.

Aged care facilities have both warm water systems and vulnerable people, but little is known about how well their systems are managed

Aged care facilities are a high risk due to a combination of warm water systems and vulnerable people but are mostly privately owned and operated with little known about how well systems are managed. The LG entities we spoke to have limited awareness of warm water systems within their jurisdiction. Larger aged care facilities may also feature the use of cooling towers.

The Department liaised directly with the Commonwealth Aged Care Quality and Safety Commission regarding its proposed new regulatory requirements. The Commission informed the Department that the Aged Care Quality Standards do not include specific requirements relating to air-handling and water systems. Accordingly, the Department intends to ensure that aged care facilities are captured by the new regulations but there is nothing to address the risk in the interim.

New regulations are likely to take some time, better guidance and education would help reduce risk in the interim

The Department has identified the need to update the regulatory framework

In 2017 the Department started a review of the current Regulations. The review encompassed all subsidiary legislation under the *Health (Miscellaneous Provisions) Act 1911* and covered a wide range of public health risks such as asbestos, drinking water and public events. For air-handling and water systems the review included two consultations to seek the opinions and potential impacts of any proposed changes on industry, LG entities and other interested parties.

The review found that the Regulations have several limitations and are inconsistently administered by LG entities. Specifically, there is no requirement for air-handling and water system registration, no notification requirement when elevated levels of Legionella are detected and no requirements for maintenance and testing to be reviewed or checked. Further, in the event of non-compliance with the Regulations, enforcement options are limited and the maximum penalty is \$1,000.

A key purpose of the review was to determine the most effective options for managing the public health risk of air-handling and water systems into the future. Four options were considered:

- A. Deregulate to enable self-regulation and provide an industry guideline or code of practice.
- B. Develop equivalent regulations under the *Public Health Act 2016* and retain the status quo.
- C. Develop new regulations to manage the public health risk, with building requirements addressed by the Building Code of Australia.
- D. Manage the public health risk under occupational safety and health legislation.

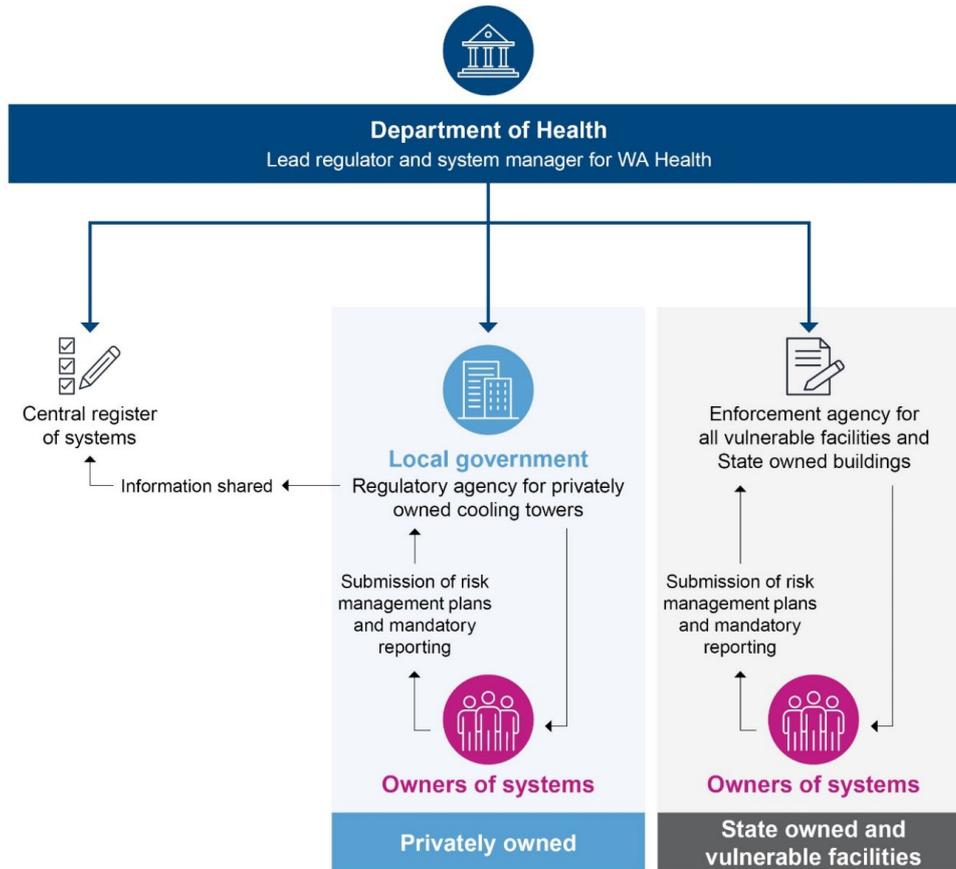
The Department and respondents who participated in the consultation strongly supported option C. This position was informed by a public health risk assessment undertaken as part of the consultation. The assessment classified the public health risk of death from Legionella as high and the risk of illness as medium. These classifications indicate that control measures are necessary to mitigate and manage the public health risk to the community.

The Department has designed new regulations, but they will take time to enact and implement

Following the outcome of the review the Minister for Health approved the drafting of new regulations. The Department has completed policy instructions to inform the drafting process. The proposed regulatory framework for air-handling and water systems is detailed in Figure 4.

Under the new regulations the Department intends to take responsibility for regulating hospitals (both public and private), aged care facilities and all State-owned buildings. LG entities will be responsible for privately owned cooling towers within their boundaries. Further changes include requiring or adopting:

- the responsible person where a cooling tower or warm water system is located, to register each system with the appropriate enforcement agency. A prescribed form for registration and certificates of approval will be introduced
- the installer of systems to certify that the system has been designed and installed in accordance with the applicable requirements of the Building Code of Australia, as a requirement of system registration
- mandatory risk management plans for all systems
- minimum maintenance and performance-based testing requirements for systems
- mandatory reporting requirements for specified Legionella detection limits in systems.



Source: OAG

Figure 4: Proposed regulatory framework for air-handling and water systems

The proposed changes align with arrangements in other jurisdictions such as Victoria. While an official timeframe has not been established, the Department had indicated that the proposed package of new environmental health regulations under the *Public Health Act 2016* may not be in place for at least two years. It has now advised that the individual regulations may be introduced separately based on priorities and risk.

Improved education and guidance is needed ahead of updated legislation

Currently the Department is conducting limited education or awareness activities relevant to air-handling and water systems as part of its oversight role. While the local government sector and the industry have been advised of the likely framework for the new regulations there is limited advice on how the public health risk should be minimised in the interim. This leads to a current holding pattern that awaits the implementation of the new regulations.

The Department has commenced preparations for the introduction of the new regulations. We reviewed planning documents that proposed engagement with LG entities and industry through training presentations, letters, updated web content and guidelines. However, these activities have no timeframe assigned. In the meantime, the Department should provide updated guidance to owners of systems particularly in vulnerable or high-risk settings to help ensure they adopt better practice.

Recommendations

1. The Department of Health, in consultation with local government entities should:
 - a. review current guidance to industry and local government entities in preparation for the adoption of the proposed new regulatory framework
 - b. develop and implement an education program to support and encourage system owners to achieve more consistent risk-based practice
 - c. establish and maintain a central register of air-handling and water systems within WA
 - d. consider splitting the implementation of the environmental health regulation package under the *Public Health Act 2016* to focus on areas of highest priority, including the air-handling and water systems regulations.

Implementation timeframe: July 2024

Department of Health response:

Recommendation supported.

The Department will review all current regulatory guidance material on the website for our co-regulators and industry and develop any information required which reflects the requirements for compliance with the Australian Standards that are at the core of best practice management of air handling and warm water systems currently and central to the proposed regulations being developed under the *Public Health Act 2016*. This approach will inform system owners and operators and other regulatory entities of what is proposed in the future and encourage transition to anticipated management practices that will provide more oversight.

The Department will develop guidance material and training to promote the proposed regulations and the expectations for future compliance to effect better risk-based management of systems.

The establishment of a central register was identified through consultation as a key requirement for the Department to undertake and manage to support implementation of new regulations. Considerations such as procurement of a suitable platform to host a register, how the information will be collected from third parties, how access to the registration information will be managed for the public and co-regulators and the cost for the register and staffing to maintain it, shall be factored into a forward work plan. In the meantime, the Department will inform co-regulators and industry of the intention to establish a register with the information that is likely to be required and the process to be adopted. In line with recommendations 1a and 1b, information relevant to these stakeholders about a proposed centralised register will be prepared in advance of any implementation.

DLGSC response:

The Department of Local Government, Sport and Cultural Industries is supportive of this recommendation.

2. Local government entities, in consultation with Department of Health should:
 - a. develop ways to gather the information on air-handling and water systems in their areas that will support a central register
 - b. consider introducing a risk-based monitoring/compliance process for air-handling and water systems within their jurisdiction.

Implementation timeframe: December 2024

City of Joondalup response:

Supported

City of Melville response:

Supported

City of Perth response:

Supported

3. State and local government entities who own air-handling and water systems should:
- a. develop risk management plans
 - b. ensure that systems are operated and maintained in accordance with *Australian/New Zealand Standard 3666, Air-handling and water systems of buildings – Microbial control*.

Implementation timeframe: July 2024

Department of Health response:

Recommendation supported. Work by the Department is already underway.

DLGSC response:

The Department of Local Government, Sport and Cultural Industries is supportive of this recommendation. The development by the Department of Health of a universal water risk management framework for Legionella control and a risk assessment tool that can be adopted by all State and Local Government entities would support implementation of this recommendation.

City of Joondalup response:

Supported

City of Perth response:

Supported

Response from the Department of Health

The Department has proactively commenced preparations for the implementation of a stronger regulatory process for air-handling and warm water systems. The Department will support stakeholders through the transition to effect better risk-based management of systems. Health System Providers are reviewing legislative requirements and developing quality assurance mechanisms and educational tools.

Response from the City of Joondalup

The City of Joondalup appreciates the opportunity to participate in the Office of the Auditor General performance audit on the regulation of air-handling and water systems. The City acknowledges the public health risks posed by air-handling and water systems and supports the recommendations provided.

The City recognises its obligations as an owner of air-handling and water systems, to ensure that appropriate operational and maintenance activities continue to be performed to manage any risk to public health.

The City also understands the importance of its role in promoting public health and that local governments are typically well placed to engage with businesses to provide advice on legislative obligations and monitor for compliance.

The City looks forward to working with the Department of Health in the lead up to a new regulatory framework that will be introduced as part of phase 5 implementation of the *Public Health Act 2016* and is confident that new regulations and any associated guidance will provide improved and consistent management of air-handling and water systems.

The City acknowledges that a new regulatory framework is approximately two years away. The City is committed to implementing the recommendations to ensure that the current risks associated with air-handling and water systems are being addressed.

Response from the City of Melville

We thank the Office of the Auditor General for the opportunity to participate in the Performance Audit which provide a valuable contribution to identifying opportunities for improvement.

Response from the City of Perth

On balance, the City accepts and welcomes the audit findings. The City has a strong risk based community/environmental health programme. While oversight of air-handling and water systems attracts a lower risk profile than other enforcement responsibilities (e.g., food safety, aquatic facility safety, lodging house), opportunity for improvement is acknowledged. The City is committed to continuous improvement and looks forward to working with the Department of Health on this matter.

Response from the Department of Local Government, Sport and Cultural Industries

The Department of Local Government, Sport and Cultural Industries (DLGSC) accepts the findings of this audit. DLGSC is supportive of improved practices regarding the Regulation of Air-handling and Water Systems that take a risk-based approach and are in line with the Australian/New Zealand Standard 3666 *Air-handling and water systems of buildings – Microbial control*. This includes the support of revised and/or new legislation to achieve this outcome.

Audit focus and scope

The objective of this audit was to assess if the Department of Health and local government entities effectively regulate air-handling and water systems to minimise the risk of Legionella.

We based our audit on the following criteria:

- Are sound arrangements in place for the management and oversight of the Legionella risks for air-handling and water systems?
- Do entities that regulate air-handling and water systems effectively administer requirements?

As part of this audit we:

- reviewed documentation related to the regulation of air-handling and water systems
- analysed available data from the Department of Health, North Metropolitan Health Service, WA Country Health Service, Department of Local Government, Sport and Cultural Industries and three local government entities (City of Joondalup, City of Melville and City of Perth)
- interviewed key staff at audited entities
- visited sites to view air-handling and water systems in operation.

Individual cases of Legionnaires' disease were not examined in relation to their potential sources, action/s taken or the investigation outcome.

A different sub-species of Legionella (*Legionella longbeachae*) can be found in soils and compost products and can also result in illness. This audit did not include *Legionella longbeachae*.

This was an independent performance audit, conducted under section 18 of the *Auditor General Act 2006*, in accordance with Australian Standard on Assurance Engagements ASAE 3500 *Performance Engagements*. We complied with the independence and other ethical requirements related to assurance engagements. Performance audits focus primarily on the effective management and operations of entity programs and activities. The approximate cost of undertaking the audit and reporting was \$225,000.

Auditor General's 2022-23 reports

Number	Title	Date tabled
19	Information Systems Audit – Local Government 2021-22	29 March 2023
18	Opinions on Ministerial Notifications – Tourism WA's Campaign Expenditure	27 March 2023
17	Information Systems Audit – State Government 2021-22	22 March 2023
16	Opinions on Ministerial Notifications – Triennial Reports for Griffin Coal and Premier Coal	22 March 2023
15	Opinion on Ministerial Notification – Stamp Duty on the Landgate Building, Midland	8 March 2023
14	Administration of the Perth Parking Levy	16 February 2023
13	Funding of Volunteer Emergency and Fire Services	22 December 2022
12	Financial Audit Results – State Government 2021-22	22 December 2022
11	Compliance with Mining Environmental Conditions	20 December 2022
10	Regulation for Commercial Fishing	7 December 2022
9	Management of Long Stay Patients in Public Hospitals	16 November 2022
8	Forensic Audit Results 2022	16 November 2022
7	Opinion on Ministerial Notification – Tom Price Hospital Redevelopment and Meekatharra Health Centre Business Cases	2 November 2022
6	Compliance Frameworks for Anti-Money Laundering and Counter-Terrorism Financing Obligations	19 October 2022
5	Financial Audit Results – Local Government 2020-21	17 August 2022
4	Payments to Subcontractors Working on State Government Construction Projects	11 August 2022
3	Public Trustee's Administration of Trusts and Deceased Estates	10 August 2022
2	Financial Audit Results – Universities and TAFEs 2021	21 July 2022
1	Opinion on Ministerial Notification – Wooroloo Bushfire Inquiry	18 July 2022

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Office of the Auditor General
for Western Australia

8.8 Quarterly Performance Review - Corporate - Qtr.4 - 2022/23

Responsible Branch:	Governance and Organisational Planning and Development
Responsible Directorate:	Office of the CEO
Authority/Discretion:	Information Purposes
Voting Requirement:	Simple Majority
Attachments:	1. Q4 Performance Review Corporate 2022/23 [8.8.1 - 18 pages]

SUMMARY

This report provides an update on the implementation of services, Corporate Business Plan actions, Informing Strategy actions, Corporate and Strategic Measures and the CEO KPIs for quarter 4 (April - June) 2022/23.

COMMITTEE RECOMMENDATION TO COUNCIL
(OFFICER'S RECOMMENDATION)

That Council notes the Quarterly Performance Review - Corporate Qtr. 4 (April - June) 2022/23 as contained in Attachment 1

Cr Filomena Piffaretti, Mayor Moved, Cr Michelle Sutherland Seconded

CARRIED UNANIMOUSLY: 4/0

For: *Cr Filomena Piffaretti, Mayor, Cr Josh Eveson, Cr Giorgia Johnson and Cr Michelle Sutherland.*

Against: *Nil.*

BACKGROUND

Section 5.56 of the Local Government Act 1995 (WA) requires all local governments to effectively plan for the future. Regulations, Standards and Guidelines further explain this requirement and set out the framework for local government Integrated Planning and Reporting (IPR), comprising a ten-year Strategic Community Plan (SCP), a four-year Corporate Business Plan (CBP), supporting resource plans and regular reporting. The intent of the framework is to ensure the priorities and services provided by the City are aligned with community vision, needs and aspirations.

Under the Integrated Planning and Reporting Framework (IPRF), it is required that local governments report every year on their performance to their community. The measurement and reporting process not only demonstrates accountability to their community, but also provides an opportunity to assess in-year implementation progress, thus supporting achievement and continuous improvement.

This report supports the annual reporting process and continuous improvement. Quarterly reports are provided for the following:

- Services
- Corporate Business Plan actions
- Informing Strategies actions
- Corporate and Strategic Measures
- CEO KPIs

EXTERNAL CONSULTATION

No external consultation was undertaken to prepare this report.

OFFICER'S COMMENTS

The following information is current as at the end of June 2023 (the end of Q4).

City Services

Service reporting provides a high-level overview of how the service is progressing and assists in identifying improvements in service delivery and contribute towards achievement of our vision. There are currently 35 services reported against, as below:

Status of Implementation	No.
On-Track	35
Limited Progress	
On-Hold	
Off-Track	

Corporate Business Plan (CBP) Actions – Q4

The 4-Year Corporate Business Plan is the City's medium-term planning document that contains actions which have been developed in response to the vision, goals and outcomes of the City's Strategic Community Plan.

Monitoring and reporting against the Corporate Business Plan is undertaken through the quarterly reporting process. There are currently 24 actions management to provide progress reporting against.

Status of Implementation	No.
Complete or On-Track	21
Limited Progress	
On-Hold	3
Off-Track	

CBP Action	Status Q4 June 2023	Comment: Year 2022/23
B1.1.2 Streetscape upgrade for Noranda Develop and implement a streetscape upgrade plan for Noranda.	On-Hold	No funding has been allocated to this projected. The City intended to develop the plan as a part of the Noranda District Centre Precinct Plan, which was not funded in the 2022/23 budget. Accordingly, this project is not progressing at this time.
B2.1.3 Parking Management Strategies for Town Centres Develop remaining Parking Management Strategies for Town Centres.	On-Hold	Noranda is the only town centre without an endorsed Parking Management Plan. The City intended to develop the plan as a part of the Noranda District Centre Precinct Plan, which was not funded in the 2022/23 budget. Accordingly, this project is not progressing further at this time.

<p>B3.1.1 Structure Plans and built form policies for each town centre Prepare a Structure Plan and built form policies for each town centre: Maylands; Morley; Noranda; Bayswater.</p>	<p>On-Hold</p>	<p>Noranda is the only town centre without an endorsed Precinct Plan. The City requested a budget allocation to develop a Precinct Structure Plan for the Noranda Town Centre as a part of the 2022/23 budget process, however no funds were allocated.</p> <p>The City received funding for a precinct structure plan in the area surrounding the new Morley train station. The City and DPLH have appointed Hames Sharley to undertake the works and are currently in negotiation to ensure the project is delivered on budget.</p>
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Informing Strategies – Q4

Progress of implementation of Council adopted plans and strategies actions during the quarter is provided by management. There are currently 24 plans and strategies and progress is reported as follows:

Status of Implementation	No.
Complete or On-Track	20
Limited Progress	3
On-Hold	1
Off-Track	

Strategy	Status Q4	Progress Comment: Quarter 4
Destination Marketing Strategy	On-Hold	Funds not allocated to implement this strategy in 2022/23. Accordingly, this strategy is not progressing at this stage.

Corporate Business Plan (CBP) and Strategic Community Plan (SCP) Measures - Q4

Reporting progress towards the achievement of the objectives in the Strategic Community Plan and the Corporate Business Plan is an integral part of the City's Integrated Planning and Reporting Framework. The City uses the Annual Report to inform the community of its achievements and progress. Quarterly progress reporting is collected, where possible, and used to assist in the development of the Annual Report. A copy of the quarterly report is attached.

CEO Key Performance Indicators (KPI's) – Q4

CEO KPI's are set by Council. There are 6 CEO KPI's with 10 deliverables for the 2022/23 year. Council will consider these at the CEO Review Committee. A copy is included in **Attachment 1**.

LEGISLATIVE COMPLIANCE

Local Government Act 1995

RISK ASSESSMENT

In accordance with the City's Risk Management Framework, the officer's recommendation has been assessed against the City's adopted risk tolerance. Comments are provided against each of the risk categories.

Risk Category	Adopted Risk Appetite	Risk Assessment Outcome
Strategic Direction	Moderate	Low
Reputation	Low	Low
Governance	Low	Low
Community and Stakeholder	Moderate	Low
Financial Management	Low	Low
Environmental Responsibility	Low	Low
Service Delivery	Low	Low
Organisational Health and Safety	Low	Low
Conclusion	Accepting this progress report presents low risk and reduces risk long-term by keeping Council informed of progress against the Corporate Business Plan 2019-23 and Strategic Community Plan 2021-2031.	

FINANCIAL IMPLICATIONS

Nil.

STRATEGIC IMPLICATIONS

In accordance with the City of Bayswater Strategic Community Plan 2021-2031, the following applies:

Theme: Leadership and Governance

Goal L2: Plan and deliver projects and services in a sustainable way.
Work together to deliver the best outcomes for the community by managing our resources in a financially sustainable way.

CONCLUSION

This report provides an update on the implementation of actions against the Strategic Community Plan (SCP), Corporate Business Plan (CBP), Service Plans and Council adopted Plans and Strategies for quarter 4 (April – July) 2022/23.

SERVICE - PERFORMANCE REPORTING - QUARTER 4: APRIL - JUNE 2023

SERVICES				● On-Track ● Limited Progress ● On-Hold ● Off-Track	Quarter 4
Branch	SCP	Service	Service Description	Performance Q4	Performance Comment: Quarter 4
Business Services	C4.1.1	Aged Persons Homes	To provide financial and operational oversight of the management agreements for the City's aged care sites until such time as they are divested. Sub-service/s for this service are: Aged Services	On-Track	<ul style="list-style-type: none"> Department of Communities have approved the Deeds of Consent so the divestment can now occur in early 2023/24. Business Plan has been developed and released for public comment, closing 18th August.
Engineering and Spatial Services	C1.1.1	Asset Management and Mapping	The provision of location-based services namely spatial, infrastructure assets, land/property and real time emergency management. Sub-service/s for this service are: Spatial Management Corporate Mapping Infrastructure Asset Management Land Tenure Management GPS Emergency Duress Systems	On-Track	<p>Infrastructure Asset Management: 5 Asset Management Plans were endorsed by ELT on 19 June 2023. Progressing asset expenditure reconciliation process. Progressing asset stocktake process. Progressing Master Data improvement project in preparation for new asset management system.</p> <p>Spatial Information Management: Keeping the GIS apps operational while still investigating the design and management arrangements of this system. Assisting with data integration investigation as well as identifying skills gap and training needs to manage existing GIS apps. Investigated purchase of new GIS printer in partnership with IS team.</p> <p>Surveying System: Completed a stocktake. Reviewed maintenance agreements and arrangements for annual servicing and license renewals.</p> <p>Digital Mobile Radio and GPS Enabled Emergency Duress System: Facilitate a stakeholder meeting on issues to come up with an improvement program. A report on issues to be investigate still needs to go to ELT for direction.</p> <p>Land Tenure: Meeting with Rates team on the City's property and rating database has requested a review and modification of processes used by Asset and Mapping team. This is still a work in progress with both teams focussed on resolving issues prior to TechOne system moving to the cloud.</p>
Environmental Health and Statutory Building	C1.1.1	Building Approvals	Provide assessment and processing of building permits within prescribed timeframes to ensure that buildings are constructed or demolished to required standards. Sub-service/s for this service are: Statutory Building	On-Track	<ul style="list-style-type: none"> 237 building permits were assessed. Swimming Pool inspections reached 674 out of 677 targeted inspections. The City's Pool Inspector was restricted access to the outstanding properties and further action is therefore being pursued.
Building Works	C1.1.1	Building Services	To manage and maintain City owned buildings and associated infrastructure in line with the City's Asset Management Plan and lease agreements. Sub-service/s for this service are: Building Services and Maintenance	On-Track	<ul style="list-style-type: none"> Approximately Customer requests for maintenance and repairs have been attended to and completed this financial year by internal in-house trades 80% Capex projects completed due to availability of materials and increase in building costs
Communications and Marketing	L3.1.1	Communications and Marketing	The purpose of the Communications and Marketing Branch is to provide high quality, external communications and marketing, including managing the City's brand. Sub-service/s for this service are: Strategy Development Media Management Social Media Communications / Publications Design and Marketing	On-Track	<ul style="list-style-type: none"> Managed reputational risk around Financial sustainability audit, Bayswater Train Station construction issues, Bayswater Bridge farewell, Cleanaway strike, Maylands Brickworks, Drag Queen Storytime, Vaping reform, Australia Day event, Cat Local Law, Local Planning Strategy, Skate and BMX strategy. Prepared and implemented a communications plan regarding the adoption of the City's 2023/24 Budget including the preparation of the annual rates publication. Prepared and implemented a communications plan to promote the City's first Business and Investor Breakfast to increase awareness of investment opportunities within the City. This included the development of an investment prospectus. Developed and implemented promotional plans for the City's Plants to Residents and Waterwise Native Verge programs. Across 19 portfolio areas prepared 23 media releases, responded to 15 media enquiries, produced 55 Facebook posts, 47 Instagram posts, 23 LinkedIn posts and responded to 50 messages. Produced 1 Bayswater Beat, 6 e-newsletters and 7 CEO catch ups. Completed 146 design projects. Continued to manage the City's website. Developed and implemented an SLA with web developer Alyka.
Community Development	C1.1.1	Community Care and Aged Services	Support aged and vulnerable providing programmes and connections at the Morley and Bayswater Community Centres and through collaborative partnerships. Sub-service/s for this service are: Community Centre Coordination Active Aging Programs Volunteers	On-Track	The Age Friendly Strategy will be completed in this quarter. There are plans to complete, engage, review and renew the strategy. The review of the Volunteers Management has improved operations and immunised risks, and centres are on track with operations.
Community Development	C1.1.1	Community Development	Facilitate, educate and enable community capacity building and services to communities, and in particular vulnerable and marginalised community members. Connect and support our local communities through advocacy and engagement. Sub-service/s for this service are: Access and Inclusion Reconciliation Youth Services Homelessness Community Grants Cultural Arts Community Bus	On-Track	The Community Development program continues to provide capacity building in communities, and in particular supports vulnerable and marginalised communities. Access and inclusion, youth services, grants, and cultural arts are progressing well. There will be a renewed focus to review homelessness plan. The community bus services will be reviewed aligned to community centres.
Community Engagement	L1.1.1	Community Engagement	Embedding a culture of engagement and building the organisation's capability in the practice of community engagement, as well as through the direct delivery of engagement initiatives. Sub-service/s for this service are: Community Engagement	On-Track	<ul style="list-style-type: none"> Supported 22 projects across the organisation this quarter. Key projects included the Australia Day ceremony, Events Strategy, Crime and Safety Plan, Local Planning Strategy Advertising & Feedback, Skate & Bike Strategy, Local Road Safety Program. There were 11,100 visits to engage Bayswater - with 2,400 engaged visitors and 409 new registrations to the engagement portal. The team ran an IAP2 engagement training - with 17 City of Bayswater staff receiving essentials certification. The team trained 4 staff in the use of Engage Bayswater. The training checklist was updated with a series of common pitfalls. A new template for outcomes reporting was created, as well as a standardised template for hard copy surveys. CE Principal Staff undertook training in Change Management, Behaviour Change Interventions and Behaviour Change Economics to assist with process improvements planned for the 23/24 FY. CE Officer completed training in Engagement Methods and Engagement Planning.
Community Development	C1.1.1	Community Events	Manage City led community events, support the planning and delivery of community led events within the City, as well as building capacity and relationships to expand community led events and cultural arts. Sub-service/s for this service are: City Led Events Community Led Events Grant Management	On-Track	Renewed focus on signature events, increase focus on income streams and sponsorship, cultural inclusions at events, community collaborations and innovations. Development of strategic intent and waste sustainability. Cutting red tape and review of grants enabling community led events for smaller localised events.

SERVICE - PERFORMANCE REPORTING - QUARTER 4: APRIL - JUNE 2023

SERVICES				● On-Track ● Limited Progress ● On-Hold ● Off-Track	Quarter 4
Branch	SCP	Service	Service Description	Performance Q4	Performance Comment: Quarter 4
Rangers and Security	C1.1.1	Community Safety	Provide 24/7 compliance, enforcement, emergency management and security services to mitigate hazards and contribute to community safety. Sub-service/s for this service are: Community Ranger Security Services Parking Enforcement Emergency Management Call Centre/Administration	On-Track	<ul style="list-style-type: none"> Sought Expressions of Interest and contracted new service provider for impounding and disposal of abandoned vehicles. Operating procedures were concurrently reviewed and updated. ELT approval was sought and provided to change the colour of Rangers and Security officers uniforms, to distinguish them from police. Artificial intelligence CCTV cameras have been placed in Birkett Reserve, Bedford as part of a six month trial to deter anti-social behaviour. Development of the Community Safety and Crime Prevention Plan 2023-2027 continues for presentation at the August 2023 OCM. The City worked collaboratively with the City of Stirling to solve an ongoing issue of anti-social behaviour and petty theft on the border of the two districts. CRM's: 2105, Infringements and warnings issued: 1636, Appeals processed: 199, CCTV requests for footage: 21. ECM's received: 1130
Community Development	L3.1.1	Customer Service	Provides a front line, first point of contact for customers (both internal and external) wanting to engage with the City for a wide range of business purposes. Sub-service/s for this: External Customer Management Business Support	On-Track	<p>Customer services delivered this quarter include frontline services and business support. Key deliverables this quarter include:</p> <ul style="list-style-type: none"> Walk-in customers served - 7,638 Visitors signed in - 677 External telephone calls answered - 15,622 First call resolution of external telephone calls by Customer Service team - 30% Landgate Electronic Advice of Sales checks processed - 486 Plan search request processed - 121 Payments receipted - 1,064 Waste service requests - 2,110 Tip passes issued - 1,621 Knowledge Management System records created - 245 Animal registrations and renewals processed - 177 Snap Send Solve requests processed - 248 <p>The number of Knowledge Management System records reached the 2,000 mark over the quarter. The number at the end of the quarter totalled 2,362.</p>
Parks and Gardens	L2.1.1	Depot Administration	Manage the city's depot assets in accordance with, asset management priorities and relevant industry standards. Sub-service/s for this service are: 1. Depot operations 2. Administration Support 3. Customer Request Management 4. Business Development and Improvement	On-Track	Services identified in branch plan are being delivered as planned.
Development and Place	V2.1.1	Economic Development	To encourage new development to occur and to support prospective and existing City businesses. Sub-service/s for this service are: Business Investment and Economic Growth	On-Track	<ul style="list-style-type: none"> The City has developed a City of Bayswater Investor Prospectus, to encourage development in the City. The prospectus is now available online. The City held a sold out Business and Investor Breakfast on 12 May. Attendees heard from the City, Vicinity Centres, Development WA, Metronet and event sponsor - Businessplex. The City is looking to hold more events, and has partnered with Property Council to sponsor an event in August 2023 to continue the promotion of the 'Open for Business Message'. Additionally, the Director Community and Development met with a number of developers after the breakfast include Yaran, and TenGolf. The City has received the draft market review and analysis of the Morley Activity Centre. The City is working with the consultant to finalise the document. Once completed the outcomes will be presented to Council. The City has worked with a consultant to develop a high level business case on the importance of infill sewer in the Bayswater Industrial Area. This document will be used to continue to advocate for infill sewer. The City has prepared a list of potential investors and local property owners. Further progress may be dependent on the consultant report referred to above.
Engineering and Spatial Services	C1.1.1	Engineering Services	Provide and maintain road Infrastructure in accordance with relevant Engineering and Industry Standards. Sub-service/s for this service are: Engineering Design Engineering Administration Engineering Works	On-Track	<ul style="list-style-type: none"> LCURS Program progressing well with engagement stage 2 completed for 5 precincts being Weld Square, Shearn Park, RA Cook, Maylands Central, and Beaufort Park. Engagement 1 completed for 3 additional precincts being Whatley Crescent North, Maylands Peninsula and Hillcrest precincts. Construction of traffic treatments within Frank Drago and Bayswater Waves precincts are on track and awaiting line marking completion by Main Roads. Conducted Safe Routes to School for 3 additional schools within the City, being Embleton Primary School, Camboon Primary School and Noranda Primary School. However, response rate received was very slow from all three schools. The City is working with the schools to improve its processes in terms of engagement and receive additional feedback. A number of traffic management treatments were investigated, designed, and/or implemented across the City. Some are in response to resident enquiries, while others are in response to speed and volume data collection. Audits of carparks conditions and compliance to current standards have been undertaken and are still ongoing.
Environmental Health and Statutory Building	C1.1.1	Environmental Health	Monitor and manage public health and to ensure prescribed legislative requirements are being met. Sub service/s for this service are: Environmental Health	On-Track	227 food premises inspections were undertaken and 49 public buildings were assessed between April and June 2023.
Sustainability Environment and Waste	E4.1.1	Environmental Sustainability	Lead and manage the City's strategic, capital and operational programmes to protect, build resilience and improve the City's natural environment, liveability, urban form and sustainability for current and future residents of the City of Bayswater. Sub-service/s for this service are: Water Quality Monitoring Contaminated Sites Environment area maintenance Carbon reduction	On-Track	<p>The Environment Division has the following strategies to implement:</p> <ul style="list-style-type: none"> Waterwise Bayswater Emissions Reduction and Renewable Energy Plan, Local Biodiversity Strategy, Urban Forest Strategy, Bayswater 10-year Foreshore Prioritisation Environment and Liveability Framework. <p>Significant progress has been made in the Environmental Sustainability Division particularly with regards to the Power Purchase Agreement, securing significant grants, restoring natural areas utilising community support, ongoing water monitoring program and support for community environmental initiatives through Environment house.</p>
Financial Services	L4.1.1	Financial Services	Provides overall strategic and operational responsibility and advice for the City's financial process and planning, budgets, rates and investments. Sub-service/s for this service are: Rating Service Accounting Services Cash Management	On-Track	A number of key documents were approved through either audit or Council in Q4, namely: <ul style="list-style-type: none"> Annual Financial Report (audit) Annual Report (Council) Annual Budget (Council) Long Term Financial Plan (Council)

SERVICE - PERFORMANCE REPORTING - QUARTER 4: APRIL - JUNE 2023

SERVICES				● On-Track ● Limited Progress ● On-Hold ● Off-Track	Quarter 4
Branch	SCP	Service	Service Description	Performance Q4	Performance Comment: Quarter 4
Governance and OPD	L4.1.1	Governance and Council Support	Provides support and guidance to the Executive, Council and City officers to support good governance and decision-making and legislative compliance. Sub-service/s for this service are: Council support and services Governance Policy Development	On-Track	<ul style="list-style-type: none"> The LG Amendment Bill was passed on 11 May 2023. A report providing an update on the reform program was provided to the Audit and Risk Management Committee in May. A briefing for Council has been prepared and will be delivered on 4 July 2023. The key changes for the upcoming election includes the provisions for backfilling and optional preferential voting. The City is ready for the electoral reforms, with the Ward and Representation review accepted by the LGAB and the Minister. Other non-electoral reforms will be introduced through Regulations later in the year. Unfortunately the City is not able to do a lot to implement these in advance as the detail has not yet been released by the Department. The City has gone live with the new online petitions module released in June 2023. A range of governance policies have been updated and reviewed, including a new IPR policy, and amendments to the Senior Employees Conferences Policy, the Contact with Developers Policy, and the Elected Members issue of equipment policy. Preparations have commenced for the election, with work being completed on FAQs and the website. The WAEC has been appointed to conduct the election on behalf of the City of Bayswater. Councillor allowances have been updated in readiness for the implementation of the new SAT determination from 1 July 2023. The Cat Amendment Local Law has progressed, with work being completed to carry out the undertaking given to the JSCDL. The CEO Probation Review was completed in April 2023. Work is underway to prepare for the annual performance review in August 2023.
People, Culture and Safety	L2.1.1	People, Culture and Safety	Provide support and solutions to ensure the City has adequate people capacity and capability to deliver quality services to the Community. We provide a legislative compliant workplace which is safe, engaging and rewarding. Sub-service/s for this service are: Human Resources Payroll Organisational Development Work Health and Safety	On-Track	<ul style="list-style-type: none"> The City finalised the negotiation of two Industrial Agreements under the new Industrial Legislation. These documents are now with the Western Australian Industrial Relations Commission for registration. In addition the team have also implemented a new Work Health and Safety and Injury Management system to provide improved management and oversight of issues. Recruitment continues to remain high, due to high turnover, however a slight decrease has been realised. From a payroll perspective end of financial year processes have been run and all employees have received their payment summaries.
Information Services	L4.1.1	Information Services	Support for the City's line of business applications, improved technologies and IT infrastructure. Ensure the City's data and information are secure, protected and highly available. Sub-service/s for this service are: Information Services Administration Information and Communications Technology Business Systems and Cyber Security	On-Track	<p>Services and projects identified in branch plan are being delivered as planned.</p> <p>Key deliverables this quarter include:</p> <ul style="list-style-type: none"> Implementation of ASD essential 8 cyber security controls Implemented Microsoft Defender Implemented Sentinel, vulnerability management and threat prevention Successfully renegotiated Microsoft Licensing agreement Decommissioned and upgraded unsupported operating platforms 1379 support requests Microsoft Exchange online project currently ongoing Undertaking of first phases of OneDrive implementation Core Firewall upgraded at Civic Centre Aiops implemented to fine tune firewall rules and policies Multifactor authentication on servers Privileged Access Management (Silverfort) implemented to meet security requirements Data Loss prevention implementation ongoing Consolidation of GIS server infrastructure across to the IT Comms Room Bayswater Waves network upgrades refurbishment on going project Project Eden implementation ongoing TechnologyOne ERP online services delivery and business-as-usual maintenance Disaster Recovery site upgrades Implementation of UPS at outstations to mitigate power surge or failures Network infrastructure upgrades to throughput and disaster recovery capabilities Backup data to AWS cloud project ongoing CCTV infrastructure maintenance Council chamber audio visual refurbishment Embleton room audio visual refurbishment
Community Development	L3.1.1	Library Services	Provide vibrant, inclusive libraries that support community harmony, lifelong learning and creativity Provide City access and customer service in local areas. Sub-service/s for this service are: Library and Customer Service Administration Morley Public Library Bayswater Public Library Maylands Public Library	On-Track	<p>Libraries delivered this quarter include content collect, frontline services and programs. Key deliverables this quarter include:</p> <ul style="list-style-type: none"> Items loaned – 88,740 (5.9% increase on 2022) Public PC sessions - 6,249 (4.8% decrease on 2022) WiFi sessions commenced – 5,672 (10% increase on 2022) New library memberships processed - 974 (16.6% increase on 2022) Activity session attendances - 4,706 Corporate customer service - (rates payments, animal registrations/renewals, waste services etc) processed – 5,270 <p>New services/initiatives delivered</p> <ul style="list-style-type: none"> Seed Library launch. Hi, Tech! Learn program extended to Bayswater and Maylands libraries. Monthly Noongar Language and Culture Workshops with Carol Foley, which continue to be very popular. Series of events across the three libraries celebrating Mental Health Week, National Recycling Week and International Women's Day. Harmony Week Intergenerational Taiko Drumming Workshop. Wheelchair and seated tai chi, a collaboration with the City's Health Promotion Officer. Ability for community to create their own membership online and borrow resources without having to visit a library and obtain a physical library card. <p>General Comment</p> <ul style="list-style-type: none"> Increased participation at the English Conversation Groups, facilitated by City volunteers, offered at Maylands and Morley libraries.
Governance and OPD	L4.1.1	Organisational Planning and Development	Facilitates business planning, reporting and improvement within the organisation. Sub-service/s for this service are: Integrated planning Performance reporting Organisational improvement projects	On-Track	<ul style="list-style-type: none"> Workshops were held with Councillors across Quarter 4 to progress the development of Service Plans, Project Plans and the Corporate Business Plan (CBP). Updated, fully costed Service Plans and Project Plans were presented at a Councillor Workshop on 4 April 2023. These Plans, together with Councillor feedback, were then consolidated into the first draft Corporate Business Plan 23/24 - 26/27, and were presented for discussion at a Councillor Workshop on 9 May 2023. Thereafter, a draft CBP 23/24 - 26/27 was prepared for consideration by the Council, with the CBP 23/24 - 26/27 being adopted, together with the Budget 23/24, by the Council at a special meeting on 21 June 2023. An Integrated Planning and Reporting (IPR) policy has been drafted, re-confirming the Council's commitment to the implementation of IPR at the City of Bayswater. This policy was endorsed at the June 2023 Policy Review and Development Committee, and will be submitted to Council for consideration in July 2023. A more detailed IPR management practice, setting out roles, responsibilities and time-frames to operationalisation this policy and guide the administration is being developed for consideration by the Executive Team. The Annual Report for 2021/22 was finalised in Q4 and was submitted to the ARC on 8 May and was accepted by the Council at their meeting on 23 May 2023. The Annual Meeting of Electors will be held on 10 July 2023. Quarterly performance reporting for Q3 was presented to the Audit and Risk Management Committee (ARMC) on 8 May 2023. Q4 reporting will be presented to the August ARMC meeting.

SERVICE - PERFORMANCE REPORTING - QUARTER 4: APRIL - JUNE 2023

SERVICES				● On-Track ● Limited Progress ● On-Hold ● Off-Track	Quarter 4
Branch	SCP	Service	Service Description	Performance Q4	Performance Comment: Quarter 4
Parks and Gardens	E2.1.1	Parks and Gardens	Supporting our community by providing quality green spaces, protecting and enhancing the urban forest and considering the natural environment. Sub-service/s for this service are: 1. Park Infrastructure 2. Park Projects 3. Landscape Design 4. Sports Ground Maintenance 5. Parks Maintenance 6. Civic Gardens Maintenance 7. Streetscapes Maintenance 8. Tree Care 9. Spraying 10. Golf Course Maintenance 11. Irrigation	On-Track	Services and projects identified in branch plan are being delivered as planned. Significant activities in 2022/23 included: <ul style="list-style-type: none">Planted 3,000 trees which is the largest Tree Planting Program undertaken by the City.Four park redevelopments completed as detailed in SCP Measures.First Local Government in WA to use synthetic turf stitching technology on a sporting ground.Hosted Women's U19 Cricket National Championship at Hillcrest Reserve.
Development and Place	V2.1.1	Place Management and Town Centre Activation	To improve the amenity, function, safety, economic effectiveness and visitation of public spaces and town centres in collaboration with community groups and businesses. Sub-service/s for this service are: Place Management Major Town Centre Events Town Centre Soft Activation	On-Track	<ul style="list-style-type: none">The Reconnect Morley Project in partnership with RAC works have been completed. The City has submitted all the required acquittal documents.The Bedford Rejuvenation RAC Project has been completed, with the City submitting all required acquittal documents. An opening event was held 17 June 23.The Bert Wright Park upgrades are being completed and will be finalised in the next month.At its Ordinary Meeting held 26 April 2023 to reinstate \$15,000 for Maylands town centre - City-led infrastructure activations, City officers have been consulting with the Maylands Business Association (MBA) members, members of Creative Maylands, and other local business owners who have advised that they would be supportive of the following projects:<ul style="list-style-type: none">Bike rack replacementPlanter box artworkInteractive Mural artworkDue to the late reallocation of funds these projects were not finalised in 22/23 financial year, and the funds were carried forward. Works will be complete in the first quarter of 23/24.The City is currently working with consultants Porter's to finalise the detailed design in accordance with the cross section adopted by Council at the 26 April 2023 Ordinary Council Meeting.
Development and Place	E1.1.1	Planning Approval	Ensure planning applications are assessed providing recommendations and approvals. Sub-service/s for this service are: Development approvals Subdivision referrals Design review panel assessments	On-Track	<ul style="list-style-type: none">Numbers of development applications remain low to medium however planning officers are taking advantage of the slower pace to take longer periods of leave hence those officers remaining carry a greater workload.
Engineering and Spatial Services	L2.1.1	Plant, Fleet and Equipment	Manage the city's fleet and depot assets in accordance with, asset management priorities and relevant industry standards. Sub-service/s for this service are: Fleet, Plant and Equipment	On-Track	Services identified in branch plan are being delivered as planned.
Business Services	L2.1.1	Procurement	Ensure that the City's tendering and procurement meet the regulatory and policy requirements, and reflect sector best practice. Sub-service/s for this service are: Tendering Procurement Contract management	On-Track	<ul style="list-style-type: none">Open Windows continues to be used and will be further developed to ensure the City can utilise the functionality effectively.Key documents including guidance notes and procedures have been reviewed and updated improving key tasks such as contract management.
Project Services	C1.1.1	Project Services	Plans, develops, supports, implements and coordinates responses to major projects (State and City led) within the City. Responsible management of land and property in ownership or in the control of the City. Sub-service/s for this service are: State Projects City Projects Leisure Planning and Facilitation	On-Track	<ul style="list-style-type: none">Preliminary meetings held with stakeholders to progress Hillcrest Reserve Needs Assessment.Skate and BMX Strategy engagement completed.Community Capital Request projects completed in conjunction with applicable clubs and community not for profits.
Recreation and Commercial Activities	C3.1.1	Commercial Activities	Responsible management of land and property in ownership or in the control of the City. Sub-service/s for this service are: Commercial Leases, Licences and Agreements	On-Track	<ul style="list-style-type: none">The City has closely managed the agreement with BlueFit for the operations of the Morley Sport and Recreation Centre which has led to a final outcome suitable to both parties.Commercial leases have been managed throughout the quarter with an EOJ process planned for the Bayswater Waves Cafe lease which is currently closed due to renovations.
Building Works	C3.1.1	Property (Community)	Responsible management of land and property in ownership or in the control of the City. Sub-service/s for this service are: Community Leases, Licences and Agreements	On-Track	Currently all lease renewals are up to date, however, still awaiting the return of only one Community lease for 2022/23, due to extended negotiations with current Lessee.
Business Services	L3.1.1	Records Management	To ensure that the City's electronic document management and record keeping systems are compliant with State Records legislation, audit recommendations and sector best practice. Sub-service/s for this service are: Records management	On-Track	The proposed digitisation project received budget approval for 2023/24 of \$12,000 for a first stage. This entails digitisation of the City's archived Building Licence Files dating back to the 1940's. This project will be phased in over four stages over the next four (4) years.
Recreation and Commercial Activities	C1.1.1	Recreation Facilities	Recreation Services facilitate recreation activities and programs for the community at Bayswater Waves, the RISE and Maylands Waterland. The service offering balances commercial operation with subsidised services not provided by the market to maximise social, health and financial outcomes to the City. Sub-service/s for this service are: Bayswater Waves The Rise Maylands Waterland	On-Track	<ul style="list-style-type: none">The City has continued limited operations of <u>Bayswater Waves</u> during the refurbishment of the wave pool, main foyer and cafe through Q4. Participation and expenditure has remained within budgeted levels for the period.The RISE has had strong participation through the quarter with record member numbers and strong participation in other programs.The water features at <u>Maylands Waterland</u> were decommissioned for the Winter season in Q4 but the facility still had utilisation of the community kitchen for birthday parties.

SERVICE - PERFORMANCE REPORTING - QUARTER 4: APRIL - JUNE 2023

SERVICES				● On-Track ● Limited Progress ● On-Hold ● Off-Track	Quarter 4
Branch	SCP	Service	Service Description	Performance Q4	Performance Comment: Quarter 4
Governance and OPD	L4.1.1	Risk Management and Audit	Provides support and guidance to the Executive, Council and City officers to support good governance and decision-making and legislative compliance. Sub-service/s for this service are: Risk Management Internal Audit Insurance	On-Track	The Strategic Risk review process is complete. The Risk Appetite Statements have also been reviewed and updated. Operational Risk reviews have commenced 27% are complete. The 2022/23 Audit Program is complete and the audit log - implementation of actions is progressing. Insurance services has commenced a review of the insurance policy and a review of the Ex-Gracia MP has commenced. The annual insurance renewal is complete.
Development and Place	E1.1.1	Strategic Land-Use Planning	To develop and review the local planning framework (scheme, policies, strategy, precinct plans) in accordance with State and Local requirements, providing parameters to Development Approvals and provide planning advice to community. Sub-service/s for this service are Local Planning Strategy/Town Planning Scheme	On-Track	The City received funding for a precinct structure plan in the area surrounding the new Morley train station. The City and DPLH have appointed Hames Sharley to undertake the works and are currently in negotiation to ensure the project is delivered on budget. The draft LPS was advertised from 8 May to 19 June 2023. The City is currently reviewing the submissions and will present the outcome to Council once finalised. Review of the State Government's Consistent Local Planning Schemes guidelines, and Car Parking Requirements for Non-Residential Parking. Finalised the Payment in Lieu of Parking Plan.
Sustainability Environment and Waste	E4.1.1	Waste Management	To provide a quality waste collection and management service to residents and the community. To maximise recovery of waste to minimise landfill costs, emissions and environmental impact. Sub-service/s for this service are Collection Service Waste Education	On-Track	Total households with the FOGO service at the end of the quarter is 31,832, which exceeds the target number of 29,816. Ongoing support and education about FOGO is being provided to residents online and face to face at City events and facilities. The waste education program is continuing to encourage residents to adopt correct waste sorting behaviours and overall sustainable habits. A review of the current School Recycling Program has been completed and the City will be engaging with schools and community groups. The City's contract with Cleanaway has been renewed for another 5 years and the City will undertake a contract performance review in the 23/24 FY. The City is currently in discussions with Cleanaway to look at ways to improve the recovery of bulk waste, to support the Waste Strategy 2030 objectives and targets.

CBP ACTIONS - PERFORMANCE REPORTING - YEAR 2022/23

CORPORATE BUSINESS PLAN (2019 -2023) - ACTIONS				<ul style="list-style-type: none"> ● Complete ● On-Track ● Limited Progress ● On-Hold ● Off-Track 	Year 2022/23	
Branch	SCP	Title	CBP Action	Status June 2023	Comment: Year 2022/23	% Complete June 2023
COMMUNITY						
Project Services	C1.1.1	Maylands Waterland redevelopment	Implement the approved future option for the Maylands Waterland site.	Complete	Facility opened 1 July 2022 play space and public open space and waterplay splash pad opened October 2022.	100%
Project Services	C1.2.1	Community Recreation Plan	Develop and implement a Community Recreation Plan.	On-Track	Community Recreation Plan in place. Detailed progress provided in the annual report on Council adopted Strategies and Plans.	
Development and Place	C1.3.1	CPTED in Town Centre developments	Apply Crime Prevention Through Environmental Design principles in Town Centre developments.	Complete	CPTED principles are applied through projects as they arise particularly as a part of precinct planning and development application assessments.	100%
Business Services	C2.1.1	Aged Care asset review	Review of Aged Care assets.	On-Track	<ul style="list-style-type: none"> • Department of Communities have approved the Deeds of Consent so the investment can now occur in early 2023/24. • Business Plan has been developed 	80%
ENVIRONMENT & LIVEABILITY						
Sustainability Environment and Waste	N1.1.1	Environmental Liveability Framework (ELF) development & implementation	Develop and implement a City of Bayswater Environmental liveability framework including biodiversity, climate change and urban forest.	On-Track	<p>The Environment and Liveability framework has been developed and endorsed by Council. The framework has been created in consultation with the community and residents who are experts in their fields. The City is working to implement recommendations within the report. The report is broken into three broad themes:</p> <ul style="list-style-type: none"> •The natural environment •The environment we create •Living in the environment. <p>The plan is a high-level document and requires an implementation plan to deliver critical elements over the next 10 years. Progress has been made in delivering the following key elements:</p> <ul style="list-style-type: none"> •Increase biodiversity and connectivity of natural areas by creating Nature Links through the City, by increasing native biodiversity in residential gardens and verges, parks and public spaces, median strips, cycle ways and drains. •Advocate the State Government to install underground power in all locations within the City to improve the liveability of the area. •Revegetate and restore all natural areas to improve biodiversity •Partner with local Noongar Whadjuk peoples to develop an overall approach for the protection and rehabilitation of natural areas in a respectful and sustainable way. •Transform the entire (all drains, sumps, waterbodies, wetlands and streams) into living streams. <p>Further work is required to incorporate the framework into business units outside of the Environment branch.</p>	25%
Sustainability Environment and Waste	N2.1.1	Waste collection practices & FOGO	Review waste collection practices, investigate and implement alternative waste treatment technologies including Food Organics and Garden Organics (FOGO).	On-Track	Total households with the FOGO service at the end of the quarter is 31,832, which exceeds the target number of 29,816. Ongoing support and education about FOGO is being provided to residents online and face to face at City events and facilities.	98%
Sustainability Environment and Waste	N2.1.2	Waste education for community	Deliver waste education to the community in partnership with other stakeholders.	On-Track	The waste education program is continuing to encourage residents to adopt correct waste sorting behaviours and overall sustainable habits. A review of the current School Recycling Program has been completed and the City will be engaging with schools and community groups to advertise our services.	75%
Development and Place	B1.1.1	Streetscape upgrade for Morley & Bayswater	Develop and implement a streetscape upgrade plan for Morley and Bayswater.	On-Track	The City is currently working with consultants Porter's to finalise the detailed design in accordance with the cross section adopted by Council at the 26 April 2023 Ordinary Council Meeting.	50%
Development and Place	B1.1.2	Streetscape upgrade for Noranda	Develop and implement a streetscape upgrade plan for Noranda.	On-Hold	No funding has been allocated to this project. The City intended to develop the plan as a part of the Noranda District Centre Precinct Plan, which was not funded in the 2022/23 budget. Accordingly, this project is not progressing at this time.	0%
Development and Place	B2.1.3	Parking Management Strategies for Town Centres	Develop remaining Parking Management Strategies for Town Centres.	On-Hold	Noranda is the only town centre without an endorsed Parking Management Plan. The City intended to develop the plan as a part of the Noranda District Centre Precinct Plan, which was not funded in the 2022/23 budget. Accordingly, this project is not progressing further at this time.	0%
Development and Place	B2.1.4	Bayswater Town Centre pedestrian friendly	Investigate a pedestrian friendly shared place in the Bayswater Town Centre.	Complete	This will be implemented with Development WA and PTA as part of the redevelopment of the Bayswater Station and the surrounding precinct. The City is working with Evolve (Development WA and PTA's consultants) on detailed road and public realm design of these two agencies.	100%
Development and Place	B3.1.1	Structure Plans and built form policies for each town centre	Prepare a Structure Plan and built form policies for each town centre: Maylands; Morley; Noranda; Bayswater.	On-Hold	<p>Noranda is the only town centre without an endorsed Precinct Plan. The City requested a budget allocation to develop a Precinct Structure Plan for the Noranda Town Centre as a part of the 2022/23 budget process, however no funds were allocated.</p> <p>The City received funding for a precinct structure plan in the area surrounding the new Morley train station. The City and DPLH have appointed Hames Sharley to undertake the works and are currently in negotiation to ensure the project is delivered on budget.</p>	75%
Development and Place	B3.1.2	Local Planning Strategy & new TPS	Develop and implement a Local Planning Strategy and develop a new town planning scheme.	On-Track	<p>In January 2023 the WAPC endorsed the modified draft LPS. Subject to Council adoption of the public advertising methodology relating to the LPS at the 26 April 2023 Ordinary Council Meeting, the advertising is scheduled to commence in May 2023.</p> <p>The draft LPS was advertised from 8 May to 19 June 2023. The City is currently reviewing the submissions and will present the outcome to Council once finalised.</p>	65%
Development and Place	B3.2.1	Facilitate shopping precincts	Facilitate the development of shopping precincts.	Complete	The City has finalised the Bedford Shopping Precinct Works. The works over the 5 precincts include - new murals, landscaping, alfresco spaces and street furniture.	100%
VIBRANCY						
Development and Place	E2.1.1	Strengthen Morley City Centre	Strengthen the Morley City Centre as a pedestrian friendly environment to meet the requirements of a Strategic Metropolitan Centre.	On-Track	The City is currently working with consultants Porter's to finalise the detailed design in accordance with the cross section adopted by Council at the 26 April 2023 Ordinary Council Meeting. The detailed designs aim to create an environment which is more pedestrian friendly.	75%

CBP ACTIONS - PERFORMANCE REPORTING - YEAR 2022/23

CORPORATE BUSINESS PLAN (2019 -2023) - ACTIONS				<ul style="list-style-type: none"> ● Complete ● On-Track ● Limited Progress ● On-Hold ● Off-Track 	Year 2022/23	
Branch	SCP	Title	CBP Action	Status June 2023	Comment: Year 2022/23	% Complete June 2023
Development and Place	E2.1.2	Town Centre Activation Plans	Implement Town Centre Activation Plans.	On-Track	<p>The Reconnect Morley Project in partnership with RAC works have been completed. The City has submitted all the required acquittal documents.</p> <p>The Bedford Rejuvenation RAC Project has been completed, with the City submitting all required acquittal documents. An opening event was held 17 June 23.</p> <p>The Bert Wright Park upgrades are being completed and will be finalised in the next month.</p> <p>at its Ordinary Meeting held 26 April 2023 to reinstate \$15,000 for Maylands town centre - City- led infrastructure activations, City officers have been consulting with the Maylands Business Association (MBA) members, members of Creative Maylands, and other local business owners who have advised that they would be supportive of the following projects: Bike rack replacement Planter box artwork Interactive Mural artwork Due to the late reallocation of funds these projects were not finalised in 22/23 financial year, and the funds were carried forward. Works will be complete in the first quarter of 23/24.</p>	90%
Development and Place	E2.1.3	Public Art Strategic Plan	Develop and implement a Public Art Strategic Plan.	On-Track	The City is developing the Strategy in house and a draft document is currently being prepared. It is anticipated the draft strategy will now be presented to Council in mid-late 2023, mainly due to other higher priorities.	20%
LEADERSHIP & GOVERNANCE						
Community Engagement	L1.1.1	Community Perception Survey	Undertake a community perception survey every two years	On-Track	The Community Perception Survey was held during Q4 of this year. The consultant will present the report to managers / council in July/August 2023.	90%
Development and Place	L1.1.1	Simplify Processes	Investigate opportunities to simplify processes and reduce red tape in all areas of the City's business.	On-Track	Business processes and workflows are continually reviewed and updated to ensure efficiency gains are realised and that the customer service provided is of a high calibre.	
Information Services	L2.2.1	Processes & Systems	Develop, review and implement processes and corporate systems to be more responsive to community needs and contemporary customer interaction.	On-Track	The City is Currently assessing a preferred payment gateway solution to progress the online services solutions in line with the City's digital transformation strategy. The Eden ERP project is progressing as per schedule.	75%
Governance and OPD	L3.1.1	Elected Member Training	Co-ordinate ongoing training programs for elected members.	On-Track	<ul style="list-style-type: none"> •Cr Clarke completed the AICD Company Directors Course in April 2023 and is noted to go to the July OCM. •Cr Clarke completed the Economic Development Essentials for Elected Members course on 15 June 2023 (I have sent an email asking if she has a report for the OCM). 	100%
People, Culture and Safety	L3.1.2	Staff Satisfaction Survey	Undertake annual staff satisfaction surveys	On-Track	The next annual staff satisfaction survey is due in November 2023 and we are preparing for this survey now. However, due to recent organisational realignment and recent changes, the CEO has requested that this survey is undertaken in March 2024.	10%
All		Industry Awards	Number of industry awards applied and outcome	On-Track	Application was made for 8 awards and 5 were received: <ul style="list-style-type: none"> • Finalist in LG Professionals Australia National Federation Awards • Finalist in AIMS WA Environmental Sustainability Awards • Finalist in IPAA WA Achievement Awards • EHA WA Certificate - "EH Team that has demonstrated a high level of service in the field of environmental health." • ESA Ecological Impact Award: Highly Commended 	
Governance and OPD	L3.1.3	Implementation of Strategies	Provide an annual report to on the implementation of approved strategies.	On-Track	Annual progress updates against all informing strategies and plans have been prepared and will be presented to the Audit and Risk Management Committee in August 2023. These reports will also be used as an input to business planning 2024/25.	100%

INFORMING STRATEGIES - PERFORMANCE REPORTING - QUARTER 4: APRIL - JUNE 2023

INFORMING STRATEGIES - ACTIONS			<ul style="list-style-type: none"> ● Complete ● On-Track ● Limited Progress ● On-Hold ● Off-Track 	<p>Quarter 4</p> <p>A high-level update of strategy actions implemented this quarter.</p>
Branch	SCP	Strategy	Status Q4	Progress Comment: Quarter 4
Community Development	C4.1.1	Access and Inclusion Plan	On-Track	The City progressed an additional ten actions this quarter, bringing the total actions delivered this year to 31 out of 54. 1.1b: Continued delivery of the Assisted Waste service to residents with mobility requirements. 1.2a: Purchased reusable outdoor access matting for use at large scale City events such as Avon Descent for attendees with mobility equipment and prams. 1.2a: Members of the City's IDAC Committee consulted on access and inclusion considerations in the planning of Maylands Street Festival 2023 (run by LACE). 2.3a: The City continued to audit several car parks within the City to ensure compliant ACROD bays. 2.4a: Engaged a consultant to undertake an audit of the Morley Town Centre crossing facilities. 2.4b: Construction of a median crossing on Broun Avenue, ACROD compliant ramps and an extended pedestrian pathway on McGilvray Avenue, Noranda. 3.1b: Continued to deliver City communications and marketing material in various formats, including closed captions, easy English and printed formats. 4.2b: Hosted Inclusion Solutions, who delivered a Social Inclusion Lunch and Learn for City staff. 4.2d: Links to NDS 'Ready to go Home' digital project collateral circulated to out stations and relevant service providers within the City 6.1a: Access and inclusion remained a priority within the planning and delivery of multiple ways in which to consult the community. 7.1a: Continued membership with Australian Network on Disability and utilised this to maximise employment impact in disability and diversity space.
CEO	L2.1.1	Advocacy Strategy	On-Track	Progress reported in CEO's KPIs
Community Development	C4.1.1	Age Friendly Strategy 2021-2025	On-Track	Priority 1 (2.1) Advertisement for volunteer bus drivers ongoing. Two expressions of interest received this quarter. Shuttle bus service offered for Seniors Information Expo. Priority 2 (5.2) Successful application for an intern from the McCusker Centre to record and showcase stories that celebrate ageing. Intern to work 1 day per week next quarter from 24 July to 20 October 2023. Priority 3 (5.5) Seniors Information Expo held 15 May at Morley Community Centre. 11 Community Service organisations provided information stalls. 4 City of City of Bayswater information stalls. 150 attendees. Age Friendly Ambassador pop-up stall held on World Elder Abuse Awareness Day at the Morley Galleria, resulting in 79 Service Directories for Older Adults and 50 Elder Abuse Awareness brochures handed to the public. Community Centre volunteers attended Parliament House to display the Purple Road project on World Elder Abuse Awareness Day. Priority 3 (5.5) Submitting an application for the Department of Communities Age Friendly Communities Connectivity Grant with the aim of capacity building the Age Friendly Ambassadors in order to support them to create opportunities for more face to face connections with CaLD residents.
Rangers and Security	C1.1.1	CCTV Strategy 2019-2028	On-Track	21 request for CCTV footage received. Artificial Intelligence portable CCTV system procured for six month trial and placed at Birkett Reserve, Bedford.
Sustainability Environment and Waste	E4.1.1	Collective Local Biodiversity Strategy	On-Track	Continued liaison with community groups, Development of reserve management plans, Collection of local provenance seed for use in revegetation projects, ongoing grant applications. This plan is due for review.
Community Engagement	L1.1.1	Community Engagement Strategy	On-Track	<ul style="list-style-type: none"> • The number of projects across the organisation that require high levels of advice and support have increased - requiring more time given to that work area. • There are a lot of new staff who require additional support due to the low level of engagement knowledge - which has also increased time spent in this area. • The team do continue to support the organisation and undertake training - with engagement essentials delivered and staff trained on using engage Bayswater platform. • A number of branch projects have had some progress but have not been finalised - including stakeholder management and evaluation templates and reporting. • The team continue to ensure high level of engagement at the City, including the improvement of closing the loop to participants.
Project Services	C1.1.1	Community Recreation Plan	On-Track	<ul style="list-style-type: none"> • Changerooms Upper Hillcrest Reserve • Lighting Halliday Park • Develop Skate and BMX Strategy Citywide • Progress Needs Assessment Hillcrest Reserve
Community Development	C4.1.1	Cultural Plan 2019-2024	Complete	The City has actioned all 26 actions of the Cultural Plan. During this quarter the City has prioritised progress to deliver on a range of temporary cultural experiences - pop ups, flash mobs and hands on experiences. The City delivered one flash mob activity during this period; the International Women's Day event with the surprise Menagerie Choir. The Reconciliation Week Storytelling and library sessions included hands on activities through the showcasing of Aboriginal artefacts, and increased number of community stallholders at events with more hands on activities available. The City has also progressed to expand the Community Arts Awards into a Festival and has established an Activate Arts Network, as well as collaborating proactively with arts community groups to build the program.
Development and Place	V2.1.1	Destination Marketing Strategy	On-Hold	Funds not allocated to implement this strategy in 2022/23. Accordingly, this strategy is not progressing at this stage.
Sustainability Environment and Waste	E4.1.1	Emission Reduction and Renewable Energy Plan	On-Track	The City is continuing to track its emissions using the Azility platform to monitor the City's emissions. The City is continuing to source its power from the WALGA PPA agreement providing 100% renewable energy for metered sites at considerable savings. One community battery secured through ARENA Funding and an additional application made for behind the meter systems for the four highest energy use sites in Bayswater. The City was successful in an application for EV chargers at Morley Sport and Rec Centre.

INFORMING STRATEGIES - PERFORMANCE REPORTING - QUARTER 4: APRIL - JUNE 2023

INFORMING STRATEGIES - ACTIONS			<ul style="list-style-type: none"> ● Complete ● On-Track ● Limited Progress ● On-Hold ● Off-Track 	<p>Quarter 4</p> <p>A high-level update of strategy actions implemented this quarter.</p>
Branch	SCP	Strategy	Status Q4	Progress Comment: Quarter 4
Sustainability Environment and Waste	E4.1.1	Environmental Liveability Framework 2021-45	On-Track	The Natural area team have increased biodiversity and connectivity through revegetation. The City has undertaken planting days in winter 2023 and implemented the plants to residents program. A number of outstanding actions are required for the ELF as it is a long term high level strategy.
Development and Place	V2.1.1	Interim Economic Development Plan (currently taking place of the Economic/ Business Framework	On-Track	<ul style="list-style-type: none"> •The City has developed a City of Bayswater Investor Prospectus, to encourage development in the City. The prospectus is now available online. •The City held a sold out Business and Investor Breakfast on 12 May. Attendees heard from the City, Vicinity Centres, Development WA, Metronet and event sponsor - Businessplex. •The City is looking to hold more events, and has partnered with Property Council to sponsor an event in August 2023 to continue the promotion of the 'Open for Business Message'. •Additionally, the Director Community and Development met with a number of developers after the breakfast include Yaran, and TenGolf. •The City has received the draft market review and analysis of the Morley Activity Centre. The City is working with the consultant to finalise the document. Once completed the outcomes will be presented to Council. •The City has worked with a consultant to develop a high level business case on the importance of infill sewer in the Bayswater Industrial Area. This document will be used to continue to advocate for infill sewer. •The City has prepared a list of potential investors and local property owners. Further progress may be dependent on the consultant report referred to above.
Engineering and Spatial Services	E3.1.1	Local Bike Plan	On-Track	The plan was subject to community feedback in May, 2023 and went to Council for endorsement the same month. While the plan is being rebranded for internal use, it's completion has been recognised by the Department of Transport who were co-sponsors. 100%
Community Development	C4.1.1	Local Homelessness Strategy	Limited Progress	<p>1.2(b) – The City provided a Better Bayswater Grant to the value of \$4,932 excec GST to Orana House. The funding with be used to deliver a comprehensive eight-week program for women who have experienced intimate partner violence, as well as four standalone workshop sessions for diverse groups who meet the eligibility criteria (not-for-profit/vulnerable cohort).</p> <p>1.2(f) - During Homelessness Week from 7 -11 August 2023 the City will deliver a pop-up stall at The Galleria to promote the Hub Connections program, and to help change community attitudes and behaviours toward people experiencing homelessness.</p> <p>1.5(a) - The City of Bayswater has submitted an EOI for the Police Community Services Fund proposing a training program to support the development of an informed, resilient and connected community. The program will see the City partnering with a range of service providers to build capacity in internal frontline staff (Rangers, waste management, customer service and library staff) and the wider community (local businesses and community members).</p> <p>1.5(b) - Three rangers and three Hub Connections volunteers attended Mental Health First Aid Training delivered by MIFWA. Seven City rangers attended Homelessness Knowledge Training for Frontline Staff delivered by Shelter WA.</p> <p>1.5(c) - The City continues to recruit for the Hub Connections program with another two volunteers onboarded this quarter.</p> <p>2.1(a) - The City has recently extended the MOU with Noongar Outreach for a four month period. Following this, the City will conduct an Expression of Interest process to procure delivery of outreach services for a three year period.</p> <p>2.1(b) - During the quarter, the City emailed all relevant service providers and requested that information on Ask Izzy be updated if required. The City continues to provide a link to this resource on the website.</p>
Development and Place	V2.1.1	Local Housing Strategy/ Local Planning Strategy 2012	N/A	The City has been focusing on the development of the Local Planning Strategy which supersedes the Local Housing Strategy. The City is no longer actively implementing this strategy.
Engineering and Spatial Services	C1.1.1	Low Cost Urban Road Safety Program (replacing Citywide Traffic Management Implementation Plan)	On-Track	<p><u>Low-Cost Urban Road Safety Program (LCURSP)</u></p> <p>Ph.1 - Frank Drago (Bayswater) and Bayswater Waves (Embleton) treatments will be near complete in April, 2023. Still awaiting final signs & line marking by MRWA. 95%.</p> <p>Ph. 2.1 – Shearn Park, Weld Square & Maylands Central, second engagement (E2) completed May/June 2023. To Council in August for recommended treatment endorsement with tender and delivery prior to December 2023. 65%</p> <p>Ph. 2.2 - Beaufort Park & RA Cook E2 completed June 2023. To Council in August for recommended treatment endorsement and treatment commencement before the end of 2023. 60%.</p> <p>Ph. 2.3 – Hillcrest, Whatley Cres North & Maylands Peninsula E1 completed June 2023. E2 September, Council November and delivery early 2024. 40%.</p> <p>Ph. 2.4 – Hampton Square, along with Bassendean sharing Ashfield Flat, Broadway Arboretum and Tonkin Business Park engagement early 2024. 5%.</p>
Development and Place	V2.1.1	Morley Activity Centre	On-Track	One of the actions in the Morley Activity Centre Plan is to develop detailed Streetscape upgrades. The City is currently working with consultants Porter's to finalise the detailed design in accordance with the cross section adopted by Council at the 26 April 2023 Ordinary Council Meeting.
Project Services	C1.1.1	Play Space Strategy 2019-29	Limited Progress	<ul style="list-style-type: none"> • Birkett Reserve on hold due to antisocial behaviour. • Lower Hillcrest install pending equipment delivery due July 2023.
Environmental Health and Statutory Building	C1.1.1	Public Health and Wellbeing Plan 2019-24	On-Track	The City continued to deliver a range of public health initiatives to the community.

INFORMING STRATEGIES - PERFORMANCE REPORTING - QUARTER 4: APRIL - JUNE 2023

INFORMING STRATEGIES - ACTIONS			<ul style="list-style-type: none"> ● Complete ● On-Track ● Limited Progress ● On-Hold ● Off-Track 	<p>Quarter 4</p> <p>A high-level update of strategy actions implemented this quarter.</p>
Branch	SCP	Strategy	Status Q4	Progress Comment: Quarter 4
Community Development	C4.1.1	Reconciliation Action Plan	Limited Progress	<p>1(a) The City has recently recruited a Whadjuk person for the role of Community Development Officer - Reconciliation to assist with implementation of the City's Reconciliation Advisory Plan (RAP) 2021 - 2023.</p> <p>1(c) The Reconciliation Advisory Council continues to meet on a quarterly basis and provides valuable input and feedback to the City to support delivery of the RAP.</p> <p>2(a) The City of Bayswater acknowledged National Reconciliation Week with an events. Approximately 50 Councillors, staff and community members attended flag raising ceremony at the Civic Centre. Attendees then enjoyed storytelling from along with traditional bush tucker and native inspired canapés. The group was also able to view inspiring cultural artefacts which were on loan from the McGuire family. The City libraries also delivered cultural learning sessions.</p> <p>The City also circulated Reconciliation Australia's NRW resources and reconciliation materials to staff.</p> <p>1(e) The Project Services team delivered a workshop on 'Aboriginal Cultural Competence' to help community members understand Aboriginal culture and explore ways to make clubs more inclusive.</p> <p>3(a) In celebration of the 2023 NAIDOC Week theme 'For Our Elders', the City recognised Elder for outstanding support and services to the Aboriginal community. The City delivered seven events in a weeks program including Yarning with Uncle Noel Nannup and Community Planting Day, Boodja Bush and Noongars, Noongars and Crafts, Noongar Bingo, Noongar Language and Culture Workshop, Bushwalk and Community Planting Day.</p>
Community Development	C4.1.1	The Platform Youth Action Plan 2019 - 2023	On-Track	<p>The City has partnered with local businesses to deliver a program of events during Youth Week for young people including: Skate Jam; K-Pop dance workshop; and Barista workshop.</p> <p>3.4 - The City delivered a free Auslan workshop to provide young people with an opportunity to learn how to express themselves in more creative ways.</p> <p>3.4 - The City launched and is currently accepting submissions for the Showcase in Pixels 2023 competition. Showcase in Pixels is the WA Local Government Association's (WALGA) annual exhibition of artwork representing local governments from all over Western Australia.</p> <p>2.4 - The Youth Advisory Council returned and recommenced meetings. Four regular monthly meetings have been held since filling the role. The Youth Advisory Council now has 12 registered members.</p> <p>- 13 deliverables have been completed out of 14, with the final deliverable (2.3) on track to progress.</p>
Development and Place	V2.1.1	Town Centre Activation Plans Bayswater Morley Maylands Noranda	On-Track	<p>The Reconnect Morley Project in partnership with RAC works have been completed. The City has submitted all the required acquittal documents.</p> <p>The Bedford Rejuvenation RAC Project has been completed, with the City submitting all required acquittal documents. An opening event was held 17 June 23.</p> <p>The Bert Wright Park upgrades are being completed and will be finalised in the next month.</p> <p>At its Ordinary Meeting held 26 April 2023 to reinstate \$15,000 for Maylands town centre - City-led infrastructure activations, City officers have been consulting with the Maylands Business Association (MBA) members, members of Creative Maylands, and other local business owners who have advised that they would be supportive of the following projects:</p> <ul style="list-style-type: none"> • Bike rack replacement • Planter box artwork • Interactive Mural artwork <p>Due to the late reallocation of funds these projects were not finalised in 22/23 financial year, and the funds were carried forward. Works will be complete in the first quarter of 23/24.</p>
Development and Place		Town Centre Parking Management Plans for Bayswater, Maylands and Morley	On-Track	<p>The Payment in Lieu of Parking Plan was adopted by Council at the 23 May OCM and is finalised.</p> <p>The Payment in Lieu of Parking Policy and Parking Dispensation policies were advertised in February 2023 and will be considered by the Planning and Heritage Policy Review and Development Committee in July.</p>
Sustainability Environment and Waste	E4.1.1	Urban Forest Strategy	On-Track	<p>The City has been implementing the ongoing tree planting program. Officers are continuing to undertake spatial analysis to identify areas containing low canopy cover to direct future plantings. The City is continuing to conduct routine tree health assessments and incorporate adaptive management practices.</p>
Sustainability Environment and Waste	E4.1.1	Waterwise Bayswater 2020-2030	On-Track	<p>The City is continuing the development of Rudloc Urban Wetland and Bowden St Basin. From the plan there is a prioritised list of sites where drainage retrofits could improve ecological function, amenity and water quality.</p>

SCP & CBP MEASURES - PERFORMANCE REPORTING - QUARTER 4: APRIL - JUNE 2023

STRATEGIC COMMUNITY PLAN (2021 - 2031) - MEASURES CORPORATE BUSINESS PLAN (2019 -2023) - MEASURES											Results	
Branch	Action Type	SCP	Title	SCP or CBP Measure	Frequency	Value	Qtr. 1	Qtr. 2	Qtr. 3	Qtr. 4	Comment Q4	TOTAL 2022-23
COMMUNITY												
Environmental Health and Statutory Building	CBPM	Community	Public Health Plan	Environmental Health - Number of targets achieved from the City's Public Health and Wellbeing Plan	Quarterly	No.	38	61	68	68	Of the 69 actions within the plan - 68 (98%) have been addressed. 38 (55%) are fully complete and require no further action, 30 (43%) have been actioned and are ongoing and 1 is no longer applicable due to a budget allocation reduction (provision of immunisation clinics).	68
Community Development	CBPM	Community	Attendance at City managed events	Number of attendees at City managed events	Quarterly	No.	7000	11,765	5,100	1990	There was only one Citizenship Ceremony in June for this quarter, with 90 people in attendance, this was due to lower numbers of conferrees for the months of April and May. The City partners with the RSL to deliver the Anzac Day services with over 800 in attendance. The City also delivered its Music in the Park event in Noranda with 400 estimated attendees. The City led two Age Firendly events this quarter, with 600 attendees; The Seniors Info Expo and Biggest Morning Tea	25,855
Community Development	CBPM	Community	City's volunteers	Number of volunteers in the City or percentage of residents who volunteer (Level of volunteerism by City residents (Volunteering WA))	Quarterly	No.	41	68	75	77	In the last quarter the City gained an additional two new volunteers and two volunteers retired. The City is actively advertising to recruit new volunteers.	75
Parks and Gardens	SCPM	Community	Public/Play Space Development	Parks and Gardens - Number of public/play spaces developed	Quarterly	No.	1	0	0	3	Feredy Reserve park redevelopment completed. Kelvin Street Reserve redevelopment completed. Frank Drago landscape enhancements and minor asset renewal works completed. Final stage of Bert Wright Park redevelopment commenced.	4
Community Development	SCPM	Community	Events and initiatives	Community and Civic Events - The number of City-led events	Quarterly	No.	0	5	4	2	The City approved 3 external community events in this period, and provided community event grants to three community groups to deliver events including; Ellis House, Premier Perth Events, and the WA Science Fiction Foundation. The Community Centre delivered an increase of City led events including the Volunteer Recognition Sundowner, the Seniors Info. Expo and the Biggest Morning Tea.	11
Development and Place	SCPM	Community	Annual Grant Program	Number or grant applications/outcomes against the annual grant program to support community groups to lead community events and initiatives	Quarterly	No.	0	0	38	0	The City has worked with successful businesses to implement the majority of approved grants.	38
Community Engagement	SCPM	Community	Satisfaction with the Facilities and Services (Community Perceptions Survey Data)	Percentage of the community satisfied with facilities and services for older adults (Community Perceptions Survey Data)	Annual	%	77.2%				The Community Perceptions Survey is complete and the consultant will deliver the finding in July/ Aug with a presentation to managers / council. The results will be included in the Annual Report 22-23.	

SCP & CBP MEASURES - PERFORMANCE REPORTING - QUARTER 4: APRIL - JUNE 2023

STRATEGIC COMMUNITY PLAN (2021 - 2031) - MEASURES CORPORATE BUSINESS PLAN (2019 -2023) - MEASURES										Results		
Branch	Action Type	SCP	Title	SCP or CBP Measure	Frequency	Value	Qtr. 1	Qtr. 2	Qtr. 3	Qtr. 4	Comment Q4	TOTAL 2022-23
Community Development	SCPM	Community	City's volunteers	Community Care and Aged Services - The number of hours the City's volunteers contributed	Quarterly	Hours	7000	2000	6000	2000	The City is progressing to recruit more volunteers that will assist in increasing the volunteer hours for the Community Care and Aged Services. The volunteers will delivery volunteer led activities at the Community Centres including the Ambassador program.	1700
Community Development	SCPM	Community	City-led programs	Library Services - The number of City-led community programs connecting people to opportunities to participate	Quarterly	No.	26	32	26	27	Adult Programs - Number of programs (individual programs not number of sessions) - 16 - Program attendance – 1,140 Adult Program highlights for the quarter: - Author talk with West Australian author Amanda Bridgeman sharing ten lessons from ten years in publishing. - Hi, Tech! Discover Workshop – Best and Most Useful Smartphone Apps, highlighting popular apps to save time (and money). - Maylands Historical and Peninsula Association Lunchtime talk to commemorate ANZAC Day - Maylands at War: Local Stories of Personal Sacrifice - Children and Youth Programs - Number of programs (individual programs not number of sessions) - 11 - Program attendance – 4,097 Children and Youth Program highlights include: - Celebrated Pride Month with the City's 6th Drag Storytime. - Launch of grant funded 1001 Books before year one program. - Two new programs (Magic the Gathering and Give a Stich) commenced during the quarter. The sessions aim to young adults in activities that reduce their isolations and engage with	111
Community Development	SCPM	Community	Libraries	The number of visits to City-run libraries	Quarterly	No.	54,290	53,455	54,752	54,243	Bayswater Library - 13,828 visitations Maylands Library - 18,700 visitations Morley Library - 21,715 visitations All Libraries - 54,243 visitations (9% increase on 2021/2022)	216,740
Recreation	SCPM	Community	Recreation Centres	The number of visits to City-run recreation centres - Waves and The RISE	Annual	No.	Waves 139,081 RISE 50,053	Waves 179,733 RISE 59,394 MWL 1,065	Waves 191,231 RISE 38,495 MWL 1,200	Waves 125,810 RISE 44,471 MWL 285	Bayswater Waves has experienced reduced visitations mainly due to the current renovations of the facility limiting capacity. This situation is expected to continue into qtr. 1 and 2 of the new financial year. The decrease was expected and incorporated into the operating budget. Visitation at the RISE increased on the previous quarter driven by strong membership growth and reciprocal rights for Waves members. Maylands Waterland still had some utilisation but water features were not active for the quarter due to the winter season. Utilisation figures represent birthday party bookings.	Waves 636,575 RISE 173,251 MWL 2,550
Community Engagement	SCPM	Community	Satisfaction with the City as a place to live (Community Perceptions)	Percentage of community satisfied with the City as a place to live (Community Perceptions Survey Data)	Annual	%	75%				The Community Perceptions Survey is complete and the consultant will deliver the finding in July / Aug with a presentation to managers / council.	
Community Development	SCPM	Community	Annual Grant Program	Number or grant applications/outcomes against the annual grant program to support community groups to lead community events and initiatives	Annual	No.	10	9	3	7	The City continued to deliver grants to community groups with 3 Community Event Grants and 4 Better Bayswater Grants. Priority given to community events and initiatives supporting; markets, entertainment in local suburbs, health and wellbeing, support to vulnerable people and community connection.	29

SCP & CBP MEASURES - PERFORMANCE REPORTING - QUARTER 4: APRIL - JUNE 2023

STRATEGIC COMMUNITY PLAN (2021 - 2031) - MEASURES CORPORATE BUSINESS PLAN (2019 -2023) - MEASURES											Results	
Branch	Action Type	SCP	Title	SCP or CBP Measure	Frequency	Value	Qtr. 1	Qtr. 2	Qtr. 3	Qtr. 4	Comment Q4	TOTAL 2022-23
Community Development	SCPM	Community	City-led programs	The number of City-led community programs connecting people to opportunities to participate	Quarterly	No.	23	30	23	33	The City continued to deliver programs with an increase in community participation through volunteering, increased community centre programming, and increase in Ambassador led activities in this quarter to deliver on Strategy priority areas.	109
ENVIRONMENT & LIVEABILITY												
Engineering and Spatial Services	CBPM	Environment & Liveability (Built)	Cycleways and Footpaths	Engineering Services - Kilometres of cycleways and footpaths created or upgraded.	Annual	Kms				100%	1.2 km of Arterial and 1.12 km of Local roads were completed.	2.32 km of paths
Development and Place	CBPM	Environment & Liveability (Built)	Town Centres - Structure Plans	Progress towards implementing structure plans for town centres.	Quarterly	%	80%	80%	80%	80%	Noranda is the only town centre without an endorsed Structure Plan. The structure plan was not funded in the 2022/23 budget. Accordingly, this project is not progressing at this time.	
Community Engagement	SCPM	Environment & Liveability (Built)	Satisfaction with the Footpaths and Cycleways. (Community Perceptions Survey Data)	Percentage of the community satisfied with footpaths and cycleways. (Community Perceptions Survey Data)	Annual	%	73%				The Community Perceptions Survey is complete and the consultant will deliver the finding in July / Aug with a presentation to managers / council.	
Community Engagement	SCPM	Environment & Liveability (Built)	Satisfaction with the Streetscapes and Building Design and Scale. (Community Perceptions Survey Data)	Percentage of the community satisfied with streetscapes and building design and scale. (Community Perceptions Survey Data)	Annual	%	73.1%				The Community Perceptions Survey is complete and the consultant will deliver the finding in July/ Aug with a presentation to managers / council. The results will be included in the Annual Report 22-23.	
Sustainability, Environment and Waste	CBPM	Environment & Liveability (Environment)	Environmental Strategies	The number of environmental strategies developed and outcomes achieved.	Quarterly	No.	6	6	6	6	Waterwise Bayswater, Emissions Reduction and Renewable Energy Plan, Local Biodiversity Strategy, Urban Forest Strategy, Bayswater 10-year Foreshore Prioritisation and Environment and Liveability Framework. The outcomes of which are provided in the City's reporting platform.	6
Sustainability, Environment and Waste	CBPM	Environment & Liveability (Environment)	Water Usage and Management	Water usage and management	Annual	No.				2,276,385 kL (21/2022 Reporting period)	The City continued to implement the Bayswater Waterwise Strategy 2030 in Q4. The total water use for the City during the 2021/2022 reporting period was 2,276385 KL (potable and non-potable). This is the most up to date combined water use data for the City. The division will calculate water use as part of the Waterwise Council Submission in October 2023.	2,276,385 kL (21/2022 Reporting period)
Sustainability, Environment and Waste	CBPM	Environment & Liveability (Environment)	Waste Targets	Progress towards meeting State government targets for waste, particularly with regard to the introduction of Food Organics and Garden Organics (FOGO).	Annual	%	95%			98%	The City continued to implement the Waste Avoidance and Resource Recovery Strategy 2030. The total household adoption of FOGO is at 98%. Officers will continue to explore opportunities to implement FOGO system for multi unit dwellings.	98%
Parks and Gardens	SCPM	Environment & Liveability (Environment)	Tree Canopy	Parks and Gardens - Percentage of tree canopy cover - (working towards Council's aspirational target of 20% cover)	Quarterly	No.	3,000	0	0	0	Winter planting program commenced including engaging property owners.	3,000

SCP & CBP MEASURES - PERFORMANCE REPORTING - QUARTER 4: APRIL - JUNE 2023

STRATEGIC COMMUNITY PLAN (2021 - 2031) - MEASURES CORPORATE BUSINESS PLAN (2019 -2023) - MEASURES											Results	
Branch	Action Type	SCP	Title	SCP or CBP Measure	Frequency	Value	Qtr. 1	Qtr. 2	Qtr. 3	Qtr. 4	Comment Q4	TOTAL 2022-23
Sustainability, Environment and Waste	SCPM	Environment & Liveability (Environment)	General Waste	Waste Management -Tonnes of general waste to landfill per year (report by quarter)	Quarterly	Tonnes	3,693.64	3871.02	4,000	3,868.58	Waste in Q4 was consistent with previous quarters.	15,433.24
Sustainability, Environment and Waste	SCPM	Environment & Liveability (Environment)	City-led Programs	Environmental Sustainability - Number of City-led community programs connecting people to opportunities to participate	Quarterly	No.	7	10	10	16	Significant investment in community events including school education days, plantings days, frog stalk, night stalk, verge garden makeover at Bardon Park, plants to residents program.	45
Sustainability, Environment and Waste	SCPM	Environment & Liveability (Environment)	Renewable Energy	Environmental Sustainability - Percentage of renewable energy used for corporate operations.	Quarterly	%	54	54	54	54	The City has set a corporate renewable energy target of 100% by 2030 and a corporate greenhouse gas emissions reduction target of 100% by 2040 for its operations. Through the implementation of a power purchasing agreement through WALGA the City has achieved its target of 100% renewable electricity for the City's operations, excluding street lighting, by 2025.	54
Sustainability, Environment and Waste	SCPM	Environment & Liveability (Environment)	River and Foreshore Health	Environmental Sustainability - Number of projects that support river and foreshore health.	Quarterly	No.	1			6	The following projects took place over quarter 4 Bayswater Brook Water monitoring program Bowden St Wetland design Rudloc Reserve Urban Wetland concept designs Tranby Foreshore Reserve concept development Water Monitoring program Community education events Grant applications	7
Sustainability, Environment and Waste	SCPM	Environment & Liveability (Environment)	Plants Planted in Natural Areas	Environmental Sustainability - Number of plants planted in natural areas (bushlands, wetlands, river foreshore).	Annual	No.	89,310			89,310	Restoration activities were undertaken in line with recommendations within the Environment and Liveability Framework. Revegetation increases biodiversity and connectivity of natural areas by creating Nature Links through the City of Bayswater	89,310
Sustainability, Environment and Waste	SCPM	Environment & Liveability (Environment)	Tree Canopy	Environmental Sustainability - Percentage of tree canopy cover - (working towards Council's aspirational target of 20% cover)	Annual	%	14.55%			14.55%	The City implemented the Urban Forest Strategy in Q4 through ongoing planting program, maintenance and protection of tree assets. The measurement of tree canopy will occur in the 2023-2024 year to track progress. It is noted significant development continues on land not managed or owned by the City resulting in canopy loss.	14.55%
VIBRANCY												
Development and Place	CBPM	Vibrancy	Engagement Activities	Number of engagement activities with the business community.	Quarterly	No.	0	4	2	2	Since the Breakfast briefing the City has meet with 2 businesses to discuss redevelopment opportunities.	8

SCP & CBP MEASURES - PERFORMANCE REPORTING - QUARTER 4: APRIL - JUNE 2023

STRATEGIC COMMUNITY PLAN (2021 - 2031) - MEASURES CORPORATE BUSINESS PLAN (2019 -2023) - MEASURES											Results	
Branch	Action Type	SCP	Title	SCP or CBP Measure	Frequency	Value	Qtr. 1	Qtr. 2	Qtr. 3	Qtr. 4	Comment Q4	TOTAL 2022-23
Development and Place	SCPM	Vibrancy	Businesses Operating/ Employment Opportunities	Number of businesses operating in the City	Annual	No.	2,125				An audit of the City's businesses was last undertaken in 2021.	
Development and Place	SCPM	Vibrancy	Businesses Operating/ Employment Opportunities	Number of employment opportunities in the City	Annual	No.					An audit of the City's businesses was last undertaken in 2021.	
Development and Place	SCPM	Vibrancy	Events and initiatives	Number of events and initiatives focused on town centres.	Quarterly	No.	3	6	12	2	The City held an opening event for the Grand Promenade works and is finalising the works at Bert Wright Park.	23
LEADERSHIP & GOVERNANCE												
Financial Services	CBPM	Leadership & Governance	Financial Health	Financial Services - Financial Health Score (Department of Local Government, Sport and Cultural Industries)	Annual						The Department is currently re-developing this measure and so it is not currently measured.	
Community Engagement	CBPM	Leadership & Governance	Participation in engagement	Number of participants in community engagement	Quarterly	No.	7,800	10,500	8,800	11,100	This quarter saw 11,100 visits to engage (q4 of 21/22 saw 6,400 visits) and 409 new registrations to the site (100 for q4 in 21/22). This is due to an increase in the number of projects, the interest in projects such as Australia day and local traffic management, and improvements in promotion.	38,200

CEO KPI - PERFORMANCE REPORTING - QUARTER 4: APRIL 2023 - JUNE 2023

CEO KPI PROGRESS REPORTING - QTR. 3 - 2022/23				● On-Track ● On-Hold ● Off-Track		
SCP Alignment	Title	Deliverable	Branch	Status Q4	Progress Comment: Q4	% Complete Q4
L2.1.1	Ensure ongoing Financial Sustainability	Review the City's Long-Term Financial Plan. <ul style="list-style-type: none"> Draft LTFFP presented to Council at the February 2023 Budget Workshop. Financial overview provided November 2022. Final LTFFP ready for Council endorsement by 30 June 2023. 	Financial Services	On-Track	The Long Term Financial Plan (LTFFP) has been included in multiple council workshops from February through to June 2023. The LTFFP was endorsed by the Council at the June SCM. Although the LTFFP requires further development it will continue to evolve as key asset management data and other strategies are updated and the LTFFP itself becomes a more sophisticated model.	100%
L2.1.1	Support Equitable Rating	Review the City's rating system. <ul style="list-style-type: none"> Draft Rating Strategy presented to Council at the February 2023 Budget Workshop. Final Rating Strategy adopted, and rates ready for advertisement by May 2023. 	Financial Services	Off-Track	Differential rating has been part of the agenda during the 2023/24 budget workshops with an example provided as to how it may be used at Baywater. With the Landgate valuations being updated and provided in April/May 2023 this prevented any meaningful modelling to occur in a timely manner available for the 2023/24 budget. It was agreed at the workshops differential rating will be properly reviewed, developed and communicated as a lead up to the 2024-25 budget adoption process.	10%
V2.2.1	Review City Property Portfolio	Progress the implementation of the City's Land Acquisition and Disposal Strategy. <ul style="list-style-type: none"> Ongoing implementation with quarterly progress updates to 30 June 2023. 	Recreation and Commercial Activities	On-Track	Lot 208 King William St – A conditional offer was accepted for this landholding, however the due diligence investigations by the prospective purchaser, have revealed that the estimated cost of site remediation works associated with the contamination on the site make the proposed development unfeasible. Accordingly, the offer to purchase has been withdrawn. Les Hansman - a confidential report was considered by Council in March 2023 in relation to a deed of variation of the contract of sale. Lot 39, 14 King William St – Council considered a request from the Bendigo Bank for an extension of the lease on this property at the January 2023 OCM. The City is currently seeking a current market valuation for the property for referral to Bayswater Community Financial Services for consideration.	100%
L4.1.1	Lead improved organisational change	Undertake an organisational review. <ul style="list-style-type: none"> Organisational Review completed and Improvement Plan developed and presented to Council. Develop and implement an Improvement Plan to ensure alignment and delivery capability of the City's outcomes, defined by Councils' strategic direction. <ul style="list-style-type: none"> Improvement Plan implemented, with quarterly progress reports to Council. 	Governance and OPD	On-Track	During Q4, an organisational re-alignment was consulted on and implemented from 1 July 2023. The structural changes are intended to re-group functions and services to clearly articulate role and leadership responsibilities and accountabilities, with a focus on service delivery. Following on from the Organisational Assessment, a draft Improvement Plan has been prepared. Many of the findings of the Organisational Assessment confirmed or aligned with findings of earlier organisational wide reviews (such as the Paxon Sustainability reviews, or the Workplace Culture survey). A copy of the Improvement Plan will be presented to Council as part of the CEO Annual Performance Review for noting.	95%

CEO KPI - PERFORMANCE REPORTING - QUARTER 4: APRIL 2023 - JUNE 2023

CEO KPI PROGRESS REPORTING - QTR. 3 - 2022/23				● On-Track ● On-Hold ● Off-Track		
SCP Alignment	Title	Deliverable	Branch	Status Q4	Progress Comment: Q4	% Complete Q4
L4.1.1	Lead improved organisational change	Review the City's approach to the implementation of the Integrated Planning and Reporting Framework to ensure the process is Council-led. <ul style="list-style-type: none"> • Council-led business planning and budget process to commence in November 2022. • Council Plan (Corporate Business Plan) and Annual Budget for 2023/24 ready for adoption by 30 June 2023. • Re-establish ongoing quarterly performance reporting against the Council Plan (Corporate Business Plan). 	Governance and OPD	On-Track	<p>Service Plans and Project Plans were prepared for all services and projects. These have been fully costed, and used to prepare the Corporate Business Plan 2023/24 to 2026/27 which is fully integrated with the Annual Budget.</p> <p>The Corporate Business Plan 2023/24 to 2026/27 and the Annual Budget 2023/24 were adopted by the Council at a Special Council Meeting held 21 June 2023.</p> <p>Significant work has been undertaken to revise the City's approach to tracking progress against informing strategies and plans. These will now be tracked at an action level, with annual progress reports provided to the Audit and Risk Management Committee. It is proposed that the timing of these reviews is adjusted so that the annual progress reports can be fed into the annual business planning process (preparations commence in August/September each year).</p> <p>The Annual Report 2021/22 was adopted by Council at its May Ordinary Council Meeting (following the receipt of the audited financial statements) and presented at the Annual Meeting of Electors held on 10 July 2023.</p> <p>An Integrated Planning and Reporting (IPR) policy has been drafted, re-confirming the Council's commitment to the implementation of IPR at the City of Bayswater. This policy was endorsed at the June 2023 Policy Review and Development Committee, and will be submitted to Council for consideration in July 2023. The completion of this work will address one of the findings of the Paxon Financial Sustainability Review 2022.</p> <p>A more detailed Integrated Planning and Reporting management practice has also been prepared for internal use. This document sets out, in more detail, the roles and responsibilities of different internal business partners in implementing IPR and the timelines that must be met.</p>	95%
L4.1.1	Lead sustained Council governance	Implement the LG Reforms to ensure ongoing compliance with legislative requirements. <ul style="list-style-type: none"> • Ward boundaries review completed and submitted to the LGAB no later than 14 February 2023. • All other reforms, as required by transition dates in legislation, with quarterly progress reports to Council. 	Governance and OPD	On-Track	<p>The Council's ward and representation proposal has been accepted by the LGAB and the Minister, and the Orders have been gazetted. Changes for 2023 will include a decrease in the number of ward Councillors in the Central Ward, and a small boundary amendment. Changes for 2025 will include a decrease in the number of ward Councillors in the West Ward and the North ward, and a more major boundary adjustment between the West Ward and South Ward.</p> <p>The LG Amendment Bill 2023 was introduced to Parliament in February 2023, and given royal assent in May 2023. The first tranche of changes to be proclaimed introduce Optional Preferential voting, public election of the Mayor, abolishment of wards for smaller local governments, changes to the number of Elected Members based on population. Other changes will be proclaimed or introduced through regulations later in the year.</p> <p>A further update was provided to the Audit and Risk Management Committee and Council in May 2023. A briefing on Optional Preferential Voting and other key legislative changes was held on 4 July 2023.</p> <p>The City has already implemented a number of the reforms, such as:</p> <ul style="list-style-type: none"> •livestreaming of Council meetings; and •publishing of CEO performance indicators and performance reports. 	100%

CEO KPI - PERFORMANCE REPORTING - QUARTER 4: APRIL 2023 - JUNE 2023

CEO KPI PROGRESS REPORTING - QTR. 3 - 2022/23				● On-Track ● On-Hold ● Off-Track		
SCP Alignment	Title	Deliverable	Branch	Status Q4	Progress Comment: Q4	% Complete Q4
L4.1.1	Lead sustained Council governance	Review and improve audit and risk management processes and reduce the number of outstanding audit actions that are older than 12 months. <ul style="list-style-type: none"> Review key audit and risk management processes by 31 Jan 2023. Implement process improvements identified through review by 30 June 2023 Reduce overall number of outstanding audit items by 30 June 2023 with quarterly updates on progress to Council. 	Governance and OPD	On-Track	<p>Internal Audit The Internal Audit Function continues to improve the overall service delivery of the function across the organisation. A number of key improvements to the internal audit process have been implemented during Q4 including:</p> <ul style="list-style-type: none"> Completing the 2022/23 Annual Internal Audit Program consisting of three internal audit projects to an acceptable quality level Developing the Three Year Internal Audit Plan, including the 2023/24 Annual Audit Program. Attended 15 branch meetings and provide an update on the internal audit function and the role of internal audit within the City. Implemented an improved audit reporting process to the ARMC, which was acknowledged and published as an example of best practice by the Institute of Internal Auditors – Australia. <p>The Co-ordinator Risk Management continues to work with action owners to reduce the number of outstanding actions on the Audit Register, of the 140 actions, 88 actions have been closed this year (54 during the last six months).</p> <p>Risk Management A review of the Risk Management Framework and Policy has now been completed and approved by the ARMC and the Council. The Co-ordinator Risk Management has commenced working across the organisation to embed the risk management process, key activities include:</p> <ul style="list-style-type: none"> Attending branch meetings to provide an update on the Risk Management Framework and process Holding a series of workshops with the ELT to develop the Strategic Risk Register Reviewing and updating the City's Risk Appetite Statement and approach Commencing the operational risk process. The risk assessment process is performed over three workshops. Five branches have completed the process with risk registers in place. A further three branches are underway. Implementing the risk management reporting process to inform and guide the decision making process. Developing a risk register dashboard. <p>Once the operational risk reviews have been completed, the City's business continuity plan will be reviewed.</p> <p>Fraud and Corruption The City's first Integrity Framework has been developed, with deployment commenced and evolving. The City provided the Public Sector Commission with a copy of the Framework for review. T</p> <p><i>An Integrity Action Plan is currently being developed to improve the City's maturity in this area.</i></p>	100%
V2.1.1	Lead economic development, advocacy and the development of future partnerships	Identify new business attraction opportunities within the City. <ul style="list-style-type: none"> New Economic Development Strategy presented to Council by 30 June 2023. 	Development and Place	Off-Track	<p>The City (CEO and Directors) has held further meetings with developers, including TenGolf, Yaran and the Department of Education to promote development and investment within the City. There has been significant interest in the City owned properties near the Bayswater train station.</p> <p>The City has also been in discussions with the State Government about establishing a Problem and Opportunity Statement (POS) for the City owned care park on Coode Street and adjoin Department of Communities Land to encourage the development of affordable housing and care parking for the town centre.</p> <p>The City has completed the reviews on the car parking plans and payment-in-lieu of car parking and parking dispensation policies.</p> <p>At the OCM held April 2023 Council supported the indicative cross section for the Morley Streetscape Detailed Design work and the City's consultants are now progressing the detailed designs to be presented to Council once completed.</p> <p>The City hosted its first Business and Investor Breakfast on 12 May 2023. The event was sold out with over 100 businesses and investors attending. They were given updates on the progress of the Morley Galleria redevelopment from Vicinity, an update on development sites and support from the City, leasing opportunities under the new Bayswater train station from Development WA, and partnership opportunities from event sponsor Businessplex. To support the City's promotion of development opportunities within the City an Investor Prospectus which was provided to all attendees and is available online.</p>	75%
V2.1.1	Lead economic development, advocacy and the development of future partnerships	Identify opportunities for future partnerships. <ul style="list-style-type: none"> Ongoing implementation with quarterly progress updates by 30 June 2023. 	Development and Place	On-Track	<p>The tender for consultants to develop the Morley Station Precinct Structure Plan went out for the period 22 April to 22 May 2023. Council considered the tenders at the June OCM and appointed Hames Sharley as the preferred consultant. The City and DPLH are now working with Hames Sharley to progress the PSP.</p>	100%
V2.1.1	Lead economic development, advocacy and the development of future partnerships	Ensure advocacy is Council led through the development of an advocacy plan. <ul style="list-style-type: none"> Revised plan to be developed by 31 Jan 2023. Ongoing implementation with quarterly progress updates by 30 June 2023. 	CEO	On-Track	<p>Following liaison with Councillors and review of previous advocacy statements and the 2019 City Advocacy Strategy, the CEO reinvigorated the City's approach to identifying, progressing and monitoring advocacy and lobbying opportunities. Priorities and actions are now tracked in a live "Current Advocacy Projects" status spreadsheet that is discussed and monitored through the ELT and OLT (Organisational Leadership Team) meetings, and updated as required. A renewed Advocacy Strategy is being developed.</p>	

8.9 Annual Report on Council Approved Strategies 2022/23

Responsible Branch:	Governance and Organisational Planning and Development
Responsible Directorate:	Office of the CEO
Authority/Discretion:	Information Purposes
Voting Requirement:	Simple Majority
Attachments:	1. Council Adopted Strategies Progress [8.9.1 - 79 pages]

SUMMARY

The City undertakes an annual review of each of its Council approved Informing Strategies and Plans and provides a report on progress to the Audit and Risk Management Committee (ARMC). This report provides an update on the progress of Strategy and Plan actions to the end of financial year 2022/23, and also sets out the planned actions for 2023/24.

OFFICER'S RECOMMENDATION

That Council notes the annual progress report on actions in Council approved informing strategies and plans and the strategy and plan actions that will be implemented in 2023/24 as contained in Attachment 1.

At 6:26pm Cr Filomena Piffaretti, Mayor withdrew from the meeting and did not return.

MOTION

That the officer recommendation be adopted subject to a second limb being added as follows;

2. Requests that the Chief Executive Officer presents this report back to the next Audit and Risk Management Committee meeting in November 2023.

Cr Giorgia Johnson Moved, Cr Josh Eveson Seconded

COMMITTEE RECOMMENDATION TO COUNCIL

That Council:

1. Notes the annual progress report on actions in Council approved informing strategies and plans and the strategy and plan actions that will be implemented in 2023/24 as contained in Attachment 1.
2. Requests that the Chief Executive Officer presents this report back to the next Audit and Risk Management Committee meeting in November 2023.

Cr Giorgia Johnson Moved, Cr Josh Eveson Seconded

CARRIED UNANIMOUSLY: 3/0

For: Cr Josh Eveson, Cr Giorgia Johnson and Cr Michelle Sutherland.

Against: Nil.

REASON FOR CHANGE

The Committee considered that the next Audit and Risk Management Committee, established after the Ordinary Elections in October 2023, should be aware of the status of Informing Strategies and Plans.

BACKGROUND

An Informing Strategy or Plan is defined as a strategy or plan that has been endorsed by Council. The City's strategies and plans are developed with significant user and/or community input and set out goals, objectives and actions in specific fields of work.

In previous years the City undertook an annual review of each of its Council approved informing strategies and plans and provided a report on progress to the Audit and Risk Management Committee (ARMC). These reviews were spread out over the calendar year, with approximately 2-4 reported each quarter.

At the December 2022 meeting of the ARMC, feedback was received from the Committee regarding the practicality of the annual reporting on strategies and plans and a request was made to refine and re-focus future reporting.

EXTERNAL CONSULTATION

No external consultation was undertaken to prepare this report.

OFFICER'S COMMENTS

A review of the reporting process against Council endorsed Strategies and Plans has been conducted.

Council's endorsed strategies and plans form part of the Integrated Planning Framework and, as such, are clearly identified in the City's Corporate Business Plan. They provide a guide for the approach and clarify key actions for fields of work.

Council endorsed strategies and plans set priorities for specific areas of work and guide branches as they plan their services, projects and activities each financial year. However, the allocation of resources to these areas each year needs to be considered in the context of the City's broader priorities. This consideration occurs through the City's strategic and annual business planning processes.

As part of the review of the Council endorsed Strategies and Plans reporting process, managers have provided status updates against all the planned actions within each Strategy and Plan. This is discussed further below.

To establish the reporting process current and future years, Managers have identified the specific actions that have been resourced and will be progressed during 2023/24. These have been highlighted in yellow in the Council Adopted Strategies Progress Report (**Attachment 1**). Many actions within the plans and strategies refer to activities that are considered business as usual.

It is intended that as part of the quarterly reporting process only planned and resourced actions for the current financial year will be reported against. This reporting will be a summary progress update and will be provided to Council via the ARMC.

Annual reporting on the broader strategy and plan will be provided at the end of each financial year to support the decision-making process as part of the annual business planning process.

Annual Progress Report - Council Endorsed Strategies and Plans

As well as reviewing the reporting process, management have undertaken significant work to establish the current progress of implementation of each strategy and plan.

The Council Adopted Strategies Progress Reports (**Attachment 1**) presents the annual status update by action in each strategy and plan.

The reports set out the actions, timeframes, status, broad resourcing and provide comments as appropriate. The reports have, to the extent possible, tried to match the structure and use the

numbering of each strategy or plan, to provide a clear line of sight between the progress reports and the specific strategy or plan.

A table is provided below to provide a consolidated oversight of all Council approved Strategies and Plans, together with a summary of the status of actions. The table also identifies the percentage of total actions that are complete or on track.

Lead Service Area	Report No.	Council Adopted Strategy or Plan	% Complete or On-Track	Total Actions	Complete	On-Track	On-Hold	Off-Track	Not Yet Due	Dis-continued
COMMUNITY										
01 Community Development	1	Access and Inclusion Plan 2020-2024	87%	54	16	31	4	1		2
	2	Reconciliation Action Plan 2021-2023	80%	65	3	49	13			
	3	The Platform Youth Action Plan 2019-2023	100%	14	4	10				
	4	Local Homelessness Strategy 2021-2025	60%	38	2	21	9	2		4
	5	Cultural Plan 2019-2024	100%	26	1	25				
02 Community Care and Aged Services	6	Age Friendly Strategy 2021-2025	100%	40	5	35				
06 Recreation Development	7	Play Space Strategy 2019-29	26%	109	17	11	2		79	
	8	Community Recreation Plan 2022-2032	49%	41	1	19			21	
09 Community Safety	9	CCTV Strategy 2018-2028	94%	18	8	9	1			
10 Environmental Health	10	Public Health and Wellbeing Plan 2019-2024	99%	69	38	30				1
ENVIRONMENT AND LIVEABILITY										
16 Strategic Land-Use Planning	11	Morley Activity Centre Plan	74%	35	17	9	3		2	4
18 Environmental Sustainability	12	Waterwise Bayswater Strategy 2020-2030	62%	42		26	16			
	13	Local Biodiversity Strategy (2008)	61%	36	5	17	7			7
	14	Environmental Liveability Framework 2021-2045	25%	68	1	16	20	1	29	1
	15	Urban Forest Strategy 2021	55%	29	2	14	6	4		3
	16	Emission Reduction and Renewable Energy Plan 2021-2040	78%	41	2	30	8		1	

Lead Service Area	Report No.	Council Adopted Strategy or Plan	% Complete or On-Track	Total Actions	Complete	On-Track	On-Hold	Off-Track	Not Yet Due	Dis-continued
	17	Foreshore Area 10 Year Priority Plan	50%	16	2	6	8			
VIBRANCY										
21	Economic Development	18	Interim Economic Development Plan	47%	60	3	25	19		9 4
22	Place Management	19	Destination Marketing Strategy 2021-2025	59%	70	28	13	28	1	
		20	Town Centre Activation Plans (Place Activation Plans "PAPS") • Noranda • Maylands • Morley • Bayswater	74%	23	1	16	3	3	
		21	Car Parking Management Plans for Morley Activity Centre	35%	20		7	12	1	
		22	Town Centre Parking Management Plans for Maylands	61%	44	12	15	5		9 3

The strategies and plans detailed below were previously identified for annual reporting or are identified in the Corporate Business Plan 2023/24 – 2026/27. Some of these are currently under review or in development and not yet completed and some could be considered more focused Service Programs, rather than broader City Strategies, thus have not been included in the reports. These are:

- **Advocacy Strategy and Land Acquisition and Disposal Strategy**

Both the Advocacy Strategy and the Land Acquisition and Disposal Strategy are currently being renewed. Actions in these areas are still progressing and are actively tracked and reported through, for example, the live “Current Advocacy Projects” status spreadsheet monitored by ELT and OLT and through regular reports to Council, including through the CEO KPI report.

- **Community Safety and Crime Prevention Plan and Local Bike Plan**

These Plans are currently being developed. The City of Bayswater Local Bike Plan was endorsed, with support for the development of an implementation plan at the Council meeting on 23 May 2023.

- **Low-Cost Urban Road Safety Program (LCURS) and Safe Route to Schools Program**

Both programs have been adopted by Council and although these are significant City programs, they are service programs rather than broader City Strategies. Program actions are and will be prioritised through capital works programming and the annual business planning and budgeting process. Regular reports are provided to Council on program progress and through quarterly services reports to ARC and Council.

It should be noted that the LCURS Program is administered through the State and has superseded the Citywide Local Area Traffic Management Study and subsequent Implementation Plan that was adopted by Council in 2019. The LCURS Program will produce similar outcomes to the City’s previous Plan albeit at a significantly accelerated timeframe.

- **Community Engagement Strategy**

This is not a Strategy with actions, but rather a guiding document to support quality community engagement practice at the City and is more in keeping with the 'Community Engagement Charter' that is proposed as part of Local Government Reform, for inclusion in the Act.

Once these Strategies and Plans have been developed and adopted by Council, actions will be prioritised through the annual business planning and budgeting process and implementation will be reported through quarterly and annual strategy reporting to Council.

LEGISLATIVE COMPLIANCE

Local Government Act 1995

RISK ASSESSMENT

In accordance with the City's Risk Management Framework, the officer's recommendation has been assessed against the City's adopted risk tolerance. Comments are provided against each of the risk categories.

Risk Category	Adopted Risk Appetite	Risk Assessment Outcome
Strategic Direction	Moderate	Low
Reputation	Low	Low
Governance	Low	Low
Community and Stakeholder	Moderate	Low
Financial Management	Low	Low
Environmental Responsibility	Low	Low
Service Delivery	Low	Low
Organisational Health and Safety	Low	Low
Conclusion	Accepting this progress report presents low risk and reduces risk long-term by keeping Council informed of progress of the Council adopted Strategies and Plans.	

FINANCIAL IMPLICATIONS

Nil.

STRATEGIC IMPLICATIONS

In accordance with the City of Bayswater Strategic Community Plan 2021-2031, the following applies:

Theme: Leadership and Governance

Goal L2: Plan and deliver projects and services in a sustainable way.
Work together to deliver the best outcomes for the community by managing our resources in a financially sustainable way.

CONCLUSION

This report provides an update on the progress of Strategy and Plan actions, to the end of financial year 2022/23, and sets out the planned actions for 2023/24. These reports will be a key input into business planning in 2024/25.

Report 1. CITY OF BAYSWATER: ACCESS AND INCLUSION PLAN 2020 - 2024													
Report on Action Progress to 2022/23 and Plans for 2023/24													
Outcome No.	Outcome (Disability Services Regulations 2004 Schedule 3 (r8))	Strategy No.	Strategy	Action No.	Implementation Plan Action Implementation Plan Actions	Planned Start Financial Year	Planned Finish: Financial Year	Actual or Adjusted Start Financial Year	Actual or Adjusted Finish: Financial Year	Action Status (end 22/23) ● Complete ● On-Track ● On-Hold ● Off-Track ● Not yet due ● Discontinued	Planned Action 2023/24 Yes or No	Resources/ Budget 2023/2024 ● Operating BAU ● Operating Project (\$) (with specified \$ for 23/24) ● Capital Project/ Program (\$)	Comment (if Applicable)
1	People with disability have the same opportunities as other people to access the services of, and any event organised by, the City of Bayswater.	1.1	Increase access and inclusion awareness with City engaged agents, contractors, local businesses and service providers.	a	Develop and share an information package for agents and contractors, including information on how to make services and events more accessible.	2021/22	ongoing	2021/22	ongoing	On-Track	Yes	Operating BAU	The City has developed a "Guide to Accessible Events" which is an information package for agents and contractors and includes information on how to make services and events more accessible and inclusive.
				b	Promote and maintain the City's assisted waste collection service to support the independence of eligible residents in their own homes	2021/22	ongoing	2020/21	ongoing	On-Track	Yes	Operating BAU	Assessed on referral to eligible residents
		1.2	Build partnerships to support people with disability to participate in their community	a	Embed information to improve access and inclusion into City documentation, including grants, donations, sponsorships and events. This includes providing accessible parking, public transport and alternative print.	2021/22	ongoing	2021/22	ongoing	On-Track	Yes	Operating BAU	The City uses a wide range of communication methods (hard copy and electronic formats) to promote services, and an alternate and preferred format upon request is provided, such as large print.
				b	Investigate hosting Easy English sessions for people with low literacy.	2020/21	ongoing	2021/22	ongoing	On-Track	Yes	Operating BAU	The City delivers ongoing English Conversation Group at the Morley and Maylands Libraries weekly, using volunteers
				c	Investigate and source funding for a business awareness program to improve access and inclusion, such as how to attract more customers by providing better access to businesses.	2020/21	ongoing	2021/22	ongoing	On-Track	Yes	Operating BAU	Upskiler Program continues year round
				d	Provide and promote information to sporting clubs and community groups to assist with the inclusion of people with disability	2020/21	ongoing	2021/22	ongoing	On-Track	Yes	Operating BAU	The City runs regular sporting club upskiler programs to assist inclusion of people with disability.
				e	Raise public awareness and understanding of people with disability by celebrating local achievements on 'International Day of People with Disability'	2020/21	ongoing	2020/21	ongoing	On-Track	Yes	Operating BAU	The City programs an annual event each year for International Day of People with Disability.
2	People with disability have the same opportunities as other people to access buildings and other facilities of the City of Bayswater	2.1	Improve building accessibility in the planning, design and construction phases.	a	Embed universal access considerations into the Project Management Framework, including procurement, approvals, and construction.	2020/21	2020/21	2020/21	2020/21	Complete	Yes	Operating BAU	
				b	Review and update City documentation to ensure agents and contractors are aware of their access and inclusion responsibility when providing goods and services to the public on behalf of the City. This will include contracts, service agreements, tenders, and decision-making frameworks.	2020/21	2020/21	2020/21	2020/21	Complete	No		Agent and contractor review conducted in 2020. City of Bayswater Accessible Events publication developed in 2021
				c	Engage accredited access consultants to conduct audits and prepare remedial action plans for upgrades to City buildings, including the pedestrian movement network to the nearest public transport infrastructure	2021/22	2021/22	no	no	On-Track	Yes		
				d	Allocate funds into the draft annual budget to address access barriers from audits to improve City owned buildings and facilities	2022/23	2021/22	no	no	Discontinued	No		Due to insufficient funds and COVID-19 this has not progressed.
				e	Advocate for sheltered parking over accessible bay facilities, in close proximity to Bayswater and Morley Community Centres.	2021/22	2021/22			On-Hold	Yes	Operating BAU	Engaging with Morbay to seek Cancer Council funding for 2023/24, due to no internal funds

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				f	Develop a resource to ensure the community, builders and relevant stakeholders are informed of their rights and responsibilities to provide an accessible pedestrian environment.	2021/22	ongoing	2021/22	ongoing	On-Track	Yes	Operating BAU	
				g	Engage a consultant to design a customer service area at the Civic Centre that meets the needs of all employees and customers.	2021/22	2021/22	2021/22	2021/22	On-Hold	No		Customer Service improvements and contact centre re costed and included in the LTFP, and in alignment with Eden project.
		2.2	Improve the range of accessible restroom facilities.	a	Consult people with disability and relevant service providers to identify community need and location for a Changing Place facility within the City of Bayswater.	2021/22	2021/22	2021/22	2021/22	Complete	No		
				b	Investigate the feasibility of purchasing, hiring or building a Changing Place facility; and funding opportunities.	2021/22	2021/22	2021/22	2021/22	Complete	No		
				c	Investigate installing a supine change table (for an adult person laying face upwards) at the Bayswater Waves, in consultation with service providers and users.	2021/22	2021/22	2021/22	2021/22	Complete	No		
		2.3	Improve and promote accessible parking infrastructure.	a	Audit all City owned and managed accessible parking infrastructure to ensure all compliance with Australian Standards.	2021/22	ongoing	2020/22	2021/22	On-Track	Yes	Operating BAU	The City continues to monitor parking and other obstructions on footpaths and access ways and takes appropriate enforcement and education action.
				b	Prioritise a capital works program to upgrade City owned and managed designated accessible parking bays to Australian Standards.	2022/23	2023/24	2023/24	ongoing	On-Track	Yes	Operating BAU	Compliant with signage in prior years. Planned further investigation and register survey for report. Maylands is completed. Plans to do Bayswater, Morley and Noranda by July 2024.
				c	City owned and managed accessible parking bays are promoted and identified on City Spatial.	2022/23	2023/24	2023/24	ongoing	On-Hold	No		City Spatial is currently under review as part of the broader Eden Project
				d	Develop and promote an accessible parking resource, including information on use of bays, ACROD permits, and the reporting of access issues.	2023/24	2023/24	2023/24	ongoing	On-Track	Yes	Operating BAU	Currently upgrading of bays progressively. Unlikely to be complete in the next financial year
		2.4	Improve the pedestrian network accessibility within town centres.	a	Define and audit pedestrian network accessibility within the City's town centre precincts of Morley, Maylands and Noranda (Bayswater pending) e.g. kerb ramps, tactile ground surface indicators and creation of safe crossings.	2021/22	ongoing	2021/22	ongoing	On-Track	Yes	Operating BAU	Engaging a contractor to audits as part, and pending resource and budget.
				b	Implement a priority capital works program to improve the pedestrian network within the defined town centre precincts of Morley, Maylands and Noranda (Bayswater pending).	2022/23	2023/24	2023/24	ongoing	On-Track	Yes	Operating BAU	Implementation pending resource and budget.
				c	Investigate and source funding to develop and promote a 'City of Bayswater Access and Mobility Map' focusing on the Maylands, Morley and Noranda town centre precincts (Bayswater pending).	2023/24	2023/24	no	no	Discontinued	No		Considering mobility map within the Eden Project future outputs. Hard copies available on request

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		2.5	Improve accessibility in natural recreational environments.	a	Audit and prioritise high demand natural recreational environments to improve accessibility and wayfinding, including Lightning Swamp, Lightning Park, Claughton Reserve, Maylands Lakes, Baigup Wetlands, Bardon Park, Peninsula Farm, Berringa Park, and Eric Singleton Bird Sanctuary.	2023/24	2023/2024	2023/24	ongoing	On-Track	Yes				
				b	Prioritise remedial action plans to improve accessibility and wayfinding in natural recreational environments.	2023/24	2023/24	2023/24	ongoing	On-Track	Yes				
		2.6	Develop accessible design and inclusive play spaces to support social development for people with a range of disability.	a	Design and develop play spaces in line with the City's Parks and Play Space Classification Hierarchy; providing accessible infrastructure and play equipment in parks, including continuous accessible pathways, fountains, shelter, shade, and seating. Where possible and appropriate, engage education and disability service providers in the design of play spaces across the City.	2020/21	2023/24	ongoing	ongoing	On-Track	Yes	Operating BAU			
				2.7	Support people with hearing impairment to enhance engagement and participation.	a	Purchase portable hearing loops to support community consultations and meetings.	2020/21	2020/21	2021/22	2022/23	Complete	No		
						b	Consult with people with disability on the best locations for the hearing loops - Civic Centre, Council Chamber, recreation facilities, or libraries	2021/22	2022/23	2021/22	2022/23	Complete	Yes	Operating BAU	
		c	Investigate the feasibility of installing hearing audio loops at frontline customer service desks.	2021/22	2022/23	2021/22	2021/22	Complete	No						
3	People with disability receive information from the City of Bayswater in a format that will enable them to access the information as readily as other people are able to access it	3.1	Diversify accessible information and communication methods.	a	Provide the City's Access and Inclusion Plan in Easy English to encourage the participation of people with low literacy.	2020/21	ongoing	ongoing	2023/24	On-Track	Yes	Operating BAU	Available online and hard copy versions		
				b	Provide information in accessible formats on request for people with disability	2020/21	ongoing	ongoing	2023/24	On-Track	Yes	Operating BAU	Available online and hard copy versions		
				c	Showcase the City's Access and Inclusion Plan achievements using a range of communication methods, including video, graphics, large print and hard copy formats.	2020/21	ongoing	ongoing	2023/24	On-Track	Yes	Operating BAU			
				d	Educate the community on the importance of keeping footpaths and pedestrian pathways clear from obstruction.	2020/21	2023/24	ongoing	2023/24	On-Track	Yes	Operating BAU			
				e	Adopt an internal Written Style Guide that encourages staff to use plain English in all communications.	2020/21	2020/21	2020/21	2020/21	Complete	No				
		3.2	Review the accessibility of information in digital formats	a	Review the City's website in line with W3C Web Accessibility Guidelines and make improvements.	2022/23	2023/24	2022/23	2022/23	Complete	No				

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4	People with disability receive the same level and quality of service from the staff of the City of Bayswater as other people receive from the staff of the City of Bayswater	4.1	Promote the City's commitment to access and inclusion in the Customer Service Charter	a	Provide and promote a range of options for community members to connect and communicate with the City.	2020/21	2021/22	2020/21	2020/21	Complete	No		
		4.2	Build disability confidence to enhance staff and community capacity.	a	Host an internal staff 'Access and Inclusion Upskiller Session' to increase staff awareness on how the City undertakes access appraisals for streetscapes, parks, and events.	2020/21	ongoing	ongoing	2023/24	On-Track	Yes	Operating BAU	
				b	Provide disability awareness and mental health training for staff, using specialist providers and people with lived experience.	2020/21	2022/23	2020/21	2022/23	Complete	No		
				c	Develop and implement an online City of Bayswater access and inclusion induction training program for staff and Councillors.	2020/21	2020/21	2020/21	2020/21	Complete	No		
				d	Support and partner with disability service providers to facilitate workshops aligned with the City's access and inclusion outcomes.	2020/21	2023/24	2020/21	2023/24	On-Track	Yes	Operating BAU	
e	Hold Customer Service Charter staff training, focusing on how to use the National Relay Service, the Translating and Interpreting Service, and ways to support people with disability to provide feedback.	2020/21	2020/21	2020/21	2020/21	Complete	No						
5	People with disability have the same opportunities as others to make complaints to the City of Bayswater.	5.1	Review and improve the City's processes to improve feedback mechanisms	a	Invite people with disability to be part of consultations to help the City improve customer service satisfaction levels	2020/21	2023/24	2020/21	2023/24	On-Hold	Yes	Operating BAU	Through a minor committee of Council
				b	Establish an online database, such as the Customer Relation Management System, to streamline the City's complaint and feedback processes to support consistent reporting of access and inclusion matters e.g. ECM, social media, phone, and feedback cards.	2022/23	2022/23	2023/24	2023/24	On-Track	Yes	Operating BAU	Through Eden Project
6	People with disability have the same opportunities as other people to participate in any public consultation by the City of Bayswater	6.1	Consider access and inclusion in the planning, design and delivery of public consultation	a	Embed access and inclusion in community engagement planning process.	2020/21	ongoing	2020/21	2023/24	On-Track	Yes	Operating BAU	Actively engaging with IDAC.
				b	Provide guidance and resources to support internal staff and external agents and contractors to facilitate accessible and inclusive consultations e.g. portable hearing loops, portable ramps and AUSLAN interpreters.	2020/21	ongoing	ongoing	2023/24	On-Track	Yes	Operating BAU	
		6.2	Expand the variety of consultation methods offered by the City.	a	Review the Community Engagement Framework and consider how to improve online engagements to better inform people with disability and improve public participation.	2020/21	2020/21	2020/21	2023/24	Complete	No		
				b	Monitor the diversity of people, including people with disability, engaging in public consultations by including questions to gauge the diversity of contributors.	2020/21	ongoing	2020/21	2023/24	On-Track	Yes	Operating BAU	

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7	People with disability have the same opportunities as other people to obtain and maintain employment with the City of Bayswater	7.1	Advance employment practices to increase the employment of people with disability	a	Join the Australian Network on Disability and take the Access and Inclusion Index Self-Assessment to maximise employment impact and contribute to a national benchmark	2020/21	2020/21	ongoing	ongoing	On-Track	Yes	Operating BAU	Ongoing
				b	Formalise a roadmap for improvement based on the annual Access and Inclusion Index Self-Assessment Comprehensive Report	2020/21	2020/21	2023/24	ongoing	On-Track	Yes	Operating BAU	
				c	Investigate and source funding to develop a mentoring program in partnership with a disability employment provider.	2021/22	2023/24	2021/22	2023/24	Complete	No		Complete
				d	Participate in employment expos that showcase how the City of Bayswater is a disability friendly and inclusive workplace	2021/22	2022/23	no	no	Off-Track	No		
		7.2	Continue to invest in building and promoting an inclusive workplace culture.	a	Review recruitment, employment practices and processes in consultation with a reference group, including staff with disability and employment providers, to increase representation and reduce unconscious bias	2021/22	ongoing	2021/22	ongoing	On-Track	Yes	Operating BAU	
				b	In consultation with staff, review workplace design and ergonomics to enable reasonable adjustments for staff with disability.	2021/22	ongoing	2021/22	ongoing	On-Track	Yes	Operating BAU	

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1	Relationships	1	Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	a	Develop and communicate an Aboriginal and Torres Strait Islander engagement plan in consultation with local Elders to support a clear approach for engaging Aboriginal and Torres Strait Islander stakeholders.	2022/23	2022/23	no	no	On-Hold	Yes	Operating BAU	Due to staff changes this is yet to be progressed.
				b	Meet with local Aboriginal and Torres Strait Islander stakeholders to develop guiding principles for future engagement.	2021/22	2022/23	no	no	On-Hold	Yes	Operating BAU	Ongoing via Reconciliation Committee meetings
		2	Build relationships through celebrating National Reconciliation Week (NRW) and other days of significance.	a	Circulate Reconciliation Australia's NRW resources and reconciliation materials to City staff.	2021/22	2022/23	2022/23	ongoing	On-Track	Yes	Operating BAU	Four activities promoted to city staff and councillors, with evaluation and registered with Rec. Aust.
				b	Invite Reconciliation Advisory Committee members to participate in a range of external NRW events	2021/22	2022/23	2022/23	ongoing	On-Track	Yes	Operating BAU	Invitations extended via Reconciliation Officer
				c	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW	2021/22	2022/23	2022/23	ongoing	On-Track	Yes	Operating BAU	Ongoing via Reconciliation Officer internal engagement
				d	Organise at least one NRW event each year and register all our NRW events on Reconciliation Australia's NRW website	2021/22	2022/23	2022/23	ongoing	On-Track	Yes	Operating BAU	Ongoing and registered on event calendar
				e	Raise awareness of the activities and events organised by the City to celebrate days of significance.	2021/22	2022/23	2022/23	ongoing	On-Track	Yes	Operating BAU	The NAIDOC Communications and Marketing Plan outputs reached 2,228 people and had 92 responses. The City raises awareness through the delivery of NAIDOC Week and Reconciliation Week through many activities for staff and communities.
		3	Promote reconciliation through our sphere of influence.	a	Implement strategies to engage our staff in reconciliation through: i. Host a lunch and learn session for staff focused on the four pillars of the RAP ii. Join the Reconciliation Film Club and host one annual reconciliation film screening iii. Create a 'reconciliation tool kit' for staff to refer to including references to films, books, podcasts and resources	2021/22	2022/23	2022/23	ongoing	On-Track	Yes	Operating BAU	
				b	Prepare a communication plan to promote the achievements, milestones and events of the City's Innovate Reconciliation Action Plan including online and traditional media. The Plan will target Noongar radio** as part of its public relations activities.	2022/23	2022/23	2022/23	ongoing	On-Track	Yes	Operating BAU	Not progressed with Noongar radio due to resource. Planning to include in promotional plan for 2023/24 year.
				c	Engage staff in the launch of the Innovate RAP to encourage conversation (i.e. Showcasing staff responses to actions they will take to progress reconciliation)	2021/22	2021/2022	2021/22	2021/22	Complete	No		
				d	Collaborate with external stakeholders to drive reconciliation outcomes. (i.e. schools, community groups, sporting clubs, and other likeminded organisations)	2021/22	2022/23	ongoing	ongoing	On-Track	Yes	Operating BAU	
				e	Explore opportunities to positively influence our stakeholders to drive reconciliation outcomes	2021/22	2022/23	ongoing	ongoing	On-Track	Yes	Operating BAU	City introduced a new category for the Community Art Awards; The Local Whadjuk Award (Acquisition). The new category seeks to; encourage the visibility, expression and preservation of traditional and contemporary Aboriginal cultures, communities, and identities through the arts; support the creation of significant works produced by local Aboriginal artists; enable opportunities for local Aboriginal artists, arts works and communities; and showcase the unique stories of Western Australia's First Nations peoples as part of the City of Bayswater Community Arts Awards.

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		4	Promote positive race relations through anti discrimination strategies.	a	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions and future needs.	2021/22	2021/22	2021/22	2021/22	Complete	Yes	Operating BAU	Ongoing through OHS Committee review of policies
				b	Develop, implement and communicate a City of Bayswater Policy for Reconciliation	2022/23	2022/23	no	no	On-Hold	Yes	Operating BAU	Due to staff changes and low resources this has not proactively progressed
				c	Engage with Aboriginal and Torres Strait Islander staff and the Reconciliation Advisory Committee to consult on the City of Bayswater Policy for Reconciliation	2022/23	2022/23	2022/23	2022/23	On-Track	Yes	Operating BAU	ongoing
				d	Educate senior leaders on the effects of racism	2022/23	2022/23	2022/23	2022/23	On-Track	Yes	Operating BAU	The City ran an Aboriginal Culture Awareness and Knowledge workshop staff facilitated by Auspire. The Aboriginal Culture Awareness and Knowledge workshops covered topics including; unconscious bias, diversity within Aboriginal culture, key cultural protocols and effects of colonisation, and dispossession including the effects of racism.
2	Respect	1	Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning	a	Conduct a review of cultural learning needs within our organisation	2022/23	2022/23	2024/25	no	On-Track	Yes	Operating BAU	456 staff completed cultural training online module and auspire cultural training for Reconciliation Week. Subject to budget.
				b	Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors and the City's Reconciliation Advisory Committee on the development and implementation of a cultural learning strategy for Elected Members and staff	2022/23	2022/23	no	no	On-Hold	No		not progressed to date
				c	Develop, implement and communicate a cultural learning strategy for Elected Members and staff. Add the City's Reconciliation Action Plan to the new employee information pack and investigate options of inclusion in new employee inductions.	2022/23	2022/23	2022/23	2022/23	On-Track	Yes	Operating BAU	ongoing
				d	Provide opportunities for Reconciliation Advisory Committee members, Elected Members, Youth Advisory Committee members and all City staff to participate in formal and structured cultural learning.	2022/23	2022/23	2022/23	2022/23	On-Track	Yes	Operating BAU	ongoing
				e	Facilitate training opportunities for community groups and sporting clubs to attend Aboriginal and Torres Strait Islander cultural learning training	2022/23	2022/23	2022/23	2022/23	On-Track	Yes	Operating BAU	ongoing
				f	In collaboration with Whadjuk Noongar people, provide internal and external opportunities to learn more about Noongar language and build partnerships with external training organisations (i.e. inclusion of Noongar greetings in communications, where appropriate on social media platforms, corporate publications and oral communications)	2022/23	2022/23	2022/23	2022/23	On-Track	Yes	Operating BAU	
				g	Support City staff to attend the annual 'Danjoo Koornly Walking Together Social Impact' events series relevant to local government.	2021/22	2022/23	2021/22	2022/23	On-Track	Yes	Operating BAU	

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		2	Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols	a	Increase staff understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	2021/22	2022/23	2021/22	2022/23	On-Track	Yes	Operating BAU	Reconciliation Rituals and Protocols management practice developed, and due for review in 2023/24
				b	Evaluate and communicate the City's Reconciliation Protocols and Rituals Management Practice	2021/22	2022/23	2021/22	2022/23	On-Track	Yes	Operating BAU	
				c	Develop a calendar of significant events and invite a Whadjuk Noongar Elder to provide a Welcome to Country or other appropriate cultural protocol at significant events each year	2021/22	2022/23	2021/22	2022/23	On-Track	Yes	Operating BAU	
				d	Continue to include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings	2021/22	2022/23	2021/22	2022/23	On-Track	Yes	Operating BAU	The City continues to implement a Welcome to Country or Acknowledgement of Country, as appropriate, at all City led events and civic ceremonies.
				e	Enhance Citizenship Ceremonies to educate new Australians through the delivery of a Welcome to Country and development of a cultural information package	2021/22	2022/23	2021/22	2022/23	On-Track	Yes	Operating BAU	The City engages with a local Elder to perform a Welcome to Country at the monthly Citizenship Ceremonies to promote the City's connection to local Aboriginal culture.
		3	Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week	a	Reconciliation Advisory Committee to participate in an external NAIDOC Week event.	2022/23	2022/23	ongoing	ongoing	On-Track	Yes	Operating BAU	Members of the Committee are made aware of and invited to external NAIDOC Week events.
				b	Review Human Resources policies and procedures to remove barriers to staff participating in NAIDOC Week	2021/22	2022/23	ongoing	ongoing	On-Track	Yes	Operating BAU	
				c	Promote and encourage participation in external NAIDOC events to all staff.	2021/22	2022/23	ongoing	ongoing	On-Track	Yes	Operating BAU	
				d	Seek opportunities throughout the year for the City to produce stories in Noongar language and videos in Noongar language to be shared during NAIDOC Week	2021/22	2022/23	ongoing	ongoing	On-Track	Yes	Operating BAU	
		4	Promote connection to the City's natural and built environment and focus on importance of native fauna	a	Identify endemic native plants to the area and continue with existing City native planting programs and restoration of original natural areas and establishment of nature links	2021/22	2022/23	ongoing	ongoing	On-Track	Yes	Operating BAU	
				b	Engage with local Elders and the South West Aboriginal Land and Sea Council who have knowledge in the area of native flora and fauna history, to better inform practices. E.g. Scar trees	2021/22	2022/23	2022/23	2022/2023	On-Track	Yes	Operating BAU	
				c	Identify and apply for funding to formally record Aboriginal sacred sites and sites of significance in the City of Bayswater	2021/22	2022/23	no	no	On-Hold	Yes	Operating BAU	The City promoted the connection to the City's natural and built environment and focussed on the importance of native fauna at a planning day with volunteers with the support of local Elders, and supports plans to preserve sites of significance ie. Scar Trees
				d	Consult local Elders and Aboriginal families and respective Aboriginal organisations to identify community need and prioritisation for the first naming and co-naming of City buildings, places and spaces, in alignment with Landgate's Aboriginal Dual Naming Guidelines, and planned City projects and upgrades	2021/22	2022/23	2022/23	2023/24	On-Track	Yes	Operating Project (\$)	Dual Naming Project commences 2023/2024
				e	Review the City's Naming Policy to include dual and renaming to Aboriginal names	2021/22	2022/23	2022/23	2024/25	On-Track	Yes	Operating Project (\$)	As above Dual Naming Project

Report 2. CITY OF BAYSWATER: RECONCILIATION ACTION PLAN 2021 - 2023													
Report on Action Progress to 2022/23 and Plans for 2023/24													
Pillar No.	Pillar	Action No.	Action	Deliverable No.	Deliverable Implementation Plan Actions	Planned Start Financial Year	Planned Finish: Financial Year	Actual or Adjusted Start Financial Year	Actual or Adjusted Finish: Financial Year	Action Status (end 22/23)	Planned Action 2023/24 Yes or No	Resources/ Budget 2023/2024 ● Operating BAU ● Operating Project (\$) (with specified \$ for 23/24) ● Capital Project/ Program (\$)	Comment (If Applicable)
		5	Promote healing at local sites of significance to promote reconciliation	a	Collaborate with Traditional Custodians and share stories that will contribute to intergenerational healing	2021/2022	2022/23	2022/23	2024/25	On-Track	Yes	Operating Project (\$)	As above Dual Naming Project. Also has occurred in cultural awareness training, library and NAIDOC programs.
				b	Promote storytelling of sites of significance in the City of Bayswater in culturally acceptable ways, in consultation with Traditional Custodians.	2021/2022	2022/23	2022/23	ongoing	On-Track	Yes	Operating BAU	Has occurred in cultural awareness training, library and NAIDOC programs.
				c	Explore and seek funding to establish and facilitate local gatherings to support truth telling conversations at sites of significance	2021/2022	2021/2022	2022/23	2024/2025	On-Track	Yes	Operating Project (\$)	Dual Naming Project Plan involves Truth telling. Also has occurred in cultural awareness training, library and NAIDOC programs.
3	Opportunities	1	Appoint a dedicated 50D Reconciliation Community Development Officer or consultant, as required	a	Appoint a dedicated 50D Reconciliation Community Development Officer or consultant, as required, to assist with the implementation of the City's Innovate RAP 2021-2023.	2021/2022	2021/2022	2022/23	ongoing	On-Track	Yes	Operating BAU	Launch of plan was delayed, as was recruitment to fill the position, with further resources changes to fill the 50D position.
		2	Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development within the City's workforce.	a	Build an understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities through the establishment of a diversity champions' internal working group.	2021/2022	2022/23	2021/22	ongoing	On-Hold	No		Due to staff resourcing this is on hold.
				b	Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development strategy, including peer mentoring.	2021/22	2022/23	2021/22	ongoing	On-Hold	No		Due to staff resourcing this is on hold
				c	Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy	2021/22	2022/23	no	no	On-Hold	No		Due to insufficient resourcing this is on hold
				d	Engage with external parties, employment agencies and training organisations to effectively reach Aboriginal and Torres Strait Islander stakeholders for employment and work placements	2021/22	2022/23	2022/23	ongoing	On-Track	Yes	Operating BAU	The City currently include all adverts on an Aboriginal and Torres Strait Islander employment page.
				e	Review the City's Human Resource and recruitment processes to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace	2021/22	2022/23	2021/22	2022/23	Complete	No		This has been completed
				f	Increase the percentage of Aboriginal and Torres Strait Islander peoples within our workforce including; staff employment, school based traineeships and work experience placements.	2021/22	2022/23	2022/23	ongoing	On-Track	Yes	Operating BAU	Currently at 2%
				g	Identify opportunities to attract Aboriginal and Torres Strait Islander candidates through recruitment practices and policies	2022/23	2022/23	2022/23	ongoing	On-Track	Yes	Operating BAU	The City currently include all adverts on an Aboriginal and Torres Strait Islander employment page.
		3	Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	a	Investigate Supply Nation membership	2021/22	2021/22	no	no	On-Hold	Yes		Currently investigating
				b	Utilise and communicate the Aboriginal Business Directory to increase supplier procurement.	2022/23	2022/23	2022/23	2022/23	On-Track	Yes	Operating BAU	Ongoing inclusion of procurement
				c	Implement a new Contract Management System, which will give the City greater reporting capability to help identify the participation rates of Aboriginal and Torres Strait Islander businesses.	2022/23	2022/23	2022/23	2022/23	On-Track	Yes	Operating BAU	
				d	Increase the number of commercial relationships with Aboriginal and Torres Strait Islander businesses.	2022/23	2022/23	2022/23	2022/23	On-Track	Yes	Operating BAU	
				e	Encourage and support Aboriginal and Torres Strait Islander community groups, clubs, and businesses to apply for community grant funding to deliver programs in the City of Bayswater	2022/23	2022/23	2022/23	2022/23	On-Track	Yes	Operating BAU	

Report 2. CITY OF BAYSWATER: RECONCILIATION ACTION PLAN 2021 - 2023													
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4	Governance	1	Establish and maintain an effective Reconciliation Advisory Committee to drive governance of the RAP.	a	Maintain Aboriginal and Torres Strait Islander representation on the Reconciliation Advisory Committee	2021/22	2022/23	2021/22	2022/23	On-Track	Yes	Operating BAU	Increased representation in 2022/23 year from 5 to 7 reps.
				b	Establish and apply a Terms of Reference for the Reconciliation Advisory Committee	2021/22	2022/23	2021/22	2022/23	On-Track	Yes	Operating BAU	Terms of Reference updated to reflect increased membership
				c	The Reconciliation Advisory Committee to meet at least four times per year to drive and monitor RAP implementation	2021/22	2022/23	2021/22	2022/23	On-Track	Yes	Operating BAU	
		2	Provide appropriate support for effective implementation of RAP commitments	a	Define resource needs for RAP implementation.	2021/22	2022/23	2021/22	2022/23	On-Track	Yes	Operating BAU	Resources insufficient, within the time period, to deliver actions. RAP extended.
				b	Engage our senior leaders and other staff in the delivery of RAP commitments.	2021/22	2022/23	2021/22	2022/23	On-Track	Yes	Operating BAU	
				c	Define and maintain appropriate systems to track, measure and report on RAP commitments.	2021/22	2022/23	2021/22	2022/23	On-Track	Yes	Operating BAU	Quarterly reports via the committee
				d	Appoint and maintain RAP champions from within the organisation, including representatives from senior management	2021/22	2022/23	2021/22	2022/23	On-Track	Yes	Operating BAU	Internal workforce inclusion and diversity committee has a Aboriginal and Torres Strait Islander Sub Committee to champion actions within organisation. ie NAIDOC Week and Reconciliation Week
		3	Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally	a	Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia	2021/22	2022/23	2021/22	2022/23	On-Track	Yes	Operating BAU	Completed annually
				b	Report RAP progress to all staff and senior leaders quarterly.	2021/22	2022/23	2021/22	2022/23	On-Track	Yes	Operating BAU	Reported via performance reporting and audit and risk reports.
				c	Publicly report our RAP achievements, challenges and learnings, annually.	2021/22	2022/23	2021/22	2022/23	On-Track	Yes	Operating BAU	Promoted via the City's annual report
				d	Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer	2021/22	2022/23	no	no	On-Hold	Yes	Operating BAU	Not progressed due to recruitment delays
		4	Continue our reconciliation journey by developing our next RAP	a	Register via Reconciliation Australia's website to begin developing our next Reconciliation Action Plan- Stretch	2022/23	2022/23	no	no	On-Hold	Yes	Operating BAU	Impacted by COVID pandemic, staff delays and insufficient time with a large volume of action

Report 3. CITY OF BAYSWATER: YOUTH PLATFORM ACTION PLAN 2019-2023													
Report on Action Progress to 2022/23 and Plans for 2023/24													
Theme No.	Theme	Outcome No.	What we will achieve (Outcomes)	How we will get there (Opportunities) Implementation Plan Actions	How we will know we have succeeded (Measurement)	Planned Start Financial Year	Planned Finish: Financial Year	Actual or Adjusted Start Financial Year	Actual or Adjusted Finish: Financial Year	Action Status (end 22/23) ● Complete ● On-Track ● On-Hold ● Off-Track ● Not yet due ● Discontinued	Planned Action 2023/24 Yes or No	Resources/ Budget 2023/2024 ● Operating BAU ● Operating Project (\$) (with specified \$ for 23/24) ● Capital Project/ Program (\$)	Comment (if Applicable)
1	Health and Wellbeing	1	Young people are offered services to support mental health.	Investigate suitable partnerships with local high schools that contribute to enhancing mental health.	Report on partnerships with high schools.	2019/20	2020/21	2019/20	2022/23	On-Track	Yes	Operating BAU	
		2	Young people in the City of Bayswater are more independent and prepared for the responsibilities of adulthood	Deliver How to Adult – Wellbeing and Life Skills workshops that enhance confidence and capability	Four workshops are delivered and a minimum satisfaction rating of 75% is received from participants.	2021/22	2021/22	2021/22	2021/22	Complete	No		The impacts of COVID-19 resulted in a significant drop in attendance for How to Adult workshops in 2020. As a result, the City's HTA workshops were suspended. The City will continue to deliver life-skills workshops for young people but they will not be branded as HTA workshops
		3	Young people are offered opportunities to participate in activities that enhance mental and physical health.	Deliver diverse activities at a range of venues across the City in partnership with local organisations	Number of partnerships established to deliver activities	2021/22	2021/22	2021/22	2021/22	On-Track	Yes	Operating BAU	
		4	Young people are connected with organisations that offer mental health services	Identify partnerships and promote organisations that improve mental health information and support.	Mental health services and programs are promoted through at least six social media posts per year	2019/20	2020/21	2019/20	2022/23	On-Track	Yes	Operating BAU	
2	Education and Employment	1	Young people in the City of Bayswater are more confident to manage their study workload.	Deliver study sessions for young people to assist them with study and school pressures.	Two study skills information sessions are delivered and a minimum satisfaction rating of 75% is received from participants.	2020/21	2020/21	2020/21	2022/23	Complete	No		In 2022 and 2023 Morley Library created a study hub on weekday afternoons. This was a comfortable space for students to relax, focus and prepare for their upcoming ATAR exams. There was free Wi-Fi, coffee, beanbags and snacks provided.
		2	Young people in the City of Bayswater are offered employment skills to increase their ability to gain work experience or employment.	Deliver How to Adult – Employable Me series to develop employment skills.	Four workshops are delivered and a minimum satisfaction rating of 75% is received from participants.	2019/20	2020/21	2019/20	2022/23	Complete	No		
		3	Employment opportunities are improved for young adults living in the City of Bayswater that are either underemployed or unemployed.	Establish partnerships with local businesses to deliver work experience, skill building, mentoring, etc.	Successful external grant application to implement the opportunity.					On-Track	No		The City plans to deliver this action in mid-late 2023
		4	City of Bayswater has a strong, diverse Youth Advisory Council (YAC)	Provide leadership training to develop the skills of the City of Bayswater YAC	80% of YAC members attended youth leadership training.	2019/20	2020/21	2019/20	2022/23	On-Track	Yes	Operating BAU	
Involve the YAC in the planning and delivery of City events, programs and facilities for young people.	100% of YAC members involved in the City's youth program, events or facility development.			2019/20	2020/21	2019/20	2022/23	On-Track	Yes	Operating BAU			

Report 3. CITY OF BAYSWATER: YOUTH PLATFORM ACTION PLAN 2019-2023													
Report on Action Progress to 2022/23 and Plans for 2023/24													
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3	Community Connection	1	Relationships are established with local high schools to inform the City of Bayswater's youth programming.	Provide the opportunity for high schools to meet with the City to share information, identify partnership and promotional opportunities	Meetings with local high schools are held twice a year.	2019/20	2020/21	2019/20	2022/23	On-Track	Yes	Operating BAU	
		2	Active membership in Eastern Metropolitan Regional Council, Youth Officer Group	Participate in quarterly meetings Eastern Metropolitan Regional Council.	Attend four meetings per year at Eastern Metropolitan Regional Council per year	2019/20	2020/21	2019/20	2022/23	On-Track	Yes	Operating BAU	
		3	Young people are engaged when decisions are made that affect them.	Ask young people for their ideas and opinions when the City is making decisions that affect them. (i.e. policy, facilities, strategies).	Number of opportunities offered to participate on committees, panels and forums (i.e. Engage Bayswater)	2019/20	2020/21	2019/20	2022/23	On-Track	Yes	Operating BAU	
		4	Opportunities are explored for young people to participate in actions that arise from a range of City strategies and plans (refer to page 3).	Encourage creative expression in young people.	Work with schools to involve all parts of the community in arts and culture	2019/20	2020/21	2019/20	2022/23	On-Track	Yes	Operating BAU	
			Increase appreciation of the cultural richness in our community	Number of opportunities to participate in actions that arise from the City's cultural plan and strategies.	2019/20	2020/21	2019/20	2022/23	On-Track	Yes	Operating BAU		

Report 4. CITY OF BAYSWATER: LOCAL HOMELESSNESS STRATEGY 2021-2025													
Report on Action Progress to 2022/23 and Plans for 2023/24													
Priority No.	Priority	Strategy No.	Strategy	Deliverable No.	Deliverable Implementation Plan Actions	Planned Start Financial Year	Planned Finish: Financial Year	Actual or Adjusted Start Financial Year	Actual or Adjusted Finish: Financial Year	Action Status (end 22/23)	Planned Action 2023/24 Yes or No	Resources/ Budget 2023/2024	Comment (If Applicable)
										<ul style="list-style-type: none"> ● Complete ● On-Track ● On-Hold ● Off-Track ● Not yet due ● Discontinued 		<ul style="list-style-type: none"> ● Operating BAU ● Operating Project (\$) (with specified project \$ for 23/24) <ul style="list-style-type: none"> ● Capital Project/ Program (\$) 	
1	Preventing Homelessness	1.1	Establish a one-stop-shop community resource hub.	a	Establish a volunteer-run Library and Community Resource Hub to provide information, referral to services and educational sessions to people who are/or are at risk of homelessness.	2021/22	ongoing	2021/22	ongoing	Complete	Yes	Operating BAU	The Homelessness Hub was launched in 2022, and operates with volunteers, with four sessions per week
				b	Develop an Operational Management Plan for resourcing the Library Community Resource Hub in consultation with local service providers.	2021/22	2021/22	no	no	On-Track	Yes	Operating BAU	Homelessness Management Practice draft is pending engagement with stakeholders and approval from ELT.
		1.2	Actively encourage changes in community behaviour to prevent family and domestic violence, substance misuse and trauma relapse	a	Foster respectful relationships and non-violent behaviour through the delivery of community training in partnership with professional training providers identified through the Library Community Resource Hub.	2021/22	ongoing	2023/24	ongoing	On-Track	Yes		The first year a substantive investment was made to train volunteer students that left after placements ended. The ongoing cost to train student volunteers requires a review as it is financially unsustainable.
				b	Encourage schools, community groups and sporting clubs to apply for City grants with a purpose to promote respectful relationships that address family and domestic violence.	2021/22	ongoing	ongoing	ongoing	On-Track	Yes	Operating BAU	Better Bayswater Grants promoted through the Vulnerable Persons Interagency Group.
				c	Investigate partnership opportunities with specialist health and local homelessness service providers to establish, deliver and promote a trauma relapse prevention program with an aim to reduce re-representation into crisis accommodation.	2023/24	2024/25	no	no	Discontinued	No		City has a funding agreement with Noongar Outreach for service provision, and partners with Orana House and 55 Central on shared training opportunities
				d	Collaborate with local high schools, relevant agencies and service providers to deliver programs that raise awareness in young people of how to connect to appropriate supports.	2021/22	ongoing	ongoing	ongoing	On-Track	Yes	Operating BAU	Ongoing through the Youth Advisory Council and Principals Network meetings.
				e	Establish a partnership with the Constable Care Foundation to educate children in local schools about the importance of personal safety and community safety.	2023/24	2024/25	no	no	Discontinued	No		On hold due to lack of budget and resources. Cost to enter program is \$40,000 annually.
				f	Partner with service providers and promote campaigns that positively influence, educate and help to change community attitudes and behaviours toward people experiencing homelessness.	2021/22	2024/25	2023/24	no	On-Hold	Yes		On hold due to lack of budget and resources
		1.3	Educate residents at risk of eviction on ways to maintain their tenancy	a	Increase resident knowledge on how to manage their tenancy through the delivery of the City's Community UpSkiller workshops in partnership with relevant stakeholders.	2022/23	2024/25	no	no	On-Hold	No		Project Services no longer continuing to target area.
		1.4	Contribute to reintegrating people with lived experience of homelessness with the broader community	a	Work with employment agencies and homelessness service providers to identify community training opportunities and life skill programs for local people who are homeless or are at risk of homelessness.	2023/24	2024/25	2023/24	no	On-Track	Yes		Provision through grants
				b	In partnership with crisis accommodation providers, investigate and apply for funding to address gaps in employment or life skills programs to increase the economic participation of people who are homeless or at risk of homelessness.	2023/24	2024/25	no	no	On-Track	Yes		Provision through grants
				c	Investigate funding opportunities in collaboration with local crisis accommodation providers to co-design a physical health and wellbeing program utilising City recreational facilities to benefit people living in crisis accommodation.	2023/24	2024/25	no	no	On-Hold	No		On hold due to lack of budget and resources
				d	Investigate the establishment of a Moorditj Yarning Friendship Group for women in the City of Bayswater.	2023/24	2024/25	2023/24	no	On-Track	Yes		Potential pending resourcing

Report 4. CITY OF BAYSWATER: LOCAL HOMELESSNESS STRATEGY 2021-2025													
Report on Action Progress to 2022/23 and Plans for 2023/24													
Priority No.	Priority	Strategy No.	Strategy	Deliverable No.	Deliverable Implementation Plan Actions	Planned Start Financial Year	Planned Finish: Financial Year	Actual or Adjusted Start Financial Year	Actual or Adjusted Finish: Financial Year	Action Status (end 22/23)	Planned Action 2023/24 Yes or No	Resources/ Budget 2023/2024	Comment (If Applicable)
										<ul style="list-style-type: none"> ● Complete ● On-Track ● On-Hold ● Off-Track ● Not yet due ● Discontinued 		<ul style="list-style-type: none"> ● Operating BAU ● Operating Project (\$) (with specified project \$ for 23/24) ● Capital Project/ Program (\$) 	
		1.5	Increase the knowledge of City of Bayswater frontline staff and volunteers to better understand and respond to people experiencing homelessness	a	Co-design, develop and trial staff training packages in consultation with people with lived experience and local service providers.	2021/22	2024/25	no	no	On-Hold	No		On hold due to lack of budget and resources
		b		Prepare an annual training calendar to increase staff and volunteer knowledge and strengthen the City's ability to refer residents to appropriate support services.	2021/22	2024/25	2023/24	no	Off-Track	Yes			
		c		Recruit and train volunteers to deliver tailored responses that respond to people who are homeless or are at risk of homelessness.	2021/22	2024/25	2021/22	2022/23	On-Track	Yes			Training continuing for volunteers
		1.6	Assist to connect Aboriginal people with short term accommodation in the City of Bayswater, with social and housing support services	a	Work with relevant agencies and local service providers to identify ways the City can assist to connect Aboriginal people coming to the City of Bayswater from Country to access short-term housing and support services.	2023/24	2024/25	2023/24	ongoing	Discontinued	No		The provision of this service is via a service agreement with Noongar Outreach, and supported via grants such as the Better Bayswater grants and the International Women's Day grants.
2	Safety for People Experiencing Homelessness Goal: Keep people safe	2.1	Connect people experiencing homelessness to health, legal and social support services	a	Maintain funding of Nyoongar Outreach Services to deliver culturally assertive outreach case management services in the City of Bayswater.	2021/2022	2024/25	2021/22	2024/25	On-Track	Yes	Operating BAU	Subject to budget ongoing.
				b	Encourage local agencies to register and maintain information on Ask Izzy*, as a centralised tool to be promoted on the City's website.	2021/2022	2024/25	2021/22	2024/25	On-Track	Yes	Operating BAU	
		2.2	Optimise local public facilities and amenities to promote personal care, safety and wellbeing	a	Install a suitable storage locker facility at the Library Resource Hub for temporary storage of personal belongings to enable dignified connection with community or employment service providers.	2023/24	2024/25	no	no	On-Hold	No		On hold due to lack of budget and resources
				b	Investigate the extent of community need for providing shower / change room facilities in partnership with local service providers and advocate for service provision from a mobile service provider, as necessary.	2022/23	2022/23	no	no	On-Hold	No		On hold due to lack of budget and resources
				c	Map information to promote the City's public toilet facilities, water refill stations, mobile recharge points and WI-FI hot-spots and make this information available in a range of accessible formats.	2022/23	2022/23	no	no	On-Hold	No		On hold due to lack of budget and resources
		2.3	Foster community empathy to positively respond to people experiencing homelessness	a	Continue to promote local service providers that specifically support people at risk of or experiencing homelessness in the City's 'Caring for our Community' publication.	2021/22	ongoing	2021/22	2021/22	Complete	Yes		Reprints of publication occurring.
				b	Deliver training for local businesses through the City's Community UpSkiller program to increase awareness and effectively respond to people experiencing homelessness.	2021/22	2023/24	no	no	Discontinued	No		The focus on these workshops has changed, and this no longer aligns with the Community Upskiller program
				c	Identify and widely promote inspiring local business champions delivering social initiatives that help to breakdown stigma and stereotypes for people experiencing homelessness.	2022/23	2024/25	no	no	Off-Track	No		On hold due to lack of budget and resources
				d	Engage local homelessness charities to participate in the City's annual Christmas Food Appeal to support disadvantaged residents and families in the City of Bayswater.	2021/22	2024/25	2021/22	ongoing	On-Track	Yes	Operating BAU	Continued through events program

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3	Exiting Homelessness	3.1	Encourage affordable and diverse housing through local controls, such as rates and planning	a	Offer rate exemptions for charitable housing service providers that are providing accommodation to people experiencing homelessness, in accordance with the Local Government Act.	2021/22	ongoing	ongoing	ongoing	On-Track	Yes	Operating BAU	Continued through application
				b	Investigate potential social/affordable housing options when considering future use of sites identified in the Land Acquisition and Disposal Strategy.	2021/22	ongoing	ongoing	ongoing	On-Track	Yes	Operating BAU	Considered through strategic planning
				c	Continue to promote and incentivise affordable housing as a part of the town planning scheme review, new developments and precinct plans in accordance with the draft local planning strategy.	2021/22	ongoing	ongoing	ongoing	On-Track	Yes	Operating BAU	Considered through strategic planning
				d	Invite relevant service providers to submit an expression of interest in vacant community leasing facilities, as they arise.	2021/22	ongoing	ongoing	ongoing	On-Track	Yes	Operating BAU	Considered through building and maintenance team
				e	Advocate to all tiers of government for increased affordable and social housing in the City of Bayswater.	2021/22	ongoing	ongoing	ongoing	On-Track	Yes	Operating BAU	Considered through Shelter WA and State Government networks
4	Exiting Homelessness	4.1	Monitor and respond to homelessness within the City of Bayswater	a	Advocate and work with local homelessness service providers to support funding applications that aim to improve service delivery in the City of Bayswater.	2021/22	ongoing	ongoing	ongoing	On-Track	Yes	Operating BAU	Continued to support funding applications through partnerships and letters of support
				b	Contribute to WALGA discussion papers and relevant submissions to inform State Government decision maker.	2021/22	2024/25	ongoing	ongoing	On-Track	Yes	Operating BAU	Annual survey participation via Shelter WA
				c	Partner with local service providers and other local government authorities in delivering Connections Week initiatives to gather information and add to the By-Name List with an aim to assist relevant agencies to provide housing and other supports to people experiencing homelessness.	2022/23	2024/25	no	no	On-Hold	No		On hold due to lack of budget and resources
				d	Utilise and enhance the City of Bayswater City Spatial online portal, as a systems tool to manage data relating to 'hot spot areas' when participating in Connections Week initiatives.	2021/22	2024/25	no	no	On-Hold	No		On hold due to review of City spatial and integration with the Eden Project
				e	Improve statistical reporting of people experiencing homelessness within the City of Bayswater using a centralised information system.	2021/22	2024/25	2021/22	ongoing	On-Track	Yes	Operating BAU	City has developed and maintained the Live Pro Knowledge Hub and uses Engage Bayswater to collect data on visitations at the Hub
				f	Coordinate inter-agency homelessness meetings to share knowledge, identify and address local service gaps and improve responses to end homelessness.	2022/23	ongoing	ongoing	ongoing	On-Track	Yes	Operating BAU	The Vulnerable Persons Interagency Group meets twice a year.
				g	Continue to be an organisational member of Shelter WA and attend relevant industry homelessness forums to keep up to date with contemporary trends across the sector.	2021/22	ongoing	ongoing	ongoing	On-Track	Yes	Operating BAU	The City continues membership of Shelter WA and subscribes to industry news

Report 5. CITY OF BAYSWATER: CULTURAL PLAN 2019 - 2024								
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Advocacy and Advisory	Commitments	1	Lobby for arts and culture organisations in the City of Bayswater.	On-Track	Yes	Operating BAU	Manager Community Development	2022/23: The City supported local arts and culture organisations through representation on groups, providing letters of support to accompany their grant applications, and promoting them with grants that were leveraged towards for government funding.
		2	Promote the city's cultural assets and events using a range of media platforms, including social media, City of Bayswater website and print media.	On-Track	Yes	Operating BAU	Manager Community Development	2022/23: The City's Events and Communications and Marketing teams worked together on a plan to promote our community events via multiple platforms, including; seasonal editions of the Bayswater Beat magazine direct to residents, the Civic Centre banner, an illuminated notice board on Broun Ave, social media, the City's website, marketing collateral (including banners, posters and bollard wraps throughout the City of Bayswater), and via on web listings such as Perth is OK, Perth Happenings, and Scoop. The City initiated a new "Activate Arts" network in communities and engaged with; Ellis House, Laneways Art Space, Claymate, Pippa McMannus, Dense Pepper, Rabble Books, IAct Studios, WA Ballet, Stop Being Boring, and Henry on Eight to include them in an online Arts, Culture and Music directory to develop a new Arts Festival.
		3	Seek grant funding and commitments to the delivery of infrastructure for cultural activities	On-Track	Yes	Operating BAU	Manager Community Development	2022/23: The City sought sponsorship and grants for the Avon Descent, Community Arts Awards, Carols by Candlelight, Bayswater Community Concert, Homelessness Hub Connectors program, Youth Week. For the City's event calendar, grants and sponsorship totalled \$79,823.

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	Opportunities	1	Actively encourage the provision of inclusive art and cultural activities by other organisations for people of all ages.	On-Track	Yes	Operating BAU	Manager Community Development	2022/23: The City supports organisations to plan for events in the City of Bayswater through the upskilling program and in-kind support with event application support. The City processed external event applications for 60 events during this period, and had approved 12 community events grants applications for events to be held later in 2022. City provided grants for the following cultural events; Vietnamese Women Cultural Festival Day, Chinese New Year, Cultural Performance & Dumpling Tasting and the Twilight. The City provides community grant funding to various organisations through the year to deliver cultural events.
		2	Support a diverse range of arts and culture activities to build a stronger community and meet community needs	On-Track	Yes	Operating BAU	Manager Community Development	2022/23: The City delivered a range of community events with arts and cultural activities including; Avon Descent, Community Art Awards, Carols by Candlelight, Community BBQ, Citizenship Breakfast, International Woman's Impact, Music in the Park, and the Evening in the Park events. The City provided grants to cultural events including; Vietnamese Women Cultural Festival Day, Chinese New Year, Cultural Performance & Dumpling Tasting and the Twilight Markets. The City sponsored the WA Symphonic Wind Ensemble Concerts. The City's School Banner Competition was delivered to ensure participation by local primary schools to enter the art competition. Entries are displayed at The RISE, with the winners awarded prizes, and displayed artwork on town centre street banners, and in the City's Christmas Cards. The City led a program of events in November 2022 to build stronger community relationships with the PrideFEST. The City has expanded on the Community Arts Awards into an Arts Festival, attracted more partners and sponsorship to build capacity in communities in developing a collaborative and innovation festival program. The City is leading the Rise Up Art Market and an Artist in Residence at The Rise.
		3	Advocate for the State Government to support cultural expression within the City of Bayswater, such as the provision of funding for arts and cultural facilities (hard infrastructure) that ties in with arts and cultural projects, programs and services (soft infrastructure)	On-Track	Yes	Operating BAU	Manager Community Development	2022/23: The City supports many cultural arts organisations with in-kind contributions and/or letters of support to accompany their applications for State Government funding including supporting Ellis House.

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Partner / Collaborate	Commitments	1	Encourage connections and networking opportunities between the City, arts and cultural workers and artists that live or work in the City of Bayswater	On-Track	Yes	Operating BAU	Manager Community Development	2022/23: The City has engaged with the Arts Community to activate arts within the community to strengthen networks, create ideas and work on collaborations connections. This includes sharing information, networking meet ups, and liaison with Ellis House, Laneways Art Space, Claymate, WA Ballet, Pippa McMannus, Dense Pepper, Rabble Books, IAct Studios, Stop Being Boring, and Henry on Eight, Art and Craft World.
		2	Continue to deliver cultural activities in partnership with others	On-Track	Yes	Operating BAU	Manager Community Development	2022/23: The Morley Library hosted a performance by Hungarian Folk Dance Group Keszkeno as part of Harmony Week celebrations. Indigenous illustrator and author, Helen Milroy, participated in the Children's Book Council of Australia Book Week 2022 launch event. A trial collaboration between Library Services and Umbrella Multicultural Village Hub for seniors to play "Go" an ancient Chinese strategic board game. The City partnered with Maylands business Rabble Books and Games to deliver five Drag Queen Storytime sessions. The City partnered with WA Multicultural Association to deliver the Evening in the Park event, and partnered with Aboriginal artists for the Music in the Park event. For Reconciliation Week in May, the City delivered a flag raising ceremony and storytelling by local Elders, including partnerships with local schools, local Aboriginal Elder group, and Air force Cadets. The City also delivered cultural learning in the libraries, tree planting and smoking ceremonies in reserves, partnered with the Department of Local Government, Sport and Cultural Industries in the 2023 Street Banner project.
		3	Work with the Office of Multicultural Interests and local groups to build cultural awareness through performance, activities and events.	On-Track	Yes	Operating BAU	Manager Community Development	2022/23: A City of Bayswater Ambassador represented the City on a reference group for the Office of Multicultural Interests to build and share awareness about the City's activities and events. The City liaises with the Office of Multicultural Interests to deliver the Evening in the Park event, with over 17 performance from diverse groups including: Russian, Siberian, Slavic, Filipino, Israeli, Chinese and Vietnamese. City Grant Sponsored cultural events included Vietnamese Women Cultural Festival Day, Chinese New Year, Cultural Performance & Dumpling Tasting and the Twilight
		4	Continue to facilitate the use of local libraries as venues for exhibitions and other cultural activities.	On-Track	Yes	Operating BAU	Manager Community Development	2022/23: The Maylands Library hosted a Noongar language and culture workshop run by Carol Foley, which is ongoing. The Morley Library hosted a performance by the Hungarian Fold Dance Group Keszkeno to celebrate Harmony Week. The City's libraries each hosted special events to celebrate National Reconciliation Week and NAIDOC Week.

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		5	Develop the capacity of local cultural groups and organisations through the provision of the City's Community Upskillers Program, grant funding and partnership opportunities	On-Track	Yes	Operating BAU	Manager Community Development	2022/23: The City delivered a number of face-to-face Community Upskiller sessions, including the; Community Upskiller Workshop - Grant Writing Workshops & Writing Successful Grant Applications, Webinar - Winning First Impressions and Interview Skills, Webinar - Conducting Better Meetings, Community Upskiller Workshop - Clubs Governance Enhanced, Community Upskiller Workshop -Difficult Conversations Made Easy, Community Upskiller Workshop - Club Management WA, Community Upskiller Workshop - Fist Aid Demonstrations, eLearning – How Much does it really cost, club financial planning.
	Opportunities	1	Explore greater use of technology to make cultural activities more interactive and accessible	On-Track	Yes	Operating BAU	Manager Community Development	2022/2023: The City showcased the Community Art Awards with an online catalogue. The City used technology to improve lighting up of the trees at City events. The City incorporated interactive technology to engage with the audience using Slido to smart phones at the International Women's Day panel discussions.
		2	Consider a range of temporary cultural experiences – self-paced, pop-ups, flash mobs, hands-on activities	On-Track	Yes	Operating BAU	Manager Community Development	2022/2023: The City delivered two flash mob activities in this period; the Volunteer Recognition event with surprise burlesque dancers and the International Women's Day event with the surprise Menagerie Choir. The Reconciliation Week Storytelling and library sessions included hands on activities.
		3	Explore adapting and repurposing unused spaces and creating cultural precincts.	On-Track	Yes	Operating BAU	Manager Community Development	2022/23:The City is planning to collaborate with community to activate unused spaces in Mt Lawley and Maylands for a new Arts Festival including The Rise Amphitheatre, WA Ballet building and the St John of God building.
		4	Explore our connections to our local Noongar culture	On-Track	Yes	Operating BAU	Manager Community Development	In support of the City's reconciliation journey, through the Innovate Reconciliation Action Plan 2021- 2023 under the pillar of 'Opportunity', the City aims to increase the social and economic inclusion of Aboriginal and Torres Strait Islander peoples. The City has built strong connections with the Aboriginal communities through the NAIDOC Week and Reconciliation Week events, the Welcome to Country presentations at Citizenship Ceremonies and community events.
		5	Work with schools to involve all parts of the community in arts and culture	On-Track	Yes	Operating BAU	Manager Community Development	2022/2023: The City of Bayswater partnered with Embleton Primary for the City's Reconciliation Week Flag Raising Ceremony. The City engaged with local schools to review the Chaplaincy Program, annual scholarships program, and engaged with 13 schools for the Christmas Banner Competition.

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Deliver	Commitments	1	Continue to deliver family events which are free or low cost, with entertainment for children.	On-Track	Yes	Operating BAU	Manager Community Development	Annually: Free community events are delivered including; Avon Descent, Community Art Awards, Carols by Candlelight, Community BBQ and Citizenship Breakfast, Music in the Park, Movie in the Park, and Evening in the Park. These events attract people of all ages and interests, and in particular school children and families. An estimated total of 7,000 attended these events. The City also supported free Community led events through; International Women's' Day grants, the Community Events Grants and Better Bayswater Grants.
		2	Optimise community use of buildings and facilities for the delivery of cultural activities and cultural services	On-Track	Yes	Operating BAU	Manager Community Development	Ongoing: Cultural activities were facilitated at various City venues through this period including the Civic Centre, Bayswater Community Centre, Morley Community Centre and the City's Libraries. The City sponsors the Symphonic Wind Ensemble (WASWE) to utilise the Morley Sport and Recreation Centre for rehearsals and instrument storage.
		3	Increase the City's awareness of changing resident needs, desires and interests	On-Track	Yes	Operating BAU	Manager Community Development	The City's Strategic Community Plan was developed with an array of community engagement opportunities. This plan is a key document capturing the changing needs and aspirations of the community.
		4	Continue to deliver activities and events that are valued by the community.	On-Track	Yes	Operating BAU	Manager Community Development	Annually: The City continues to offer free community events including the Avon Descent, Community Art Awards, The new Flourish Community Art Festival, Carols by Candlelight, Community BBQ and Citizenship Breakfast, , and Evening in the Park. It also provides an annual children's' and adults' program through the Libraries, and events for seniors through the community centres. The City partnered with multiple businesses and community groups across the City to hold the first PrideFest in 2021. The City also offers low cost activities for seniors through community centres.
		5	Link cultural experiences with social opportunities	On-Track	Yes	Operating BAU	Manager Community Development	Annually: The City's Evening in the Park and Music in the Park events are where cultural diversity aligns with social opportunities. In 2023, the event attracted lower attendance numbers due to the COVID 19 pandemic, but was very well received by community. The City also attracts many diverse cultures to celebrate the Carols by Candlelight event, and in 2022 the numbers have steadily increased post the COVID 19 pandemic. Ongoing: The Community Centres run weekly activities including bus outings, walking group, friendship group, Chinese and English Mah-jong. The libraries English Conversation Groups facilitated by City volunteers help people whose first language is not English to improve their fluency, make new friends; and have fun in a safe and welcoming social environment.
		6	Utilise open spaces, parks and the riverfront	On-Track	Yes	Operating BAU	Manager Community Development	The majority of the City's events are held in open spaces across the City. 2022/2023: The City supported six community led events through awarding of grants using the City's active and passive reserves.

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		7	Make way for new cultural initiatives when old practices no longer serve the community	On-Track	Yes	Operating BAU	Manager Community Development	The City events are reviewed annually and has been realigned to focus on iconic signature events, and civic events. Funds were allocated to building capacity for more community led localised events. The grants policy was also reviewed in 2022, and the policy updated twice to reflect the changing needs of community. I.e.. Grants for events to be opened all year round with greater flexibility to meet community needs.
	Opportunities	1	Explore new cultural experiences to appeal to a wide range of audiences	Complete	Yes	Operating BAU	Manager Community Development	2022/2023: The City introduced a new cultural experience with the Community Concert, and is supported by Lotterywest funding of \$20,000. The City introduced the new Whadjuk Art Prize at the Community Art Awards, and is exploring partnerships to deliver new cultural experiences at City led events. The City is incorporating more diverse cultural inclusions at its signature events.
		2	Use non-traditional spaces for cultural activities	On-Track	Yes	Operating BAU	Manager Community Development	Ongoing: The City continued to trial the use of a converted shipping container, outside The RISE, as a multi-use stage and exhibition space.
		3	Embrace spontaneity by cutting red tape where possible - recognising that people want to be more spontaneous about their activities	On-Track	Yes	Operating BAU	Manager Community Development	The City has streamlined the process for food truck permits and event applications, by reviewing the application process and removing, where possible, red tape including relaxing the requirement for event applications for events with under 100 people, and trialling the approval of a series of events. In 2023, the City updated the Grants Policy to open grants up all year round to embrace spontaneity and reduce red tape for community.

Report 6. CITY OF BAYSWATER: AGE FRIENDLY STRATEGY 2021-2025											
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1	Outdoor Spaces and Buildings Goal: Outdoor spaces, toilets and public buildings are clean, accessible, well sign-posted and safe	1	Develop a Public Toilet Strategy for the City of Bayswater, to plan for upgrade, renewal and/ or removal of existing facilities, including design guidelines to address lighting, accessibility and compliance, and recommendations on funding for actions identified	2022/23	ongoing	2022/23	ongoing	On-Track	Yes	Operating BAU	The City completed extensive renovations of the Morley Community Centre's toilets, and accessible toilets were installed in line with the national standards. Assessment matrix of all City public toilets has been developed to identify priorities. All future renewals are identified in the capital works plans.
		2	Raise awareness of available public toilet facilities, opening hours and accessibility through promotion of the Australian Government's National Public Toilet Map and City of Bayswater's online mapping tool.	2022/23	ongoing	2022/23	ongoing	On-Track	Yes	Operating BAU	Completed initial upload and will continue to update as required.
		3	Continue to ensure the recreational and infrastructure needs of older people are supported through the City's Community Recreation Plan and Play Space Strategy.	2022/23	2022/23	2022/23	ongoing	On-Track	Yes	Operating BAU	Robert Thompson Reserve had new recreational fitness equipment installed to suit older adults.
		4	Continue to identify local safety hotspots through engagement with community members, local businesses and WA Police to ensure a targeted approach to community safety issues.	2021/22	2024/25	2022/2023	ongoing	On-Track	Yes	Operating BAU	The City's Rangers and Security team hosted a safety talk for older adults at the Bayswater Community Centre. The City of Bayswater Age Friendly Ambassador volunteers undergo training in Elder Abuse, and the Community Centres run regular workshops on safety, legal and Elder Abuse topics. The City's Age Friendly Ambassadors supported the WA Police community engagement team's stall on personal safety at Morley Galleria
		5	Continue to undertake safety audits of lighting, pathways and vegetation, and ensure reported graffiti is addressed in a timely manner.	2021/22	2024/25	2022/2023	ongoing	On-Track	Yes	Operating BAU	Connecting pathways at Kirkpatrick Reserve and Riverside Gardens Dog Park now enable safe access through the park. The City is developing a Crime and Safety Strategy to be delivered in 2023/24
		6	Explore opportunities to provide a program of activities for older adults in City parks and reserves in line with the City's Public Health Plan 2019-2024	2021/23	2022/23	2021/23	ongoing	On-Track	Yes	Operating BAU	The City continues to offer series of free 6-week outdoor fitness opportunities in a range of local parks, include a number of options for Seniors.
		7	Continuously improve the accessibility of the City's public open spaces and buildings in line with the City of Bayswater Access and Inclusion Plan.	2021/22	2024/25	2021/22	ongoing	On-Track	Yes	Operating BAU	The City's People Friendly Streets Project works to improve access to open space for people with disability. Accessibility improvements were made at Charles St Reserve, Riverside Gardens, Crimea Reserve, Maylands Waterland, and Kilpatrick Reserve including; interconnected pathways, modifications to picnic bench, wheelchair and pram friendly pathways.

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2	Transportation Goal: Transport infrastructure and services that meet older people's needs are advocated for on behalf of the community	1	Review the City's existing Community Bus Hire Program and explore opportunities to maximise participation of older residents.	2023/24	2023/24	2023/24	2023/24	On-Track	Yes	Operating BAU	Planned review as part of broader Community Centre reviews and risk assessment.	
		2	Partner with Transperth to facilitate information sessions and network tours, e.g. Get on Board, to educate and improve the confidence of older adults to use public transport.	2021/22	2024/25	ongoing	ongoing	On-Track	Yes	Operating BAU	The City partners each year with Transperth to host two network tours aimed at connecting and improving local senior's confidence using public transport. The Get on Board tours incorporated travel on buses and trains, journey planning, concession entitlements, and safety and security.	
		3	Invite Public Transport Authority (PTA) representatives to inform and engage older residents on public transport concerns and projects.	2021/22	2024/25	ongoing	ongoing	On-Track	Yes	Operating BAU	PTA tours occur each year during Seniors Week or just after.	
3	Housing Goal: Information about aged care support services and housing options is communicated, to support those who wish to age in place	1	Actively promote the Government's Aged Care Guide Western Australia resource to raise community awareness of local housing, residential care options for older adults, and other initiatives to age in place.	2021/22	2024/25	2021/22	ongoing	On-Track	Yes		The City provides resources on Aged Care that are widely available at the City's community facilities. The Aged Care Guide is also promoted in the City's Service Directory for Older Adults	
		2	Facilitate a regular program of in-person sessions, in partnership with key agencies, to educate older people and their families on retirement planning, aged care support services and housing options.	2021/22	2023/24	2023/24	ongoing	On-Track	Yes	Operating BAU	Regular programming through the Community Centre Savvy Seniors Program and in consultation with centre volunteers and Ambassadors.	
		3	Promote existing accommodation and homelessness support options for older people in line with the City of Bayswater Homelessness Strategy.	2022/23	2022/23	2022/23	2022/23	On-Track	Yes	Operating BAU	Regular promotion through hub connector program and at City events.	
		4	Continue to partner with local agencies and Culturally and Linguistically Diverse (CaLD) groups to deliver regular My Aged Care information in the City's top three languages spoken within the City of Bayswater.	2021/23	2023/24	2021/22	ongoing	On-Track	Yes	Operating BAU	The City's Service Directory for Older Adults includes My Aged Care information. The Directory is available on the City website in Italian, Vietnamese and Chinese language and hard copies are available on request. The City has trialled a partnership with Umbrella for fitness class. The Libraries run English Conversation classes. Culturally Appropriate Care (PCAC) hosted two Dementia Awareness sessions at Maylands Library and Morley Community Centre to support CaLD older adults	
		5	Advocate for new housing design developments beyond legislative requirements, within the City of Bayswater, that support adaptable and accessible options for older adults to age in place.	2021/22	2024/25	2021/22	ongoing	On-Track	Yes	Operating BAU	The City hosted a Homelessness Forum supporting options for older adults to age in place, with advocacy support of the My Home project.	

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4	Social Participation Goal: Opportunities for social participation are accessible, affordable and inviting	1	Continue to facilitate free and low-cost activities and events at the City's community centres and libraries that connect and engage older people.	2021/22	2024/25	2021/22	ongoing	On-Track	Yes	Operating BAU	The Community Centre and libraries programs will be reviewed in 2023/24. The Community Centres offer monthly community bus outings, and regular; walking group, indoor bowls, line dancing, bingo, fitness low impact fitness classes, cards, Mah-jong, Friendlies social group, yoga, craft group, digital mentoring, access to low cost hairdressing and podiatry services. The Libraries offer eLearning sessions on a range of topics including; My Digital Health Record, Cloud Storage and Online Streaming Services. The Libraries host Book Club sessions, Writers' Workshops, Crochet Workshops, IT Tech sessions, and Ukulele Workshops.
		2	Continue to support and promote the City's volunteer Library Services delivery program to ensure it remains responsive to community needs.	2021/22	2024/25	2021/22	ongoing	On-Track	Yes	Operating BAU	The Library Services is planned for a review in the 2023/24 year.
		3	Facilitate a focus group with key stakeholders to investigate ways the City can better promote its community events to increase participation by older adults.	2021/22	2024/25	2021/22	ongoing	On-Track	Yes	Operating BAU	The City engages with the Age Friendly Ambassador volunteers at monthly meetings, where feedback on events and promotion is considered. The City runs bimonthly community centre volunteer meetings to seek feedback on program planning, operations and better ways to promote programs and events for older adults.
		4	Promote initiatives that assist older residents to get to know their neighbours and increase community safety, e.g. City's Community Grants program and Neighbourhood Watch Week.	2021/22	2024/25	2021/22	ongoing	On-Track	Yes	Operating BAU	The City Community Grants program continues, and has partnered with Neighbourhood Watch groups.
5	Respect and Social Inclusion Goal: Older people are valued, treated with respect and empowered to engage with all aspects of community life.	1	Continue to support the Age Friendly Ambassador network to provide feedback to the City at monthly meetings and be a voice for older adults on community issues.	2021/22	2024/25	2021/22	ongoing	On-Track	Yes	Operating BAU	The City engages with the Age Friendly Ambassador volunteers at monthly meetings and provide training and advocacy opportunities ongoing.
		2	Investigate opportunities to partner with local businesses and community groups to showcase stories that celebrate 'ageing' in the City of Bayswater.	2023/24	2023/24	2023/24	2023/24	On-Track	Yes	Operating BAU	The City partnered with local businesses and community groups to present a Seniors Expo for National Volunteer Week at the Morley Community Centre.
		3	Establish a monthly 'Chatty café' at the City's community centres to provide an opportunity for older adults to informally connect in a safe and welcoming space.	2022/23	2022/23	2022/23	ongoing	On-Track	Yes	Operating BAU	Regular Chatty Café sessions occur at Morley and Bayswater Community Centres.

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		4	Continue to provide support to vulnerable older residents in times of crisis, e.g. COVID-19 lockdowns, through the City's community care team.	2021/22	2024/25	2021/2022	2022/23	Complete	No		The lock downs have discontinued, and the community care team disbanded. The City developed the Vulnerable Communities Plan that was endorsed through the Local Emergency Management Committee. The plan aims to provide a guide to support vulnerable community members at a time of crisis.
		5	Support and actively promote initiatives that raise awareness of elder abuse and broaden the conversation in the community.	2021/22	2024/25	2022/23	ongoing	On-Track	Yes	Operating BAU	Elder Abuse information sessions occur each year at the Community Centres, with Age Friendly Ambassador volunteers trained to provide information and raise awareness.
		6	Continue to consult with local Aboriginal Elders to strengthen reconciliation and inclusive opportunities in the local community in line with the City's Reconciliation Action Plan.	2021/22	2024/25	2021/22	ongoing	On-Track	Yes	Operating BAU	The City has an established Reconciliation Advisory Group inclusive of local Aboriginal Elders.
6	Civic Participation and Employment Goal: Opportunities for older people to upskill, volunteer and gain employment are actively facilitated and promoted	1	Expand and promote the City of Bayswater's Link and Learn and Upskillers programs to support lifelong learning and assist older adults to gain skills for employment and volunteering opportunities.	2021/22	2022/23	2021/22	2022/23	On-Track	Yes	Operating BAU	The City hosted a Job Searching Tips and Tricks session which was promoted through the community centres program for older adults.
		2	Explore opportunities to partner and connect with Perth Metropolitan volunteer resource centres to link older adults with volunteering options.	2021/22	2022/23	2021/22	ongoing	On-Track	Yes	Operating BAU	The City partnered with Volunteering WA to host a Step into Volunteering Upskilling session. This session was predominantly attended by older community members. Post the event, one of the older attendees contacted the City to let them know she had obtained a voluntary role at Whiteman Park. The City partnered with the Bassendean Volunteer Resource Centre to access volunteers, training and partnership opportunities.
		3	Update the City's workforce plan to ensure the needs of ageing employees are considered and included.	2021/22	2022/23	2022/23	2022/23	Complete	No		The City has updated its draft Workforce Development Plan, and is pending internal review in preparation for the business planning process
		4	Continue to deliver a sustainable Digital Mentor program at the City's libraries through the Federal Government's Be Connected initiative to increase digital literacy in older adults.	2021/22	2022/23	2021/22	ongoing	On-Track	Yes	Operating BAU	The City continues to run one-to-one tech help sessions for older adults. Five Beginner Computer Courses were run with adults learning basic technology skills. All computer classes are run from libraries and no longer occur in the community centres due to duplication of services.

Report 6. CITY OF BAYSWATER: AGE FRIENDLY STRATEGY 2021-2025											
Report on Action Progress to 2022/23 and Plans for 2023/24											
Outcome Area No.	Outcome Area	Action No.	Action Implementation Plan Actions	Planned Start Financial Year	Planned Finish: Financial Year	Actual or Adjusted Start Financial Year	Actual or Adjusted Finish: Financial Year	Action Status (end 22 23) ● Complete ● On-Track ● On-Hold ● Off-Track ● Not yet due ● Discontinued	Planned Action 2023/24 Yes or No	Resources/ Budget 2023/2024 ● Operating BAU ● Operating Project (\$) (with specified project \$ for 23/24) ● Capital Project/ Program (\$)	Comment (If Applicable)
7	Communication and Information Goal: Information on services, activities and events is communicated in both hard and electronic formats, with strategies implemented to reach people who may be isolated.	1	Continue to provide information in a range of formats, including hard copy as detailed in the City's Access and Inclusion Plan.	2021/22	2022/23	2021/22	ongoing	On-Track	Yes	Operating BAU	Digital information for older adults is available on the website and email by request. Hard copies of information are available at the City's three libraries and two community centres, on the information desk display and notices boards. A notice board was installed at the Bedford RSL.
		2	Map and establish a localised network to improve the reach of information to older adults, for example, GPs, local businesses, aged care providers, and community and cultural groups.	2022/23	2024/25	2022/23	ongoing	On-Track	Yes	Operating BAU	The City's Service Directory for Older Adults is a comprehensive guide and source of information for residents.
		3	Continue to promote City services, programs and events through various communication mediums, including posters and flyers at libraries, Bayswater Beat, local newspaper, Have A Go News and the City's website.	2021/22	2024/25	2021/22	ongoing	On-Track	Yes	Operating BAU	The City promotes activities for older adults through; two Community Centres, the libraries, the Civic Centre, and through multiple social media channels and the City website. The City produces and distributes posters, flyers, and the Bayswater Beat magazine. An audit of the flyers was completed to improve the Community Centre brand alignment with the corporate brand.
		4	Establish an information hub facilitated by volunteers at Bayswater and Morley community centres to provide a one-stop shop for community information for older adults.	2021/22	2024/25	2021/22	ongoing	On-Track	Yes	Operating BAU	The Bayswater and Morley Community Centre welcome desk is supported by volunteers who provide a one stop shop for community information for older adults. The City attends the Seniors Forum each year and provides show bags to older adults with information.
		5	Undertake a review of the Age Friendly Ambassador program, with the aim of refocusing and expanding the network to support more face-to-face connections with older and Culturally and Linguistically Diverse (CaLD) residents.	2021/22	2023/2024	2023/24	2023/24	On-Track	Yes	Operating BAU	Planned review for 2023/24 prior to recruiting new members.

Report 6. CITY OF BAYSWATER: AGE FRIENDLY STRATEGY 2021-2025												
Report on Action Progress to 2022/23 and Plans for 2023/24												
Outcome Area No.	Outcome Area	Action No.	Action Implementation Plan Actions	Planned Start Financial Year	Planned Finish: Financial Year	Actual or Adjusted Start Financial Year	Actual or Adjusted Finish: Financial Year	Action Status (end 22 23) ● Complete ● On-Track ● On-Hold ● Off-Track ● Not yet due ● Discontinued	Planned Action 2023/24 Yes or No	Resources/ Budget 2023/2024 ● Operating BAU ● Operating Project (\$) (with specified project \$ for 23/24) ● Capital Project/ Program (\$)	Comment (If Applicable)	
8	Community Support and Health Services Goal: Older people are better connected to health and community services.	1	Map out local community health and support services to better connect older residents and advocate for future needs.	2022/23	2022/23	2022/23	2022/23	On-Track	Yes	Operating BAU	Mapping exercise occurs as part of Age Friendly Ambassador volunteer induction and planning.	
		2	Expand the City's Service Directory for Older Adults to better promote and link residents to support services and provide in top three languages other than English spoken in the City.	2022/23	2022/23	2023/24	2023/24	Complete	No		The City's Service Directory for Older Adults includes My Aged Care information. The Directory is available on the City website in Italian, Vietnamese and Chinese language and hard copies are available on request.	
		3	Expand networks with relevant agencies to improve connection to services and to help distribute the Service Directory for Older Adults to socially isolated clients.	2022/23	2022/23	2022/23	2022/23	Complete	No		The City attends a Seniors Forum each year and has engaged in MOU's with networks who support older adults and distributes the directories through those networks.	
		4	Redevelop 'Older Adults' web pages on the City's website to link users to My Aged Care, NDIS and other Government funded initiatives.	2021/22	2021/22	2021/22	2022/23	Complete	No			
		5	Continue to deliver free annual health and wellbeing programs for older adults in line with the City's Public Health Plan 2019-2024 to improve older people's mental health, fitness and nutrition.	2021/22	2024/25	2021/22	2024/25	On-Track	Yes	Operating BAU	The City runs regular Health at Home Programs each year through the centres.	
		6	Explore opportunities to partner with diverse Aged Care service providers to link isolated residents to ongoing social support.	2023/24	2023/24	2023/24	ongoing	On-Track	Yes	Operating BAU	The City partnered with Hearing Australia to offer free hearing checks to older adults. The City has partnered with Umbrella to link isolated residents with social support. The City has also increased invitations for service providers to access the community centres with free information sessions for seniors.	

Report 7. CITY OF BAYSWATER: PLAY SPACE STRATEGY 2019-2029													
Report on Action Progress to 2022/23 and Plans for 2023/24													
Item No.	Park Name	Suburb	Classification	Dog off Leash exercise Area	Recommended Action Implementation Plan Actions	Planned Start Financial Year	Planned Finish: Financial Year	Actual or Adjusted Start Financial Year	Actual or Adjusted Finish: Financial Year	Action Status (end 22 23)	Planned Action 2023/24 Yes or No	Resources/ Budget 2023/2024 ● Operating BAU ● Operating Project (\$) (with specified project \$ for 23/24) ● Capital Project/ Program (\$)	Comment (If Applicable)
2019 / 20													
1	Claughton Reserve	Bayswater	Regional	Y	Nature play with fairy trail	19/20	19/20	19/20	20/21	Complete	No		
2	Mills Avenue Park	Bayswater	Neighbourhood	Y	Natural Accessible play theme	19/20	19/20	19/20	20/21	Complete	No		
3	Nellie Tant Reserve	Bayswater	Pocket	N	Nature play theme	19/20	19/20	19/20	20/21	Complete	No		
4	Noranda Sporting Complex (athletics)	Noranda	District (sporting)	N	Play and exercise equipment	19/20	19/20	19/20	20/21	Complete	No		
5	Pat O Hara Reserve	Morley	District (sporting)	Y	Swingset and climbing structure with Modular goal added	19/20	19/20	19/20	20/21	Complete	No		
6	Waltham Reserve	Morley	Neighbourhood (sporting)	N	Swing and climb theme	19/20	19/20	19/20	20/21	Complete	No		
2020 / 21													
7	Alf Brooks	Bayswater	Pocket	N	Swing, climb and basketball	20/21	20/21		20/21	Complete	No		
8	Belstead	Noranda	Local	Y	Swing and climb theme	20/21	20/21		20/21	Complete	No		
9	Gus Weimer	Morley	Local	N	Natural play climb theme	20/21	20/21		20/21	Complete	No		
10	Mahogany Reserve	Morley	Local	N	Swing, climb and table tennis	20/21	20/21		20/21	Complete	No		
11	Stanbury Reserve	Morley	Pocket	N	play and exercise equipment	20/21	20/21		20/21	Complete	No		
12	Wattle Reserve	Morley	Neighbourhood	N	Swing, climb and exercise	20/21	20/21		20/21	Complete	No		
2021 / 22													
13	Gibbney Reserve	Maylands	District (sporting)	Y	Climb, nature play, swing and trampoline	21/22	21/22		21/22	Complete	No		
14	Riverside Gardens	Bayswater	Regional	Y	Incorporate into broader site concept plan	21/22		24/25	24/25	Not Yet Due	No		Developing with broader site concept plan
15	Maylands Waterland	Maylands	District	N	Natural play, climb, waterplay and explore	21/22	21/22			Complete	No		
16	Noranda Nook	Noranda	District (sporting)	N	Natural play, swing and table tennis	21/22	21/22			Complete	No		
17	York Reserve	Bedford	Pocket	N	Enhance natural shade through planting. Connectivity to play elements. Potential for sand play.	25/26				Not Yet Due	No		Equipment in good condition
Future Implementation Plan (pg. 32...)													
18	Bert Wright Park	Bayswater	Neighbourhood	N	Maintain	31/32				Not Yet Due	No		
19	Donald Way Reserve	Bayswater	Local	N	Maintain	26/27				Not Yet Due	No		
20	Flora Reserve	Bayswater	Local	N	Maintain	24/25		23/24	23/24	On-Track	Yes	Capital Project/ Program (\$)	Scoping design
21	Frank Drago Reserve	Bayswater	District (Sporting)	Y	Enhance (Reserve does not currently contain a play space; future development of the site may include play equipment)					Not Yet Due	No		

Report 7. CITY OF BAYSWATER: PLAY SPACE STRATEGY 2019-2029													
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22	Gobba Lake Park	Bayswater	Local	N	Maintain	23/24	23/24			On-Track	Yes	Capital Project/ Program (\$)	Scoping design
23	Gordon Reserve	Bayswater	Pocket	N	Maintain	32/33				Not Yet Due	No		
24	Halliday Park	Bayswater	Neighbourhood (Sporting)	Y	Maintain	32/33				Not Yet Due	No		
25	Hamilton Reserve	Bayswater	Pocket	N	Maintain	28/29				Not Yet Due	No		
26	Headley Place Reserve	Bayswater	Pocket	N	Maintain	24/25				Not Yet Due	No		Equipment in good condition
27	Hinds Reserve	Bayswater	Neighbourhood	N	Enhance (Site under investigation for potential bike trail)	30/31				Not Yet Due	No		
28	Houghton Park	Bayswater	District (Sporting)	N	Enhance (Site has potential for play variety e.g. nature play elements, adult exercise equipment. Outdoor multi-court.)	26/27				Not Yet Due	No		
29	Joan Rycroft Reserve	Bayswater	Neighbourhood (Sporting)	Y	Maintain	22/23				On-Track	Yes	Operating BAU	
30	Lower Hillcrest Reserve	Bayswater	Neighbourhood (sporting)	Y	Enhance. Dependent on sporting function. (Potential to develop into a nature play space to complement neighbouring Evans Place)	22/23	23/24			On-Track	Yes	Operating BAU	Swing, climb, ninja exercise theme
31	Upper Hillcrest Reserve	Bayswater	District (sporting)	Y	Maintain	32/33				Not Yet Due	No		
32	Norco Way Reserve	Bayswater	Pocket	N	Maintain	30/31				Not Yet Due	No		
33	Paterson Reserve	Bayswater	Local	N	Maintain	31/32				Not Yet Due	No		
34	Swan Lake Reserve	Bayswater	Local	N	Maintain	23/24				On-Track	Yes	Operating BAU	
35	Toowong Reserve	Bayswater	Local	N	Maintain	23/24	23/24			On-Track	Yes	Capital Project/ Program (\$)	Scoping design
36	Alan Lehmann Reserve	Bedford	Local	Y	Maintain	32/33				Not Yet Due	No		
37	Beaufort Park	Bedford	Neighbourhood	N	Maintain	31/32				Not Yet Due	No		
38	Birkett Street Reserve	Bedford	Local	N	Maintain Swing and climb theme	22/23	22/23	23/24	23/24	On-Hold	No		Redevelopment site experiencing anti social behaviour
39	Browns Lake Reserve	Bedford	Neighbourhood	N	Maintain	25/26				Not Yet Due	No		
40	Grand Promenade Reserve	Bedford	Neighbourhood (Sporting)	N	Maintain	27/28				Not Yet Due	No		
41	Gummery Reserve	Bedford	Local	N	Maintain	28/29				Not Yet Due	No		
42	RA Cook Reserve	Bedford	District	Y	Maintain	23/24	23/24			On-Track	Yes	Capital Project/ Program (\$)	Scoping design

Report 7. CITY OF BAYSWATER: PLAY SPACE STRATEGY 2019-2029													
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43	Broun Park	Embleton	Neighbourhood	Y	Enhance (Potential for engaging, nature-based play space to complement natural assets. Good location to attract families and children (adjacent to Bayswater Waves). Investigate a staged process of upgrading play space including pathway network and access from carpark and local streets; picnic, seating, BBQ; play nodes for 2-3 age groups.)	30/31				Not Yet Due	No		
44	Feredy Reserve	Embleton	Local	Y	Swing and climb theme	22/23	22/23		22/23	Complete	No		
45	McKenzie Reserve	Embleton	Neighbourhood	N	Maintain	32/33				Not Yet Due	No		
46	Ockley Square Reserve	Embleton	Pocket	N	Maintain	26/27				Not Yet Due	No		
47	Wotton Reserve	Embleton	District (Sporting)	N	Maintain	31/32				Not Yet Due	No		
48	Bardon Park (lower)	Maylands	District	Y	Enhance (Potential for substantial development to play space at the time of upgrade for improved accessibility and play opportunities to complement natural environment.)	22/23		24/25	24/25	Not Yet Due	No		Equipment in good condition
49	Bardon Park (upper)	Maylands	District	Y	Enhance (Potential for substantial development to play space at the time of upgrade for improved accessibility and play opportunities to complement natural environment.)	29/30				Not Yet Due	No		
50	Bath Street Reserve	Maylands	Local	N	Maintain	27/28				Not Yet Due	No		
51	Charles Reserve	Maylands	Local	N	Maintain	27/28				Not Yet Due	No		
52	Clarkson Reserve	Maylands	District	N	Enhance (Consider in broader planning of Maylands Peninsula.)	31/32				Not Yet Due	No		
53	De Lacy Reserve	Maylands	District (Sporting)	Y	Maintain	32/33				Not Yet Due	No		
54	Gibbney reserve West	Maylands	District (Sporting)	Y	Maintain	29/30				Not Yet Due	No		
55	Kelvin/Sherwood Reserve	Maylands	Pocket	N	Natural swing and climb theme	22/23	22/23		22/23	Complete	No		
56	Lake Bungana	Maylands	District	N	Maintain	31/32				Not Yet Due	No		
57	Margaret Reserve	Maylands	Pocket	N	Maintain	30/31				Not Yet Due	No		
58	Maylands Foreshore	Maylands	Regional / District	N	Enhance (Awaiting outcome of Maylands Waterland review (2019/20). Potential for BBQ, seating, picnic, play upgrade)					On-Hold	No		
59	Plowmans Park	Maylands	Local	N	Maintain	27/28				Not Yet Due	No		

Report 7. CITY OF BAYSWATER: PLAY SPACE STRATEGY 2019-2029													
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60	Puntie Crescent Reserve	Maylands	Pocket		Maintain	32/33				Not Yet Due	No		
61	Shearn Memorial Reserve	Maylands	Neighbourhood (Sporting)	Y	Maintain	29/30				Not Yet Due	No		
62	The RISE	Maylands	Neighbourhood	N	Maintain	25/26				Not Yet Due	No		
63	Abinger Reserve	Morley	Neighbourhood	Y	Enhance	28/29				Not Yet Due	No		
64	Allan Hill Park	Morley	Neighbourhood	N	Enhance	23/24		24/25	24/25	Not Yet Due	No		Equipment in good condition
65	Arbor Park	Morley	District	Y	Enhance	25/26				Not Yet Due	No		
66	Battersea Reserve	Morley	Neighbourhood	N	Enhance	23/24	23/24			On-Track	Yes	Capital Project/ Program (\$)	Scoping design
67	Boxhill Reserve	Morley	Local	N	Maintain	24/25				Not Yet Due	No		
68	Charlwood Reserve	Morley	Local	N	Maintain	26/27				Not Yet Due	No		
69	Chesney Reserve	Morley	Pocket	N	Maintain	33/34				Not Yet Due	No		
70	Crimea Park	Morley	District (Sporting)	Y	Maintain	29/30				Not Yet Due	No		
71	Crowhurst Reserve	Morley	Local	N	Maintain	27/28				Not Yet Due	No		
72	Emberson Reserve	Morley	District (Sporting)	N	Enhance	26/27				Not Yet Due	No		
73	Farnham Reserve	Morley	Local	N	Maintain	31/32				Not Yet Due	No		
74	Fedders Reserve	Morley	Pocket	N	Maintain	31/32				Not Yet Due	No		
75	FJ Beals Park	Morley	Neighbourhood (Sporting)	Y	Maintain	28/29				Not Yet Due	No		
76	Hampton Square Reserve	Morley	Neighbourhood	Y	Maintain	30/31				Not Yet Due	No		
77	Jakobsons Reserve (North)	Morley	Pocket	N	Maintain	24/25				Not Yet Due	No		
78	Kanimbla Reserve	Morley	Local	N	Maintain	25/26				Not Yet Due	No		
79	Kennedy Reserve	Morley	Pocket	N	Maintain	23/24	23/24			On-Track	Yes	Capital Project/ Program (\$)	Scoping design
80	Moses Saunders Park	Morley	Local	N	Maintain	26/27				Not Yet Due	No		
81	Newington Reserve	Morley	Neighbourhood	N	Enhance	31/32				Not Yet Due	No		
82	Peters Place Resercve	Morley	Neighbourhood	N	Enhance	26/27				Not Yet Due	No		
83	Rhodes Reserve	Morley	Local	N	Maintain	23/24	23/24			On-Track	Yes	Capital Project/ Program (\$)	Scoping design
84	Rudloc Reserve	Morley	Neighbourhood	Y	Enhance	28/29				Not Yet Due	No		
85	Russell Street Reserve	Morley	District	N	Enhance	32/33				Not Yet Due	No		

Report 7. CITY OF BAYSWATER: PLAY SPACE STRATEGY 2019-2029													
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86	Shadwell Reserve	Morley	Neighbourhood	Y	Enhance	33/34				Not Yet Due	No		
87	Silverwood Reserve	Morley	Pocket	N	Maintain	31/32				Not Yet Due	No		
88	Tom Cameron Park	Morley	Neighbourhood	N	Enhance	26/27				Not Yet Due	No		
89	Trewin Park	Morley	Local	N	Maintain	30/31				Not Yet Due	No		
90	Weld Square Reserve	Morley	Neighbourhood	Y	Enhance	31/32				Not Yet Due	No		
91	Bohemia Park	Noranda	Neighbourhood	Y	Maintain	33/34				Not Yet Due	No		
92	Bramwell Reserve	Noranda	Local	N	Maintain	33/34				Not Yet Due	No		
93	Corderoy Reserve	Noranda	Local	Y	Maintain	28/29				Not Yet Due	No		
94	Deschamp Reserve	Noranda	Neighbourhood	Y	Maintain	26/27				Not Yet Due	No		
95	Fitzpatrick Reserve	Noranda	Local	Y	Maintain	32/33				Not Yet Due	No		
96	Holden Reserve	Noranda	Local		Maintain	31/32				Not Yet Due	No		
97	Ivory Park	Noranda	Neighbourhood	Y	Enhance	23/24	23/24			On-Track	Yes	Capital Project/ Program (\$)	Scoping design
98	Kirkpatrick Reserve	Noranda	Neighbourhood	Y	Enhance	25/26				Not Yet Due	No		
99	Lighting Park Recreation	Noranda	Regional (Sporting)	N	Maintain	22/23		25/26	25/26	Not Yet Due	No		Equipment still in good condition
100	Logan Reserve	Noranda	Pocket	N	Maintain	31/32				Not Yet Due	No		
101	Luderman Park	Noranda	Neighbourhood	Y	Maintain	33/34				Not Yet Due	No		
102	McPherson Reserve	Noranda	Neighbourhood	N	Maintain	32/33				Not Yet Due	No		
103	Millerick Reserve	Noranda	Neighbourhood	Y	Enhance	27/28				Not Yet Due	No		
104	Nederpelt Reserve	Noranda	Local	N	Maintain	27/28				Not Yet Due	No		
105	Noranda Avenue Reserve	Noranda	Pocket	N	Maintain	32/33				Not Yet Due	No		
106	Noranda Sporting Complex (SE Corner)	Noranda	Regional/District (Sporting)	N	Maintain	30/31				Not Yet Due	No		
107	Robert Thompson Park	Noranda	Neighbourhood	Y	Enhance	24/25				Not Yet Due	No		
108	Sherbrook Reserve	Noranda	Local	N	Maintain	27/28				Not Yet Due	No		
109	Strutt Reserve	Noranda	Neighbourhood	N	Maintain	31/32				Not Yet Due	No		

Report 8. CITY OF BAYSWATER COMMUNITY RECREATION PLAN												
Report on Action Progress to 22/23 and Plans for 2023/24												
Asset type	Action No.	Action Implementation Plan Actions	Detail	Planned Start Financial Year	Planned Finish: Financial Year	Actual or Adjusted Start Financial Year	Actual or Adjusted Finish: Financial Year	Action Status (end 22/23)	Planned Action 2023/24 Yes or No	Resources/ Budget 2023/2024	Comment (If Applicable)	
								<ul style="list-style-type: none"> ● Complete ● On-Track ● On-Hold ● Off-Track ● Not yet due ● Discontinued 		<ul style="list-style-type: none"> ● Operating BAU ● Operating Project (\$ (with specified project \$ for 23/24) ● Capital Project/ Program (\$) 		
Change room upgrades / redevelopments	1	Upgrade Upper Hillcrest Reserve change rooms	Additional transportable female friendly changerooms to be installed on site at Upper Hillcrest Reserve to support current sporting activities - Football and Cricket. Community Sport and Recreation Facility Funding approved through the Department of Local Government Sport and Culture to compliment grant funding received from the WA Football Commission and funding approved by the City	2023/24	2023/24			On-Track	Yes	Capital Project/ Program (\$)	Tender for additional changing facility to advertise from 1 July 2023.	
	2	Upgrade Noranda soccer change rooms at Noranda sporting complex	Provide additional accessible and inclusive change rooms for sporting clubs based on standards for Category 1 District Sporting Reserve.	(Short term 2022-2027)	2024/25	2023/24		On-Track	Yes	Capital Project/ Program (\$)	Liaising with clubs and federal department to confirm grant commitment during recent federal election.	
	3	Upgrade RA Cook Reserve change rooms	Retrofit existing to provide accessible and inclusive change rooms (EB sporting clubs based on standards for Category 1 District Sporting Reserve.	(Short term 2022-2027)				Not Yet Due	No			
	4	Upgrade Frank Drago Reserve change rooms	Retrofit existing to provide accessible and inclusive change rooms for sporting clubs based on standards for Category 1 District Sporting Reserve (and determined by FIFA requirements for Women's World Cup). Plan for future additional improvements including grandstand, clubroom, field works and public toilets, pending resource availability	(Short term 2022-2027)				Not Yet Due	No			
	5	Upgrade Crimea Park change rooms	Retrofit existing to provide accessible and inclusive change rooms for sporting clubs based on standards for Category 2 District Sporting Reserve.	(Short term 2022-2027)				On-Track	Yes		Public toilets being refurbished 2023/24.	
	6	Upgrade Wotton Reserve change rooms	Retrofit existing and provide additional accessible and inclusive change rooms for sporting clubs based on standards for Category 1 District Sporting Reserve. Plan for future works to public toilets and spectator area, pending resource availability	(Short term 2022-2027)				Not Yet Due	No			
	7	Upgrade Emberson Reserve change rooms	Retrofit existing to provide accessible and inclusive change rooms for sporting clubs based on standards for Category 2 District Sporting Reserve.	(Short term 2022-2027)				Not Yet Due	No			
	8	Upgrade Waltham Reserve change rooms	Retrofit existing to provide accessible and inclusive change rooms for sporting clubs based on standards for Category 2 District Sporting Reserve.	(Medium 2027-2032)				Not Yet Due	No			
	9	Upgrade Houghton Park change rooms	Retrofit existing and provide additional accessible and inclusive change rooms for sporting clubs based on standards for Category 2 District Sporting Reserve, based on current and future needs.	(Medium 2027-2032)				Not Yet Due	No			
	10	Upgrade Lightning Park change rooms	Retrofit existing to provide accessible and inclusive change rooms for sporting clubs based on standards for Category 1 District Sporting Reserve.	(Medium 2027-2032)				Not Yet Due	No			
	11	Provide additional Australian Rules football provision through upgrade to De Lacy Reserve and facilities	Pending requirement for additional Australian Rules football field, based on need. Retrofit existing changerooms to provide accessible and inclusive change rooms for sporting clubs based on standards for Category 2 District Sporting Reserve	(Medium 2027-2032)				Not Yet Due	No			

Report 8. CITY OF BAYSWATER COMMUNITY RECREATION PLAN												
Report on Action Progress to 22/23 and Plans for 2023/24												
Asset type	Action No.	Action Implementation Plan Actions	Detail	Planned Start Financial Year	Planned Finish: Financial Year	Actual or Adjusted Start Financial Year	Actual or Adjusted Finish: Financial Year	Action Status (end 22 23) ● Complete ● On-Track ● On-Hold ● Off-Track ● Not yet due ● Discontinued	Planned Action 2023/24 Yes or No	Resources/ Budget 2023/2024 ● Operating BAU ● Operating Project (\$) (with specified project \$ for 23/24) ● Capital Project/ Program (\$)	Comment (If Applicable)	
Community recreation infrastructure	12	Develop recreation trails in natural areas	Where appropriate, to facilitate community use and enjoyment of nature; aligned with natural area management plans. Consider signage, cultural history, interpretation and dual place naming	(Medium 2027-2032)				Not Yet Due	No			
	13	Develop launch sites / jetties / fishing nodes in various locations	Improve access to the river / water-based activities e.g. kayaking, stand-up paddle board and fishing, in conjunction with government agencies, stakeholders and community	(Medium 2027-2032)				Not Yet Due	Yes		Installing accessible matting to Hinds Reserve and scoping masterplan options for Hinds / Riverside in conjunction with Department of Biodiversity Conservation and Attractions.	
	14	Develop a perimeter pathway program for reserves	Specific program to install pathways at larger reserves to assist accessibility, walking/jogging/cycling for fitness.	(Short term 2022-2027)				Not Yet Due	No		Subject to future budget consideration.	
Facility / infrastructure planning	15	Complete concept plan for Hinds Reserve and Riverside Gardens redevelopment	Concept plan to guide future developments and foreshore planning and design at Hinds Reserve and Riverside Gardens. Incorporate play space, recreation infrastructure and community buildings in a staged approach.	22/23	23/24			On-Track	Yes		Preliminary concept developed to inform community engagement.	
	16	Complete a Facility Development Plan for Clarkson Reserve	Potential to explore future facility options and community spaces in conjunction with clubs, stakeholders and community	22/23				Not Yet Due	No			
	17	Complete a Facility Development Plan for Grand Promenade Reserve	Potential to address ageing infrastructure, enhance and co-locate uses on site, activate spaces, develop outdoor multi-courts and other active elements.	(Medium 2027-2032)				Not Yet Due	No			
	18	Complete a Facility Development Plan for Upper and Lower Hillcrest Reserves	Consider potential for co-location, additional parking, and additional sporting uses. Considering the critical needs of clubs in effectively delivering their services to the community. Will consider potential for co-location, additional infrastructure and sporting mix of the reserve.	(Medium 2027-2032)	2023/24			On-Track	Yes	Operating Project (\$)	Developing a needs assessment through liaising with clubs other users and key stakeholders.	
	19	Develop Skate and BMX Plan	Develop / support a plan to guide locations of Neighbourhood level skate and bike nodes across the City, in conjunction with City's Skate and Bike Development Advisory Committee. The Strategy will identify the demand for skate, scooter and BMX infrastructure in the City, and guide planning for the future.	22/23	23/24			On-Track	Yes	Operating Project (\$)	First round of community engagement completed to inform draft strategy.	
	20	Develop bike facilities plan	Guide development of bike facilities including trails and pump tracks in appropriate locations, based on community input. Consider supporting infrastructure, pathways, access, parking and other active play elements.	(Short term 2022-2027)				Not Yet Due	No		Skate and BMX Strategy is being developed currently and that will inform a facilities plan.	
	21	Complete a Facility Development Plan for Halliday Park	Assess outcome of Bayswater Train Station, parking and current and future facility usage requirements.	(Medium - Long)				Not Yet Due	No			
	22	Complete a Facility Development Plan for Pat O'Hara Reserve	Determine future facility needs of rugby and Scouts once buildings reach the end of their usable life	(Medium 2027-2032)				Not Yet Due	No			
	23	Complete a Business case for Stage 2 Maylands Waterland works	Required to advocate for additional funds to develop remaining areas.	(Short term 2022-2027)				On-Track	Yes		Advocacy document prepared.	

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	24	Complete a Facility Development Plan for Hampton Square Park	Potential to rationalise buildings at the end of their useful life, based on community demand.	(Medium - Long)				Not Yet Due	No			
	25	Complete a Facility Development Plan for Houghton Park	Potential to upgrade / rationalise buildings and develop a rectangular sport facility, pending relocation requirements from other facilities.	(Short term 2022-2027)				Not Yet Due	No			
	26	Develop an exercise equipment plan	Guide locations for outdoor exercise equipment to be installed across the City, considering shade, access and other park infrastructure	(Short term 2022-2027)	2023/24			On-Track	Yes	Operating BAU		
	27	Develop a funding model for Stage 2 Bayswater Waves works	Important works to improve accessibility, asset management, functionality and aesthetics at Bayswater Waves.	(Short term 2022-2027)				Complete	No			
	28	Develop enclosed dog exercise areas plan	Investigate various appropriate locations across the City, based on established criteria and community feedback.	(Short term 2022-2027)				Not Yet Due	No			
	29	Develop a Public Toilet Strategy	Upgrade public toilets to support community use of parks and reserves.	(Short term 2022-2027)	2023/24			On-Track	Yes			
	30	Develop passive lighting criteria	Criteria and decision matrix to inform type and extent of lighting in parks to support night-time recreational use and community safety (aligned with Emissions Reduction and Renewable Energy Plan).	(Short term 2022-2027)				Not Yet Due	No			
	31	Complete a Facility Development Plan for Joan Rycroft Reserve	Potential to develop reserve and add change rooms if required in future for organised sporting use.	(Long Term 2032+)				Not Yet Due	No			
Business As Usual Actions	32	Club liaison and support	Assist clubs to maximise space in their buildings and investigate options for co-location, where appropriate, when facilities reach the end of their useful life.	Ongoing				On-Track	Yes	Operating BAU	Ongoing liaison with clubs, peak bodies and potential funders.	
	33		Implement a sport and recreation facility standards hierarchy to guide future facility upgrades and redevelopments. The hierarchy can be found in Part 2.	(Short term 2022-2027)	2023/24			On-Track	Yes	Operating BAU		
	34		Continue to provide seating, pathways and shade around community recreation infrastructure. Consult older people when planning and installing exercise equipment where appropriate.	Ongoing				On-Track	Yes	Operating BAU		
	35		Review the City's sports floodlight provision to transition to LED where practicable, in line with the ERRE. Review lux levels for sports training and competition as required	(Short term 2022-2027)				On-Track	Yes	Operating BAU		
	36		Develop a map of current and future locations to install exercise equipment, for community use and health promotion programs.	(Short term 2022-2027)	2023/24			On-Track	Yes	Operating BAU		
	37		Improve internal processes to centralise and manage communication with clubs and community groups	(Short term 2022-2027)	2023/24			On-Track	Yes	Operating BAU		
	38		Continue to provide education, information, support and skills development to clubs to improve facility management, governance and operations through the Upskiller Program and other opportunities.	Ongoing				On-Track	Yes	Operating BAU		
	39		Support clubs to positively influence community health and wellbeing by promoting healthy behaviours	Ongoing				On-Track	Yes	Operating BAU		
	40		Investigate and secure funding from the Department of Local Government, Sport and Cultural Industries through the EveryClub program.	(Short term 2022-2027)				On-Track	Yes	Operating BAU		

Report 8. CITY OF BAYSWATER COMMUNITY RECREATION PLAN												
Report on Action Progress to 22/23 and Plans for 2023/24												
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	41		Encourage clubs to apply for funds for approved projects via the Community Sport and Recreation Facilities Fund (CSRFF), LotteryWest and other funding bodies.	(Short term 2022-2027)				<ul style="list-style-type: none"> ● Complete ● On-Track ● On-Hold ● Off-Track ● Not yet due ● Discontinued On-Track	Yes	Operating BAU		

Report 9. CITY OF BAYSWATER: CCTV STRATEGY 2018-2028													
Report on Action Progress to 2022/23 and Plans for 2023/24													
Objective	Strategy No.	Strategy	Action No.	Implementation Plan Action Implementation Plan Actions	Planned Start Financial Year	Planned Finish: Financial Year	Actual or Adjusted Start Financial Year	Actual or Adjusted Finish: Financial Year	Action Status (end 22/23) ● Complete ● On-Track ● On-Hold ● Off-Track ● Not yet due ● Discontinued	Planned Action 2023/24 Yes or No	Resources/ Budget 2023/2024 ● Operating BAU ● Operating Project (\$) (with specified \$ for 23/24) ● Capital Project/ Program (\$)	Comment (If Applicable)	
Deliver a safe Service Which Builds a Strong Sense of Community Safety	1	Establish Foundations and Use Contemporary Digital CCTV Technology	1	Review existing infrastructure to ensure compliance with relevant legislation	2018/19	2020/21	2018/19	2020/21	Complete	No		All current infrastructure is compliant and future works will be undertaken by qualified operators in compliance with legislation and procurement practices.	
			2	Adopt the WAPOL local Interpretation guide ANZPAA recommendations for CCTV systems as the minimum recommendations for use and installation of CCTV systems in the City of Bayswater	2018/19	2020/21	2018/19	2020/21	Complete	No		The ANZPAA guidelines were developed in 2014 and are now outdated. All infrastructure exceeds minimum legislative and Australian Standards requirements.	
			3	Develop minimum technical specifications for the technical standards in line with relevant industry standards. Technical specifications document includes a reasonable life expectancy for various elements of the CCTV system and suggest a plan for future upgrades based on industry standards and changing technology	2018/19	2020/21	2018/19	2020/21	On-Track	Yes	Operating BAU	Investigating upgrade of Milestone software to improve functionality and provide licence plate recognition search functionality.	
	2	Ensure Sustainability of Current and Future CCTV	1	Integrate CCTV based solutions with ICT systems and business processes where relevant and applicable.	2018/19	2020/21	2018/19	2020/21	On-Track	Yes		Currently liaising with CCTV consultants in order to achieve service level agreement and the possibility of integration with current relevant business processes.	
			2	Review replacement funding in the City's long term financial plan to ensure adequate funding is available at end of life for current systems	2018/19	2020/21	2018/19	2020/21	On-Track	Yes	Operating BAU	Additional funding sought to undertake maintenance to increase infrastructure beyond end of life expectancy. Much CCTV infrastructure can be utilised beyond end of life expectations.	
			4	Monitor developments in mobile and moveable/temporary CCTV	2018/19	2027/28	2018/19	2027/28	On-Track	Yes	Operating BAU	Ongoing monitoring of technology developments. CCTV camera trailer successfully trialled in 2022/23 and it is anticipated an action of the Community Safety Crime Prevention Plan will be to procure a portable CCTV unit in 2024/25. Plan to install mobile Licence plate recognition cameras in parking enforcement vehicle in 2023/24 pending funding.	
			7	In consultation with WAPOL and other stakeholders, install, maintain and regularly evaluate the City's CCTV camera surveillance system	2018/19	2027/28	2018/19	2027/28	On-Track	No		Ongoing liaison, consultation and risk assessments undertaken. Further additions to AP Hinds Reserve being planned for 2024/25. Additional infrastructure being installed under Tonkin Highway Bridge at Cloughton Reserve being funded by Tonkin Gap Alliance.	
			8	Maintain and operate CCTV systems in the City of Bayswater and other locations in accordance with relevant legislation	2018/19	2027/28	2018/19	2027/28	Complete	No		All installations undertaken in compliance with legislation, Australian Standards and procurement rules.	
	3	Ensure Appropriate Placement of CCTV Cameras	1	Review existing permanent camera locations for suitability and identify areas for future growth of the network with attention given in the short term to AP Hinds Reserve, Bayswater and Riverside Gardens, King William Street, Bayswater	2018/19	2020/21	2018/19	2020/21	On-Track	Yes	Operating BAU	Ongoing liaison, consultation and risk assessments undertaken. Further additions to AP Hinds Reserve being planned for 2024/25. Additional infrastructure being installed under Tonkin Highway Bridge at Cloughton Reserve being funded by Tonkin Gap Alliance.	
			2	Explore opportunities for temporary camera locations and consider the use of portable CCTV (e.g. Support the installation of portable CCTV	2020/21	2023/24	2020/21	2023/24	On-Track	Yes	Operating BAU	Ongoing monitoring of technology developments. CCTV camera trailer successfully trialled in 2022/23 and intend to request purchase in 2024/25 following adoption of Community Safety Crime Prevention Plan. Plan to install mobile Licence plate recognition cameras in parking enforcement vehicle in 2023/24 pending funding. CCTV cameras placed on all Rangers and Security vehicles and body cameras issued to staff.	
			4	Consider use of cameras for emergency management real time situational awareness.	2020/21	2023/24	2020/21	2023/24	Complete	No		Key emergency service agencies possess capability which can be utilised across agencies for emergency situations.	
			5	Set direction and priorities for the further installation and management of electronic surveillance.	2020/21	2023/24	2020/21	2023/24	On-Track	Yes	Operating BAU	Submissions will be made following outcome of actions in Community Safety and Crime Prevention Plan to be presented to Council in July 2023.	

Report 9. CITY OF BAYSWATER: CCTV STRATEGY 2018-2028													
Report on Action Progress to 2022/23 and Plans for 2023/24													
Objective	Strategy No.	Strategy	Action No.	Implementation Plan Action Implementation Plan Actions	Planned Start Financial Year	Planned Finish: Financial Year	Actual or Adjusted Start Financial Year	Actual or Adjusted Finish: Financial Year	Action Status (end 22/23)	Planned Action 2023/24 Yes or No	Resources/ Budget 2023/2024 ● Operating BAU ● Operating Project (\$) (with specified \$ for 23/24) ● Capital Project/ Program (\$)	Comment (if Applicable)	
	4	Ensure Adherence to Relevant Legislations, Standards and Guidelines Covering CCTV	1	Develop effective procedures for the operation and maintenance of infrastructure.	2018/19	2020/21	2018/19	2020/21	Complete	No		CCTV strategy, policy and management practice in place.	
			2	Review the City's CCTV Management policy	2018/19	2018/19	2018/19	2018/19	On-Track	No		CCTV Management Policy reviewed in May 2018 and scheduled for review by Policy and Development Committee in June 2023.	
	5	Access to CCTV Footage / Connected CCTV Solution	1	Review the City's ability to provide access to the network of CCTV footage to WA Police and other emergency services as outlined in the Memorandum of Understanding and State CCTV strategy.	2018/19	2023/24	2018/19	2023/24	Complete	No		Footage can be provided by a variety of means including local agreement, under the provisions of legislation and freedom of information.	
	6	Collaboration and Accountability	2	Update the CCTV information located on the City's website to include links to relevant documents and CCTV locations within the City of Bayswater	2018/19	2020/21	2018/19	2020/21	Complete	No		In consultation with WA Police it was determined that it is not in the best interest of community safety and security to release the locations of the City's CCTTV cameras.	
			3	Ensure CCTV systems are effective and can be accessed by WA Police during an investigation. This will be achieved by ensuring the City of Bayswater system meets the ANZPAA recommendations for CCTV systems and complies with the variations as listed under the State CCTV strategy	2020/21	2023/24	2020/21	2023/24	Complete	No		Police regularly utilise City CCTV assets for investigation of offences.	
			4	Investigate if the City can collaborate with local businesses and private property owners for the installation of CCTV (temporary or otherwise) onto their property to be used as part of investigations	2023/24	2027/28	2023/24	2027/28	On-Hold	No			

Report 10. CITY OF BAYSWATER: PUBLIC HEALTH AND WELLBEING PLAN 2021 - 2025												
Report on Action Progress to 2022/23 and Plans for 2023/24												
Objective	Strategy No.	Strategy	Action No.	Implementation Plan Action Implementation Plan Actions	Planned Start Financial Year	Planned Finish: Financial Year	Actual or Adjusted Start Financial Year	Actual or Adjusted Finish: Financial Year	Action Status (end 22 23) ● Complete ● On-Track ● On-Hold ● Off-Track ● Not yet due ● Discontinued	Planned Action 2023/24 Yes or No	Resources/ Budget 2023/2024 ● Operating BAU ● Operating Project (\$) (with specified \$ for 23/24) ● Capital Project/ Program (\$)	Comment (If Applicable)
Healthy and Sustainable Environments		Prepare for climate change	1	Continue to implement the City's Local Climate Change Adaption Action Plan	19/20	23/24			On-Track	Yes	Operating BAU	
		Prepare for significant emergency events affecting the community	1	Continue to develop and maintain the Local Emergency Management Arrangements (LEMA)	19/20	23/24			On-Track	Yes	Operating BAU	
			2	Continue to develop and review management plans for Emergency Risk Management (ERM).	19/20	23/24			On-Track	Yes	Operating BAU	
			3	Continue to develop and maintain the Local Recovery Plan (LRP).	19/20	23/24			On-Track	Yes	Operating BAU	
			4	Improve skills and knowledge for staff regarding emergency management.	19/20	22/23			Complete	No		
			5	Consult with the Local Emergency Management Committee (LEMC) as required.	19/20	22/23			Complete	No		As required
		Maintain public health standards within the community	1	Continue to manage risks associated with handling and disposal of asbestos.	19/20	23/24			On-Track	Yes	Operating BAU	
			2	Liaise with the Department of Health (DoH); Department of Water and Environmental Regulation (DWER) and Worksafe, as required, in regards to monitoring unsafe work practices.	19/20	22/23			Complete	No		
			3	Promote safe working practices with demolition contractors.	19/20	22/23			Complete	No		
			4	Liaise with DWER in regards to air quality issues where necessary.	19/20	22/23			Complete	No		
			5	Address risk factors associated with contaminated sites and remediation in accordance with the Contaminated Sites Act 2003.	19/20	23/24			On-Track	Yes	Operating Project (\$)	\$150,000 allocated from contaminated sites reserve, to facilitate works.
			6	Work in collaboration with the DWER.	19/20	22/23			Complete	No		
			7	Continue to regularly inspect food premises within the City of Bayswater to minimise the risk to public health.	19/20	23/24			On-Track	Yes	Operating BAU	
			8	Continue to provide food safety training seminars; and online food safety training for food handlers.	19/20	23/24			On-Track	Yes	Operating BAU	
			9	Continue to monitor, analyse and address noise pollution in accordance with statutory requirements.	19/20	23/24			On-Track	Yes	Operating BAU	
			10	Continue to provide free immunisation clinics at Child Health Clinics and Schools, including vaccines to protect against hepatitis B, diphtheria, tetanus, whooping cough, chickenpox and human papilloma virus.	19/20	23/24		22/23	Discontinued	No		Council resolved to cease providing the service.
	11		Liaise with the DoH and Allied Health Services to promote immunisation programs in the community.	19/20	22/23			Complete	No			
	12	Continue to offer the flu vaccination to City staff	19/20	23/24			On-Track	Yes	Operating BAU			
	13	Update and maintain a Pandemic Plan as required.	19/20	22/23			Complete	No				
	14	Continue to investigate and address potential risks associated with vector borne disease.	19/20	23/24			On-Track	Yes	Operating BAU			
	15	Continue to provide an allocation of rodent baits to residents to control rodent activity.	19/20	23/24			On-Track	Yes	Operating BAU			
	16	Continue to provide information about pest control on the City's website.	19/20	22/23			Complete	No				

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Report on Action Progress to 2022/23 and Plans for 2023/24												
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									<ul style="list-style-type: none"> ● Complete ● On-Track ● On-Hold ● Off-Track ● Not yet due ● Discontinued 			
Planning and Environment		Plan for better public health outcomes through future development	1	Review the City's Town Planning Scheme(s) including addressing the Local Housing Strategy and preparation of a Local Planning Strategy and a new town planning scheme(s).	19/20	23/24			On-Track	Yes	Operating Project (\$)	It is proposed that \$29,000 will be carried forward to facilitate the preparation of a new Town Planning Scheme, following the advertising of the Local Planning Strategy.
			2	Incorporate Heart Foundation Healthy Active by Design (HABD) and Western Australian Planning Commission (WAPC) Liveable Neighbourhoods guidelines into relevant planning strategies, plans and proposals.	19/20	23/24			On-Track	Yes	Operating Project (\$)	Consideration of these matters will be given during the review of the Town Planning Scheme (above).
			3	Maintain a high-quality fit for purpose green space.	19/20	23/24			On-Track	Yes	Operating Project (\$)	Consideration of these matters will be given during the review of the Town Planning Scheme (above).
		Encourage better waste management practices.	1	Promote waste minimisation (reduce, reuse and recycle) through a variety of sources including mail and the City's website and Facebook page	19/20	22/23			Complete	No		
			2	Conduct regular audits of waste collection services and recommend changes as required.	19/20	22/23			Complete	No		
			3	Continue to provide waste education to local primary schools.	19/20	23/24			On-Track	Yes	Operating BAU	
			4	Continue to work with waste collection contractors and processors to ensure efficient and effective collection and waste recycling practices to minimise waste going to landfill.	19/20	23/24			On-Track	Yes	Operating BAU	
			5	Engage with community groups and the general public to promote waste management and recycling with the City of Bayswater.	19/20	22/23			Complete	No		
	Promoting Health and Wellbeing		Encourage the community to live sustainable lifestyles through participation in physical activity.	1	Continue to implement the Local Bicycle Plan	19/20	23/24			On-Track	Yes	Operating Project (\$)
2				Lobby for safe, accessible public transport, including a rail connection between Morley and the City.	19/20	22/23			Complete	No		
3				Where possible, provide bicycle security areas and access to end of trip facilities.	19/20	22/23			Complete	No		
		Ensure the City's services and facilities are accessible and inclusive.	1	Provide information about the City's open spaces/walking/cycling etc. on the City's website to increase awareness and encourage use.	19/20	22/23			Complete	No		
			2	Implement actions of the Disability Access and Inclusion Plan (DAIP) and review/report in accordance with State Government requirements	19/20	23/24			On-Track	Yes	Operating BAU	
			3	Develop and implement a reconciliation action plan with support from the Aboriginal Advisory Committee.	19/20	23/24			On-Track	Yes	Operating BAU	

Report 10. CITY OF BAYSWATER: PUBLIC HEALTH AND WELLBEING PLAN 2021 - 2025												
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									<ul style="list-style-type: none"> ● Complete ● On-Track ● On-Hold ● Off-Track ● Not yet due ● Discontinued 			
		Encourage and support local programs and strategies to increase physical activity.	1	Encourage and support new sporting groups, agencies and clubs to establish in the City.	19/20	22/23			Complete	No		
			2	Provide community lease arrangements to a range of community and sporting groups; and investigate the potential to stipulate preference/ eligibility to activities/groups which promote a health benefit.	19/20	22/23			Complete	No		
			3	Provide access to parks and reserves to junior sporting clubs free of charge.	19/20	22/23			Complete	No		
			4	Liaise with sporting facilities and community venues to promote accessibility and affordability for the public, especially during off peak periods.	19/20	22/23			Complete	No		
		Reduce harmful alcohol use.	1	Provide information on support services, as required.	19/20	23/24			On-Track	Yes	Operating BAU	
			2	Collaborate with Department of Racing, Gaming and Liquor and WA Police (where required) to ensure licensed premises comply with legislative requirements.	19/20	22/23			Complete	No		
			3	Review Section 39 applications under the Liquor Licence Act.	19/20	23/24			On-Track	Yes	Operating BAU	
			4	Promote alcohol free areas within the City of Bayswater.	19/20	22/23			Complete	No		
		Reduce the negative impact of smoking and passive smoking in the community.	1	Enforce the Tobacco Products Control Act 2006 (i.e. in alfresco areas, enclosed public places).	19/20	22/23			Complete	No		
		High quality town centres	1	Facilitate high quality town centres, high quality cycle and walk ways.	19/20	22/23			Complete	No		
			2	Install adequate street lighting.	19/20	22/23			Complete	No		
		Develop high quality streetscapes, which are well maintained and allow for safe pedestrian and vehicle movement	1	Develop strategic plans that include the design of streetscapes for each of the town centres.	19/20	23/24			On-Track	Yes	Operating Project (\$)	It is proposed that ~\$100,000 be carried forward to facilitate this work.
			2	Prepare a Structure Plan for each Activity Area (Morley Activity Plan; Maylands Activity Centre Urban Design Framework, Bayswater Town Centre Structure Plan).	19/20	23/24			On-Track	Yes	Operating Project (\$)	It is proposed that ~\$150,000 be carried forward to facilitate this work.
		Encourage the community to live healthier lifestyles.*	1	Deliver programs that promote healthy eating habits and exercise.	19/20	22/23			Complete	No		
		Support programs aimed at improving mental health.*	1	Partner with specialist organisations to deliver programs aimed at mental health.	19/20	22/23			Complete	No		

Report 10. CITY OF BAYSWATER: PUBLIC HEALTH AND WELLBEING PLAN 2021 - 2025													
Report on Action Progress to 2022/23 and Plans for 2023/24													
Objective	Strategy No.	Strategy	Action No.	Implementation Plan Action Implementation Plan Actions	Planned Start Financial Year	Planned Finish: Financial Year	Actual or Adjusted Start Financial Year	Actual or Adjusted Finish: Financial Year	Action Status (end 22 23) ● Complete ● On-Track ● On-Hold ● Off-Track ● Not yet due ● Discontinued	Planned Action 2023/24 Yes or No	Resources/ Budget 2023/2024 ● Operating BAU ● Operating Project (\$) (with specified \$ for 23/24) ● Capital Project/ Program (\$)	Comment (If Applicable)	
Safe and Inclusive Community		Keep the City of Bayswater community informed of the positive outcomes of the plan.	1	Develop, promote and maintain online communication tools including the website, twitter, Facebook and other social media mechanisms.	19/20	22/23			Complete	No			
			2	Project Officer to work with Community Engagement Team to ensure a consistent approach across the City.	19/20	22/23			Complete	No			
	Enhance community interaction and public safety and reduce crime levels			1	Implement the City's Community Crime Prevention Plan 2017 - 2021 actions	19/20	23/24			On-Track	Yes	Operating BAU	
				2	Establish streetscapes which allow for community interaction in an urban environment.	19/20	22/23			Complete	No		
				3	Continue to provide 24/7 Security Watch Community Patrol.	19/20	23/24			On-Track	Yes	Operating BAU	
				4	Continue to provide Nyoongar Outreach Services.	19/20	23/24			On-Track	Yes	Operating BAU	
				5	Support external community safety programs.	19/20	22/23			Complete	No		
	Deliver community programs that encourage community interaction and participation.			1	Implement the City's Community Events Program.	19/20	22/23			Complete	No		
	Deliver events which are safe.			1	Continue implementation of the City's Events Management Guide in accordance with relevant legislation.	19/20	23/24			On-Track	Yes	Operating BAU	
				2	Develop partnerships with key community not-for-profit groups and organisations to enhance existing community services provided.	19/20	22/23			Complete	No		
				3	Support community groups to build their capacity, funding and resourcefulness through the City's annual training program.	19/20	22/23			Complete	No		
				4	Develop and implement a community grants program.	19/20	22/23			Complete	No		
	Facilitate initiatives which maintain and improve safety.			1	Undertake a City wide Local Area Traffic Management Study.	19/20	22/23			Complete	No		
				2	Pursue opportunities for funding initiatives aimed at improving road safety.	19/20	22/23			Complete	No		
	Plan and provide a range of community facilities and services to meet current and future needs.			1	Support federal and state initiatives which aim to reduce the risk of falls among older people and people with a disability	19/20	22/23			Complete	No		
				2	Implement the actions of the City's Aged Friendly Strategy 2017 - 2021.	19/20	23/24			On-Track	Yes	Operating BAU	
				3	Support and facilitate the Youth Advisory Council.	19/20	22/23			Complete	No		
				4	Implement the outcomes of the Senior Centre Review.	19/20	23/24			On-Track	Yes	Operating BAU	

Report 11. CITY OF BAYSWATER: MORLEY ACTIVITY CENTRE PLAN 2018								
Report on Action Progress to 22/23 and Plans for 2023/24								
Action No.	Action Implementation Plan Actions	Planned Start Financial Year	Actual or Adjusted Start Financial Year	Actual or Adjusted Finish: Financial Year	Action Status (end 22 23) ● Complete ● On-Track ● On-Hold ● Off-Track ● Not yet due ● Discontinued	Planned Action 2023/24 Yes or No	Resources/ Budget 2023/2024 ● Operating BAU ● Operating Project (\$) (with specified project \$ for 23/24) ● Capital Project/ Program (\$)	Comment (If Applicable)
SHORT TERM ACTIONS (0 - 5) YEARS								
1	Prepare Activity Centre Plan (in accordance with WAPC 'SPP 4.2 Activity Centres for Perth and Peel' and 'Activity Centre Plan Preparation Guidelines')	Short term	15/16	19/20	Complete	No		
2	Prepare Local Planning Policy and Scheme Amendment to TPS 24 to facilitate the Morley Activity Centre Plan, and revoke TPS 23 (revise City policies that reference TPS 23 and replace with Morley Activity Centre)	Short term	16/17	17/18	Complete	No		
3	Prepare and adopt a Local Housing Strategy	Short term	10.11	12.13	Complete	No		
4	Prepare Activity Centre - Transport and Accessibility Strategy	Short term	16/17	18/19	Complete	No		
5	Prepare Activity Centre - Economic Strategy	Short term	11.12	12.13	Complete	No		
6	Prepare Local Water Management Plan	Short term	11.12	13/14	Complete	No		
7	Initiate discussions with Galleria Shopping Centre on providing improved pedestrian connections across the site and between the shopping centre, bus station and surrounding streets	Short term	16/17		On-Track	Yes	Operating BAU	Galleria Shopping Centre has an approved development application to redevelop the site which includes upgrades to the pedestrian network. Vicinity's has recently announced its planned \$150 million upgrade of the Morley Galleria.
8	Prepare Activity Centre - Streetscape Enhancement Plan	Short term	18/19	20/21	Complete	No		
9	Prepare Activity Centre - Parking Infrastructure and Management Strategy	Short term	16/17	18/19	Complete	No		
10	Prepare a Public Open Space Strategy (as part of the forthcoming City of Bayswater - Local Planning Strategy)	Short term	18/19	19/20	Complete	No		
11	Prepare Activity Centre - Infrastructure Development Plan	Short term			Discontinued	No		A comprehensive infrastructure plan for the Morley Activity Centre is not considered necessary. Transport and parking have separate strategies and the State Government's Central Sub-regional Planning Framework (March 2018) outlines that services will be upgraded by the relevant service authorities as required.
12	Prepare Activity Centre - Developer Contributions Plan	Short term			On-Hold	No		Due to the cost to manage and implement a developer contribution framework, it is not considered feasible to implement at this time.
13	Prepare Activity Centre - Precinct Design Guidelines	Short term			Discontinued	No		Built form provisions have been incorporated in the TPS24 via a scheme amendment. Further design guidelines are no longer considered necessary due to the recent implementations of the State Government's Design WA – State Planning Policy 7.3 – R-Code Volume 2 – Apartments.
14	Prepare Activity Centre - Sustainable Development Policy	Short term	21/22	21/22	Complete	No		
15	Investigate options for the redevelopment of the Les Hansman Community Centre and adjoining road reserve (car park)	Short term	21/22		On-Track	Yes	Operating BAU	The City is in ongoing discussion with the Department of Planning, Lands and Heritage regarding the tenure of the adjoining road (car park).
16	Investigate options with Water Corporation to transform the Russell Street drainage basin (next to Bunnings) into a landscaped public park that also performs a drainage function. Investigate potential for drainage reserves to become green pedestrian links	Short term	17/18	18/19	Complete	No		
17	Investigate upgrading the Rudloc Road Open Drain and the Nora Hughes Open Drain two into living streams.	Short term	19/20		On-Track	Yes	Operating BAU	The City is currently working with the Water Corporation to investigate options to upgrade Rudloc Reserve drainage basin.
18	Advocate that the Morley Activity Centre be given a high priority in the State government's Urban Infrastructure Development Program	Short term			Discontinued	No		This program has changed to be a reporting program and does not drive or initiate infrastructure development.

Report 11. CITY OF BAYSWATER: MORLEY ACTIVITY CENTRE PLAN 2018								
Report on Action Progress to 22/23 and Plans for 2023/24								
Action No.	Action Implementation Plan Actions	Planned Start Financial Year	Actual or Adjusted Start Financial Year	Actual or Adjusted Finish: Financial Year	Action Status (end 22 23) ● Complete ● On-Track ● On-Hold ● Off-Track ● Not yet due ● Discontinued	Planned Action 2023/24 Yes or No	Resources/ Budget 2023/2024 ● Operating BAU ● Operating Project (\$) (with specified project \$ for 23/24) ● Capital Project/ Program (\$)	Comment (If Applicable)
19	Advocate for State government assistance to provide underground power lines throughout the Activity Centre	Short term			On-Hold	No		The City has been advised that Western Power is focusing on residential areas not town centres and that if the City wishes to progress underground power in the Morley Activity Centre, the City will be required to pay for all the designs and works.
20	Investigate Walter Road / Wellington Road intersection upgrades and/or realignment	Short term	16/17	18/19	Complete	No		
21	Implement streetscape upgrades and beautification to Russell Street as a matter of priority	Short term	21/22		On-Hold	Yes	Capital Project/ Program (\$)	The Morley Activity Centre Streetscape Plan was adopted by Council at the Ordinary Council Meeting held 24 March 2020, which included improvements to Russell Street. The City has appointed Porters Consulting Engineers to undertake the detailed design works for Russell Street.
22	Improve pedestrian access to Russell Street Bus Station, remove fences to improve amenity	Short term			Discontinued	No		Given the high volume of traffic in the bus station the Perth Transport Authority (PTA) have advised that the fences cannot be removed whilst ensuring safe access for pedestrians.
23	Plant street trees and landscaping throughout the Activity Centre in accordance with the Streetscape Plan	Short term	20/21		On-Track	Yes	Operating BAU	The City has planted trees along Rudloc Road and is investigating more locations as a part of the detailed design Streetscape Plan.
24	Upgrade and extend pedestrian footpaths throughout the Activity Centre in accordance with the Streetscape Plan	Short term	ongoing	ongoing	On-Track	Yes	Operating BAU	The Streetscape Plan identifies upgrades to footpaths. Small improvements are ongoing.
25	Advocate for the upgrading of local feeder bus services	Short term	22/23		On-Track	Yes	Capital Project/ Program (\$)	The City has partnered with the Department of Planning, Lands and Heritage on a precinct structure plan for the Morley train station area. This plan will include links to the Morley activity centre.
26	Investigate potential for bus priority intersections: a. Russell Street and Broun Avenue b. Russell Street and Walter Road c. Collier Road and Broun Avenue	Short term	16/17	18/19	Complete	No		
27	Investigate potential for bus lanes on Russell Street, Broun Avenue and Beaufort Street	Short term	16/17	18/19	Complete	No		
28	Advocate for potential for light rail to Morley Activity Centre	Short term	22/23		On-Track	Yes	Capital Project/ Program (\$)	The City has partnered with the Department of Planning, Lands and Heritage on a precinct structure plan for the Morley train station area. This plan will include links to the Morley activity centre including potential for light rail.

Report 11. CITY OF BAYSWATER: MORLEY ACTIVITY CENTRE PLAN 2018								
Report on Action Progress to 22/23 and Plans for 2023/24								
Action No.	Action Implementation Plan Actions	Planned Start Financial Year	Actual or Adjusted Start Financial Year	Actual or Adjusted Finish: Financial Year	Action Status (end 22 23) ● Complete ● On-Track ● On-Hold ● Off-Track ● Not yet due ● Discontinued	Planned Action 2023/24 Yes or No	Resources/ Budget 2023/2024 ● Operating BAU ● Operating Project (\$) (with specified project \$ for 23/24) ● Capital Project/ Program (\$)	Comment (If Applicable)
MEDIUM TERM ACTIONS (5-10) YEARS								
29	Prepare a Masterplan for the use and development of the Morley Sport and Recreation Centre and Pat O'Hara Reserve	Medium Term	18/19	19/20	Complete	No		
30	Advocate for the provision of bus lanes on Russell Street, Broun Avenue and Beaufort Street	Medium Term	21/22		On-Track	Yes	Capital Project/ Program (\$)	The Morley Activity Centre Streetscape Plan was adopted by Council at the Ordinary Council Meeting held 24 March 2020, which included bus lanes on Russell Street. The City has appointed Porters Consulting Engineers to undertake the detailed design works for Russell Street which includes bus lanes. The City will advocate for the implementation of the detailed design outcomes.
31	Advocate for Rapid Transit Services to central Perth and Ellenbrook	Medium Term	15/16	18/19	Complete	No		
32	Advocate for the provision of bus priority intersections: a. Russell Street and Broun Avenue b. Russell Street and Walter Road c. Collier Road and Broun Avenue	Medium Term	21/22		On-Track	Yes	Capital Project/ Program (\$)	The Morley Activity Centre Streetscape Plan was adopted by Council at the Ordinary Council Meeting held 24 March 2020, which included bus lanes on Russell Street. The City has appointed Porters Consulting Engineers to undertake the detailed design works for Russell Street which includes bus lanes. The provision of bus lanes at intersections will be considered as a part of the detailed design.
33	Investigate new road and/or pedestrian connections: a. Rudloc Road with Collier Road b. Catherine Street c. Boag Place with Bookham Street d. John Smith Street with Collier Road	Medium Term	16/17	18/19	Complete	No		
34	Advocate for Rapid Transit Services to Edith Cowan University and Alexander Drive	Medium Term			Not yet due	No		In light of the Morley Ellenbrook line this has not been considered a priority and has not commenced.
35	Investigate John Forrest Secondary College for potential community use or access to the school ovals with the College and Department of Education and Training.	Medium Term			Not yet due	No		In light of John Forest Secondary College undertaking a significant redevelopment of the site, this has not yet commenced

Report 12. CITY OF BAYSWATER: WATERWISE BAYSWATER STRATEGY 2020 - 2030													
Report on Action Progress to 22/23 and Plans for 2023/24													
Theme No.	Strategy No.	Strategy	Action No.	Action Implementation Plan Actions	Planned Start Financial Year	Planned Finish: Financial Year	Actual or Adjusted Start Financial Year	Actual or Adjusted Finish: Financial Year	Action Status (end 22/23)	Planned Action 2023/24 Yes or No	Resources/ Budget 2023/2024 ● Operating BAU ● Operating Project (\$) (with specified project \$ for 23/24) ● Capital Project/ Program (\$)	Comment (If Applicable)	
1. The Natural Environment	1	Build on the existing mechanisms for collaboration (established by the Bayswater Brook Action Plan) and continue to align influential champions to build broad support for practices that improve surface water and groundwater health, including management of impacts from the unsewered industrial area	1.1	Expand the Bayswater Brook Working Group into a Waterwise Bayswater Working Group with representatives from key stakeholders and responsibility for implementation of this strategy	2024	2030			On-Track	Yes	Operating BAU	Undertaken by catchment management officer as part of role	
			1.2	Undertake cost benefit analysis of options to reduce environmental impacts from the industrial area (including for sewerage) and develop a business case.	2024	2030			On-Track	Yes	Operating BAU	Undertaken by catchment management officer as part of role	
			1.3	Collaborate with local Aboriginal people to gather water stories and information to assist with the planning and management of the City's environmental assets.	2024	2030			On-Track	Yes	Operating BAU	Undertaken by catchment management officer as part of role	
			1.4	Continue to participate in the Water Sensitive Transition Network and Sub-Groups.	2024	2030			On-Track	Yes	Operating BAU	Undertaken by catchment management officer as part of role	
			1.5	Continue to support the Drainage for Liveability program	2024	2030			On-Track	Yes	Operating BAU	Implement Rudloc basin project	
	2	Expand monitoring to include groundwater health and develop a program of drainage retrofits, coordinated with asset renewal projects, that increase groundwater recharge and deliver biodiversity and cooling benefits (use vegetation)	2.1	Expand the monitoring program to include groundwater levels and quality	2025	2030			On-Track	Yes	Operating BAU	Implement Rudloc basin project	
			2.2	Develop a prioritised list of sites where drainage retrofits could improve ecological function, amenity and water quality, whilst maintaining or improving flood protection of infrastructure. This includes conversions to living streams, basin revegetation, roadside rain gardens, and car park retrofits	2024	2030			On-Track	Yes	Operating BAU	Undertaken by catchment management officer as part of role	
			2.3	Develop a methodology for identifying WSUD options that must be applied when undertaking road and car park asset upgrades.	2024	2030			On-Track	Yes	Operating BAU	Undertaken by catchment management officer as part of role	
			2.4	Identify foreshore restoration projects.	2024	2030			On-Track	Yes	Operating BAU	Undertaken by catchment management officer as part of role	
	3	Continue to improve raingarden and living stream designs, incorporating the achievement of multiple outcomes (including tree canopy) and actively share outcomes with broader networks	3.1	Audit existing rain gardens and living streams in the City and document good and bad outcomes including costs of construction and maintenance.	2025	2030			On-Track	Yes	Operating BAU	Undertaken by catchment management officer as part of role	
			3.2	Develop a practice note for (i) tree pits and raingardens and (ii) living streams that documents the design and construction process and key "success factors".	2025	2030			On-Track	Yes	Operating BAU	Undertaken by catchment management officer as part of role	
			3.3	Develop a program of installation of roadside raingardens	2025	2030			On-Track	Yes	Operating BAU	Undertaken by catchment management officer as part of role	
	2. The Environment We Create	4	Build understanding amongst urban planning, design and development professionals about their role in delivering water outcome	4.1	Actively promote (through City social media) good design outcomes across the City that reduce/reuse water and/or improve water quality and liveability	2025	2030			On-Track	Yes	Operating BAU	Undertaken by catchment management officer as part of role
				4.2	City staff to attend professional development training in WSUD opportunities and benefits.	2024	2030			On-Track	Yes	Operating BAU	Undertaken by catchment management officer as part of role
				4.3	Undertake a Council briefing on the role of water in underpinning the Environment and Liveability outcomes in the City	2025	2030			On-Track	Yes	Operating BAU	Undertaken by catchment management officer as part of role
4.4				Ensure future projects and council reports consider the actions of the Waterwise Bayswater Report.	2024	2030			On-Track	Yes	Operating BAU	Undertaken by catchment management officer as part of role	
5		Build capacity of planning, design, development and water professionals to create pathways for scoping and implementing solutions that improve urban and built form outcome	5.1	Prepare simple diagrams that depict WSUD solutions appropriate to low, medium and high density residential and commercial/industrial built forms.	2024	2030			On-Track	Yes	Operating BAU	Undertaken by catchment management officer as part of role	
			5.2	Promote early consultation with the City regarding new development to optimise the delivery of multiple outcomes appropriate to site context.	2024	2030			On-Track	Yes	Operating BAU	Undertaken by catchment management officer as part of role	
			5.3	Measure reductions in water use and heat benefits from park and facilities improvements and share information with the community and Council to ensure ongoing support.	2024	2030			On-Track	Yes	Operating BAU	Undertaken by catchment management officer as part of role	
			5.4	Host multi-disciplinary events to showcase exemplar projects that encourage networking and knowledge transfer	2024	2030			On-Track	Yes	Operating BAU	Undertaken by catchment management officer as part of role	
6		Implement trials and demonstrations of innovative urban and built form solutions that enable learning about how the elements of urban space can be integral parts of water management systems	6.1	Work with the METRONET team to ensure the Morley, Bayswater and Noranda stations and precincts incorporate WSUD.	2024	2030			On-Track	Yes	Operating BAU	Undertaken by catchment management officer as part of role	
			6.2	Support a building demonstration project and instigate an inter-disciplinary planning and codesign processes involving the community and clarify where and how the community can make choices and contribute to solutions.	2026	2030			On-Hold	Yes	Operating BAU	Undertaken by catchment management officer as part of role	
			6.3	Install alternatives to soak wells in new/upgraded City buildings (e.g. in-ground rain garden, raised wicking bed, buffer strips, rainwater tanks, pervious paving).	2026	2030			On-Hold	Yes	Operating BAU	Undertaken by catchment management officer as part of role	
			6.4	Release stories showcasing the alternatives including videos on "how to install".	2026	2030			On-Hold	No		Undertaken by catchment management officer as part of role	

Report 12. CITY OF BAYSWATER: WATERWISE BAYSWATER STRATEGY 2020 - 2030												
Report on Action Progress to 22/23 and Plans for 2023/24												
Theme No.	Strategy No.	Strategy	Action No.	Action Implementation Plan Actions	Planned Start Financial Year	Planned Finish: Financial Year	Actual or Adjusted Start Financial Year	Actual or Adjusted Finish: Financial Year	Action Status (end 22/23)	Planned Action 2023/24 Yes or No	Resources/ Budget 2023/2024	Comment (If Applicable)
									<ul style="list-style-type: none"> ● Complete ● On-Track ● On-Hold ● Off-Track ● Not yet due ● Discontinued 			
	7	Consolidate and align policy and regulatory tools to strengthen the role of water in delivering quality urban and built form	7.1	Prepare a local planning policy for new development that describes outcomes and requirements for WSUD solutions appropriate to difference scales and site context	2027	2030			On-Hold	No		Undertaken by catchment management officer as part of role
			7.2	Prepare a procedure for City capital works (roads, buildings, parks) that integrates the consideration of water with other objectives.	2027	2030			On-Hold	No		Undertaken by catchment management officer as part of role
			7.3	Initiate a life cycle costing data base to enable improved planning for maintenance of drainage assets, fit-for-purpose water supply infrastructure and other WSUD assets to assist the City to better forecast budgets for retrofit and management into the future.	2027	2030			On-Hold	No		Undertaken by catchment management officer as part of role
3. Living in the Environment	8	Develop a narrative to increase community understanding of water's role in liveability outcomes beyond water efficiency including an emphasis on shared responsibility	8.1	Support State Government education of waterwise practices (Water for life campaign and Waterwise programs) by including articles and links in social media and the City's website.	2024	2030			On-Track	Yes	Operating BAU	Undertaken by catchment management officer as part of role
			8.2	Consider establishing local water awards for builders, businesses and homeowners.	2024	2030			On-Hold	No		Undertaken by catchment management officer as part of role
			8.3	Identify local natural areas where some management could be undertaken by the community and facilitate action by locals	2024	2030			On-Track	Yes	Operating BAU	Ongoing
			8.4	Ensure strong water narrative is included in activities associated with delivery of the City's Urban Forest Strategy.	2024	2030			On-Track	Yes	Operating BAU	Undertaken by catchment management officer as part of role
			8.5	Consider ways to actively promote and increase uptake of fit-for-purpose alternative water supply options, both with residents and in City-owned/operated assets. Options for promotion include provision of a greywater design and installation or rainwater tank maintenance workshops; sharing resident success stories and scheme water savings via the City's website or during a home open day events; or the use of subsidies.	2026	2030			On-Hold	No		Undertaken by catchment management officer as part of role
	9	Enhance existing platforms for connecting to enable the sharing of ideas about localised solutions and the role of the community	9.1	Use the City's website to report on targets for City water use – community, City parks and City buildings.	2026	2030			On-Hold	No		Undertaken by catchment management officer as part of role
			9.2	Engage with the community regarding use and function of the foreshore through preparation of a Foreshore Management Plan for the length of the Swan River foreshore.	2024	2030			On-Track	Yes	Operating BAU	Undertaken by catchment management officer as part of role
			9.3	Continue to support programs such as the Phosphorus Awareness Project, the Fertilise Wise Project and garden education programs to address behaviour change towards fertiliser use, water efficiency and the use of appropriate soil amendments	2026	2030			On-Hold	No		Undertaken by catchment management officer as part of role
	10	Gather knowledge about the City's water balance to identify different source/supply opportunities including reuse	10.1	1 Quantify use of rainwater, scheme water and groundwater, production of wastewater and generation of stormwater/export of groundwater spatially	2026	2030			On-Hold	No		Undertaken by catchment management officer as part of role
			10.2	Identify options for reuse spatially and quantify likely available volumes	2026	2030			On-Hold	No		Undertaken by catchment management officer as part of role
			10.3	Develop a protocol for retrofit of City buildings that includes improvements to water efficiency, water reuse, stormwater capture and treatment and establishment of green infrastructure and develop a program of building and facilities upgrades.	2026	2030			On-Hold	No		Undertaken by catchment management officer as part of role
	11	Develop guidance to empower actions by individual businesses and homeowners	11.1	Increase availability and access to waterwise plants and trees by working with nursery and landscape industry – scope ideas and develop options	2024	2030			On-Track	Yes	Operating BAU	Undertaken by catchment management officer as part of role
			11.2	Develop brochure(s) to demonstrate the value and process for downpipe diversions and rain gardens.	2026	2030			On-Hold	No		Undertaken by catchment management officer as part of role
			11.3	Develop additional material for the Light Industry Program that shows costs and benefits of better stormwater and water (re)use practices.	2026	2030			On-Hold	No		Undertaken by catchment management officer as part of role
11.4			Actively promote and consider rebates for grey water systems and rainwater tanks. This could involve greywater design and installation or rainwater tank maintenance workshops; sharing resident success stories and scheme water savings via the City's website or during a home open day events; or the use of subsidies.	2026	2030			On-Hold	No		Undertaken by catchment management officer as part of role	

Report 13. CITY OF BAYSWATER - LOCAL BIODIVERSITY STRATEGY (2008)					
Report on Action Progress to 22/23 and Plans for 2023/24					
Strategy	Action Implementation Plan Actions	Action Status (end 22/23) ● Complete ● On-Track ● On-Hold ● Off-Track ● Not yet due ● Discontinued	Planned Action 2023/24 Yes or No	Resources/ Budget 2023/2024 ● Operating BAU ● Operating Project (\$) (with specified project \$ for 23/24) ● Capital Project/ Program (\$)	Comment (If Applicable)
Protection and management of Local Natural Areas	Increase the protection status of reserves by changing the vesting purpose to 'conservation' or similar.	Complete	Yes	Operating BAU	The City has listed all vegetation managed by the City as Natural Areas under management by the Sustainability, Environment and Waste division.
	Increase the protection status of reserves by amending the zoning of the Metropolitan Region Scheme.	On-Hold	No		Review with Strategic planning.
Improved Reserve Management	Formation of a Reserves Liaison Group within Council to coordinate management of reserves.	On-Track	Yes	Operating BAU	The team are currently optimising the management of reserves through the preparation of conservation plans.
	Develop a Reserves Action Plan to provide guidance in the management of all Council reserves	Complete	No		Natural Area Asset Management Plan complete.
	Conduct periodic reassessments of reserves to monitor their condition	On-Track	Yes	Operating BAU	Ongoing through natural area management program.
Strategic Acquisition of Lands	Acquisition of reserves via DPI purchase of land privately owned land along key foreshores and incorporation into reserve system.	On-Track	No		As land is developed along the Swan River it is Ceded to the City. This will occur on an as needed basis.
Utilisation of the Current Local Planning Scheme and other Council Documents	Encourage the correct use of current Local Planning Schemes and other Council documents which create benefits to biodiversity.	Complete	Yes	Operating BAU	The City is undertaking waterwise planting in reserves.
Policy Development	Develop a Local Planning Policy for biodiversity conservation	Complete	Yes	Operating BAU	The City has developed a verge garden policy.
	Develop a Native Vegetation in Reserves Policy.	On-Hold	No		The SEW Department has prepared a Natural Area Asset document. This can be developed in a preservation strategy.
	Develop a Landscaping with Local Plants Policy	On-Track	Yes	Operating BAU	The City is currently implementing a plants to residents program.
	Develop a Local Native Vegetation Preservation Policy	On-Hold	No		Vegetation currently protected under EP Act.
Amendments to the Local Planning Scheme (Section 9.5)	Consider amendments to the Local Planning Scheme during periods of review	On-Track	Yes	Operating BAU	Recommendations within Local Planning Strategy.
Urban Development	Ensure natural areas with high biodiversity value are included in the allocation of Public Open Space during subdivisions.	On-Track	No		All natural areas protected within the City of Bayswater.
	Promote tax concessions available to developers gifting natural areas.	On-Hold	No		Not applicable to COB

Report 13. CITY OF BAYSWATER - LOCAL BIODIVERSITY STRATEGY (2008)					
Report on Action Progress to 22/23 and Plans for 2023/24					
Strategy	Action Implementation Plan Actions	Action Status (end 22/23) ● Complete ● On-Track ● On-Hold ● Off-Track ● Not yet due ● Discontinued	Planned Action 2023/24 Yes or No	Resources/ Budget 2023/2024 ● Operating BAU ● Operating Project (\$) (with specified project \$ for 23/24) ● Capital Project/ Program (\$)	Comment (If Applicable)
Private Land Conservation	Introduce a 'Plants to Residents' program providing locally endemic species to residents at a subsidised cost	On-Track	Yes	Operating BAU	Ongoing project
Education Programs	Ensure adequate education and awareness of biodiversity issues within both Council and the wider community.	On-Track	Yes	Operating BAU	The City provides ongoing education programs including night stalks, plant information sessions and verge garden makeovers
	Council staff undergo training in components of the Collective Local Biodiversity Strategy relevant to their role	On-Hold	No		Stakeholders will be engaged as part of ELF works.
Investigate Partnerships	Investigate opportunities for partnerships with other government departments and organisations to enhance biodiversity.	On-Track	Yes	Operating BAU	The City is working with DBCA, Water Corporation and Environment House to deliver programs.
Actions to Reduce Threats to Biodiversity	Ensure locally endemic species are utilised in Council landscaping.	On-Track	Yes	Operating BAU	Ongoing revegetation program
	Ensure ongoing weed control within reserves and include weed control as a major component of the Reserves Action Plan	On-Track	Yes	Operating BAU	Ongoing Reserve Management
	Develop a Weed Control Strategy.	On-Track	Yes	Operating BAU	The City is managing weeds within reserves through conservation plans and recommendations from floras
	Collect local provenance seed for use in revegetation projects.	On-Track	Yes	Operating BAU	The City has several nurseries collecting seed and using the species in revegetation programs
	Enhance natural areas within regional and local linkages by minimising threats to biodiversity and the revegetation of reserves	On-Track	Yes	Operating BAU	Nature Link Program
	Introduction of GIS software as a management tool including regular updates of the layers in use.	On-Track	Yes	Operating BAU	Mapping of Natural Areas complete. Ongoing weed mapping.
	Support the habitat project through the implementation of the Swan Helena Management Framework	On-Hold	No		The City is working with DBCA to update the Swan River protection strategy.
	Introduction of GPS/PDA systems allowing for immediate download of field data into GIS	On-Hold	No		The City is currently exploring natural area mapping utilising GPS.
	Support the introduction of the CarbonSMART program or similar.	Discontinued	No		Action on climate change managed through the ERRE Plan.
	Identification of KPIs for Action Plan implementation	Discontinued	No		The City will provide implementation plan in updated documents.
	Preparation and consideration of report on implementation and progress of High Priority actions	Discontinued	No		
	Preparation and consideration of triennial review and confirmation/updating of targets	Discontinued	No		
	Preparation and consideration of 5 year implementation report and establishment of new action plan	Discontinued	No		Biodiversity Strategy to be updated.
Resourcing Actions	Develop Councils' environmental service through employment of (or increased working hours) a Bushcare Officer.	Complete	Yes	Operating BAU	Natural Area Team have been hired and are an important part of the team.
	Develop Councils' environmental service through employment of an Environmental Planner.	Discontinued	No		Not required for COB
	Investigate the feasibility of introducing an environmental levy to raise funds for environmental programs	Discontinued	No		NA
	Submit grant applications for biodiversity projects as a Local Government or in partnership with community groups.	On-Track	Yes	Operating BAU	The team is applying for grants on an ongoing program.
	Cost Estimates	On-Track	No		Ongoing costs within operating budget.

Report 14. CITY OF BAYSWATER: ENVIRONMENTAL LIVEABILITY FRAMEWORK 2021-2045												
Report on Action Progress to 22/23 and Plans for 2023/24												
Pillar	Focus	Change required or Transformational Action	Change/ Action No.	Change Required / Transformational detail Action Implementation Plan Actions	Planned Start Financial Year	Planned Finish Financial Year	Actual Start Financial Year	Actual Finish Financial Year	Action Status (end 22/23) ● Complete ● On-Track ● On-Hold ● Off-Track ● Not yet due ● Discontinued	Planned action 2023/24 Yes or No	Resources/ Budget 2023/2024 ● Operating BAU ● Operating Project (\$) (with specified project \$ for 23/24) ● Capital Project/ Program (\$)	Comment (if applicable)
The Natural Environment	Biodiversity	Changes required to achieve Strategic Vision	a	Review and expand the City's tree and plant planting programs	2023	2024	2023	NA	On-Track	Yes	Operating BAU	The tree planting program has been expanded in the 2023 Financial year.
			b	Review the 2008 Collective Local Biodiversity Strategy.	2024	2025			Not yet due	Yes	Operating BAU	The City will look to update the program inhouse.
			c	Review the City's Street Verges Policy and its requirements.	2023	2024			On-Track	Yes	Operating BAU	The City of Bayswater is offering a waterwise greening program to help residents create their own waterwise verge gardens.
			d	Review the use and design of public open space areas (see Parks and Green Spaces).	2023	2024	2023	NA	On-Track	Yes	Operating BAU	The Parks and Gardens team are identifying opportunities to hydro zone and create native gardens.
			e	Review City policy and practices relating to hardstand areas in public places, such as road reserves.					On-Hold	No		The City will review item and implement policy.
			1	Increase biodiversity and connectivity of natural areas by creating Nature Links through the City of Bayswater, by increasing native biodiversity in residential gardens and verges, parks and public spaces, median strips, cycle ways and drains.	2023	2024	2023	NA	On-Track	Yes	Operating BAU	The City is delivering a number of projects to create nature links including the verge garden policy, urban wetlands, habitat restoration expanding natural areas and hydro zoning.
	2	Embrace nature as an integral part of the City of Bayswater's quality lifestyle through a 'Nature's Garden City' program, showing how it can improve health and wellbeing.					On-Hold	No		Officers will review what this looks like as a tangible delivery.		
	3	Advocate the State Government to install underground power in all locations within the City to improve the liveability of the area.	2023	2028			On-Track	Yes	Capital Project/ Program (\$)	The Engineering department are delivering underground power from 2023/24 through capital and grant funding.		
	Natural Areas, Bushlands and Wetlands	Changes required to achieve Strategic Vision	a	Review protection classification of all natural areas within the City of Bayswater in order to give these the highest classification possible in perpetuity	2023	2024			Complete	No		The City has mapped natural areas and will continue to advocate for protection.
			b	Review policy and guidelines relating to buffer zones and ensure these will result in on the ground changes to managing natural areas	2023	2024			On-Track	No		The City will continue to enforce buffers to wetlands.
			c	Review the City's bushfire risk mitigation options in line with its effect on biodiversity and natural areas.	2025	2025			On-Track	Yes	Operating BAU	The City will prepare a bushfire management plan.
			d	Develop management plans for all of the City's natural areas, inclusive of vegetation condition mapping and the following threats to biodiversity: - Dieback - Weeds - Introduced fauna - Climate change - Acid sulphate soil - Bushfire - Land clearing.	2024	Ongoing	2023		On-Track	Yes	Operating BAU	The City's Natural Area Officer will continue to develop management plans for the City's Natural areas.
		Transformational Action	1	Provide every household with access to a natural area that contains native species and ecological communities in a relatively natural state within a 10 minute walk (800 metres) of their home.	2023	2050	2023		On-Track	Yes	Operating BAU	Arbor Park Revegetation, Bowden Comp Basin Project, Rudloc Urban Wetland. Working with Parks and Gardens to identify future sites for revegetation.
2			Reduce the hard surface area of local road reserves (where appropriate) to create public open space with miniature nature parks.	2024	2050	NA	NA	Not yet due	No		The SEW division will be working with the engineering department to identify WSUD opportunities.	
3			Revegetate and restore all natural areas to improve biodiversity.	2023	2050	2023		On-Track	Yes	Operating BAU	The City's ongoing revegetation program is restoring degraded natural areas to improve biodiversity.	
4	Partner with local Noongar Whadjuk peoples to develop an overall approach for the protection and rehabilitation of natural areas in a respectful and sustainable way.	2023	2050	2023		On-Track	Yes	Operating BAU	Natural Area Management is central to the Reconciliation Action Plan.			

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	River Foreshore	Changes required to achieve Strategic Vision	a	Creation of a policy under the town planning scheme to recognise and minimise the landscape impact of development on the landscape values of the river and foreshores.	2024	2050	NA	NA	Not yet due	No		NA	
			b	Advocate the State Government to purchase the necessary privately owned reserved land along the foreshore to achieve a continuous pathway for pedestrians and cyclists. The long-held objective under the State's Metropolitan Region Scheme is to build an uninterrupted dual use path along the river foreshores from the CBD to outlying metropolitan areas.	2024	2050	NA	NA	Not yet due	No		NA	
			c	Creation of policy to ensure tree planting and management within the foreshore reserves provides suitable habitat and recognises the need for continuous rejuvenation as trees age and are lost to storm events and erosion	2024	2050	NA	NA	Not yet due	No		NA	
			d	Creation of a policy to limit commercial uses in the foreshore reserves only to areas that have been identified as suitable through a strategic plan, such as a precinct plan	2024	2050	NA	NA	Not yet due	No		NA	
			e	Development of a continuous dual use path running the length of the Bayswater foreshore reserves.	2026	2050	NA	NA	Not yet due	No		NA	
		Ground Water and Storm Water	Changes required to achieve Strategic Vision	1	Develop and implement a 'whole of River Foreshore Precinct Plan' including the hinterland that includes mitigation of climate change risks	2024	2050	NA	NA	On-Track	Yes	Operating BAU	The City is partnering with Bassendean, Belmont to develop a whole of river plan.
	a			Implement the Waterwise Bayswater Strategy through the incorporation of its action recommendations into Council's Corporate and Business Plans	2023	2050	2023		On-Track	Yes	Operating BAU	Currently developing implementation program. Current programs include Rudloc Basin, Bowden St.	
	b			Review and update all Council groundwater and drainage management policies and design guidelines consistent with current Water Sensitive Urban Design practice.	2024	2050	NA	NA	Not yet due	No		NA	
	c			Create a policy and education campaign to increase permeable landscaped areas on private land as part of new developments including driveways and car parking areas.	2024	2050	NA	NA	Not yet due	No		NA	
	1			Transform the entire catchment (all drains, sumps, waterbodies, wetlands and streams) into living streams accessible to the public, including lands vested with the Water Corporation	2023	2050	2023	NA	On-Track	Yes	Operating BAU	Bowden St, Rudloc Basin, Maylands lakes revegetation, nature link. The City is exploring developing a long-term plan for WSUD projects.	
		2	Limit an increase in hard surfaces and increase the permeability of hard ground surfaces, where appropriate, to allow more water to permeate the soil, filter pollutants and recharge the water table.	2027	2050			Not yet due	No				
The Environment We Create	Parks and Green Spaces	Changes required to achieve Strategic Vision	a	Review the design and development of parks and associated buildings to consider needs based on changing population densities and housing types, demographics, and lifestyle changes		2050			On-Hold	No		To be reviewed within existing policies.	
			b	Review City policies and practices that impact the City's streetscapes to ensure tree planting and landscaping is provided (where possible) instead of hard surfaces, including mandatory verge planting.		2050			On-Hold	No		Review as part of existing verge policy.	
			c	Review City policies that manage the provision of trees and landscaping on private land to strengthen the protection and provision of trees and landscaping as part of new development		2050			On-Hold	No		This is an ongoing challenge and will be reviewed with strategic planning.	
			d	Advocate that the State Government review their policy provisions relating to trees and landscaping on private land to increase their provision as part of new developments.		2050			On-Hold	No		On hold to review.	

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			e	Review the City's tree planting program to increase the number of trees planted per annum and prioritise the planting of endemic trees where possible		2050			On-Hold	No		Urban Forest strategy to be reviewed.	
			f	Review the City's landscaping principles and practices to be more water-wise and to mitigate the impact of urban heat and reduce pollutants and nutrients		2050			On-Track	No		The City is exploring options to hydrazone.	
			Transformational Action	1	Develop a large, multifunctional park in the Morley city centre. For example, increasing Russell Street Park or changing Embleton Golf Course into a community park to increase the liveability and amenity of the City and demonstrate the City's environmental focus.		2050			Not yet due	No		The City will explore this opportunity.
				2	Plant one million trees in the City between now and 2050		2050			Not yet due	Yes		The City will continue with tree planting program, revegetation.
	Sustainable Building Design	Changes required to achieve Strategic Vision	a	Create policy to incentivise development in line with sustainable building objectives.		2050			On-Hold	No		To be reviewed against planning policies.	
			b	Subject to further investigation, this could include development bonuses such as increased building height or plot ratio					Off-Track	No		To be reviewed against planning policies.	
			c	Amend town planning scheme provisions to improve and incentivise sustainable building outcomes, including developing an alternative way of achieving infill development that does not degrade but enhances urban forests and liveability		2050			On-Hold	No		To be reviewed against planning policies.	
			d	Develop a Guide to Green Infrastructure – design, implementation and maintenance		2050			On-Hold	No		To be reviewed against planning policies.	
			e	Requirement of biophilic design in new public buildings and inclusion of biophilic elements on any new development with a construction cost of \$1 million or greater that is a commercial, non-residential or mixed use development.		2050			On-Hold	No		To be reviewed against planning policies.	
			f	The City should advocate for a 7 Star Green Star rating as a standard requirement for new builds in 2025, and higher beyond that time.		2050			On-Hold	No		To be reviewed against planning policies.	
			Transformational Action	1	Develop a sustainable housing precinct as a demonstration of climate responsive building design, renewable energy technologies, energy storage, water recycling and alternative transport types		2050			On-Hold	No		To be reviewed with strategic planning.
				2	Develop a 'Bayswater alternative' to provide an alternative way of achieving infill development that does not degrade urban forests, ecosystem services and urban liveability		2050			On-Hold	No		To be reviewed with strategic planning.
	Sustainable Transport	Changes required to achieve Strategic Vision	a	Develop a Walkability Strategy		2050			On-Hold	No		To be reviewed with engineering.	
			b	Creation of an end-of-trip facility policy		2050			Not yet due	No		NA	

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		Transformational Actions	1	Increase the cycle network so residents are able to access a designated, continuous cycle way within a five minute cycle of their home; and extend specified and marked bicycle routes to connect all schools in the City		2050			On-Hold	Yes	Operating BAU	Implementation of the Bike plan
			2	Provide continuous footpath connections, inclusive of shade from trees, and safe pedestrian crossings within an 800m radius of all activity centres, aged care and schools		2050			On-Hold	Yes	Operating BAU	Implementation of the Bike plan
			3	Provide charging infrastructure at major activity centres to accelerate the uptake of electric vehicles	2024	2030			On-Track	Yes	Operating BAU	The City has applied for vehicle charging stations at Morley Sport and Recreational centre and the Bayswater Depot.
			4	Provide a high frequency sustainable transport link between our train stations and town centres through advocacy to the State Government.		2050			On-Hold	Yes	Operating BAU	Implementation of the Bike plan
	Precinct Design	Changes required to achieve Strategic Vision	a	Investigate ways to reduce barriers to the ongoing growth and development of the City's precincts.		2050			On-Hold	No		This item will need to be reviewed with strategic planning.
			b	Investigate ways to improve design quality in the City's precincts		2050			Not yet due	No		
			c	Investigate ways to limit housing and commercial growth in areas outside the City's precincts.		2050			Not yet due	No		
		Transformational Actions	1	Create '20 minute neighbourhoods' throughout the City, giving people the ability to		2050			Not yet due	No		
			2	Limit residential infill in suburban areas to improve the viability of high quality, medium density development in activity centres. For instance, by making grouped and multiple dwellings a 'not permitted use' in suburban areas.		2050			Not yet due	No		
Living in the Environment	Climate Change Adaption	Changes required to achieve Strategic Vision	a	Climate Change Adaptation Plan	2024	2050	NA	NA	Not yet due	No	Operating BAU	NA
			b	Essential Services Climate Change Adaption Plan					Not yet due	No		
			c	Energy Efficiency in Built Environment Policy	2024	2050	NA	NA	Not yet due	No	Operating BAU	NA
		Transformational Actions	1	Advocate the Federal Government to require a 7 star energy rating for all new builds by 2025, with rating verified upon completion of build.		2050			Not yet due	No		
			2	Advocate the State Government to require all houses for sale to publish their energy star rating. - The City to provide information and grants as an incentive for people to make modifications to existing dwellings to improve their energy efficiency		2050			Not yet due	No		
			3	Develop a Climate Change Adaptation Plan.	2025	2050	NA	NA	Not yet due	No	Operating BAU	NA
	Sustainable Living	Changes required to achieve Strategic Vision	a	Sustainability Strategy A strategy to set targets, support the formal and informal partnerships with our community, and develop the mechanisms and pathways required to meet these targets	2025	2050	NA	NA	Not yet due	No	Operating BAU	NA
			b	Energy Efficiency in Built Environment Policy		2050			Not yet due	No		
		Transformational Actions	1	Create a demonstration project for a high-tech, circular food growing and water re-use project, as well as inclusion of a Whadjuk Noongar education space.	2025	2050	NA	NA	Discontinued	No	Operating BAU	NA
			2	Roll out of an app based technology that enables residents to monitor and reduce their carbon footprint in real time.		2050			Not yet due	No		
Energy and water use	Changes required to achieve Strategic Vision	a	Sustainability Strategy A strategy to set targets, support the formal and informal partnerships with our community, and develop the mechanisms and pathways required to meet these targets	2025	2050	NA	NA	Not yet due	No	Operating BAU	NA	
		b	Energy Efficiency in Built Environment Policy		2050			On-Hold	No		To be reviewed against planning policies	
	Transformational Actions	1	Provide a demonstration water recycling plant at Bayswater Waves, showcasing best practices in water efficiency, re-use and hydro zoning.	2025	2050	NA	NA	Not yet due	No	Operating BAU	NA	
		2	Provide the community with access to zero emission energy options (PPA, Greening the grid), such as a development of a solar or wind farm (at the Redhill waste facility, for instance).	2025	2050	NA	NA	Not yet due	No	Operating BAU	NA	

Report 15. CITY OF BAYSWATER: URBAN FOREST STRATEGY 2017											
Report on P Report on Action Progress to 22/23 and Plans for 2023/24											
Strategic Objective No.	Strategic Objective	Action No.	Actions that need to be taken Implementation Plan Actions	Planned Start Financial Year	Planned Finish: Financial Year	Actual or Adjusted Start Financial Year	Actual or Adjusted Finish: Financial Year	Action Status (end 22/23) ● Complete ● On-Track ● On-Hold ● Off-Track ● Not yet due ● Discontinued	Planned Action 2023/24 Yes or No	Resources/ Budget 2023/2024 ● Operating BAU ● Operating Project (\$) (with specified project \$ for 23/24) ● Capital Project/ Program (\$)	Comment (If Applicable)
1	Protection and retention of existing trees	1	Develop a significant tree register for trees on public land	2020	Ongoing	NA	NA	On-Track	Yes	Operating BAU	Ongoing
		2	Develop a significant tree register for trees on private land	2020	Ongoing	NA	NA	On-Hold	No		Ongoing
		3	Conduct routine tree health assessments to inform adaptive management practices	2020	Ongoing	NA	NA	On-Track	Yes	Operating BAU	Ongoing
		4	Review and develop tree protection guidelines and policies to manage requests for vegetation pruning for inappropriate reasons e.g. additional access to private blocks; to gain or retain views	2020	Ongoing	NA	NA	On-Hold	No		Ongoing
		5	Develop practices which embed the retention of trees as a high priority for all City public works	2020	Ongoing	NA	NA	On-Track	Yes	Operating BAU	Ongoing
		6	Develop a Management Practice to standardise the valuation of trees (e.g. Helliwell method) which enables the assessment of the economic, health and environmental contributions that trees make to the City	2020	Ongoing	NA	NA	On-Hold	No		Ongoing
		7	Review and consider potential policies and incentives available to encourage private landowners and developers to retain established trees and plant new trees.	2020	Ongoing	NA	NA	On-Hold	No		Ongoing
2	Increasing tree canopy cover	1	Undertake spatial analysis to identify areas containing low canopy cover	2020	Ongoing	NA	NA	On-Track	Yes	Operating BAU	Ongoing
		2	Ensure optimal planting conditions for new tree installations to maximise canopy growth including sufficient ground space	2020	Ongoing	NA	NA	On-Track	Yes	Operating BAU	Ongoing
		3	Conduct routine tree health assessments and incorporate adaptive management practices	2020	Ongoing	NA	NA	On-Track	Yes	Operating BAU	Ongoing
		4	Develop procedures which identify the need to retain adequate spaces for tree installation in municipal work projects	2020	Ongoing	NA	NA	On-Hold	No		Ongoing
		5	Develop, fund and implement an aspirational tree planting program to increase the canopy coverage from 13.2% to 20% over an eight year period. This plan will include: a. parks and streetscape plans; b. the development of town centre plans that include tree installation, specifying locations & species selection; c. the incorporation of the biodiversity corridors; and d. natural area & green space restoration plans	2020	Ongoing	NA	NA	On-Track	Yes	Operating BAU	Ongoing
		6	Encourage open spaces for tree installation in new developments	2020	Ongoing	NA	NA	On-Track	Yes	Operating BAU	Ongoing
		7	Promote the benefits of and encourage increases in canopy coverage on private land e.g. the 'Plants to Residents' program	2020	Ongoing	NA	NA	On-Track	Yes	Operating BAU	Ongoing
		8	Consider the possibility of a compulsory 'Verge Tree' policy	2020	Ongoing	NA	NA	Discontinued	Yes	Operating BAU	Ongoing

Report 15. CITY OF BAYSWATER: URBAN FOREST STRATEGY 2017											
Report on P Report on Action Progress to 22/23 and Plans for 2023/24											
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3	Increasing tree species diversity	1	Review and develop recommended tree species lists most suitable for use in: - parks and streetscapes; - town centres; & - private land holdings (detailing benefits provided by individual species)	2020	2023	NA	NA	Complete	Yes	Operating BAU	Ongoing
		2	Monitor and identify existing and new tree species that perform well within the urban forest to inform future planting programs - providing amenity outcomes; & - providing biodiversity outcomes	2020	Ongoing	NA	NA	Complete	Yes	Operating BAU	Ongoing
		3	Conduct a tree audit of all public trees including species, age and health	2020	Ongoing	NA	NA	On-Track	Yes	Operating BAU	Ongoing
		4	Establish a standard for the percentage of any one family, genus and species that can be utilised in City's overall planting program	2020	Ongoing	NA	NA	Off-Track	Yes	Operating BAU	Ongoing
4	Achieving age diversity of trees	1	Undertake assessment of individual tree age and life expectancy (ULE)	2020	Ongoing	NA	NA	Off-Track	Yes	Operating BAU	Ongoing
		2	Develop a Post Mature Tree Replacement Program	2020	Ongoing	NA	NA	Off-Track	Yes	Operating BAU	Ongoing
		3	Develop a community program assisting residents to plan for the succession of established trees on private property	2020	Ongoing	NA	NA	On-Hold	Yes	Operating BAU	Ongoing
5	Inform and consult with the community	1	Continued community engagement to facilitate community input into future greening projects	2020	Ongoing	NA	NA	On-Track	Yes	Operating BAU	Ongoing
		2	Foster further research into urban forestry	2020	Ongoing	NA	NA	On-Track	Yes	Operating BAU	Ongoing
		3	Work with neighbouring Councils to enhance the urban forest in the greater Perth Metropolitan area	2020	Ongoing	NA	NA	On-Track	Yes	Operating BAU	Ongoing
		4	Establish health and wellbeing indicators to benchmark the function that the urban forest plays	2020	Ongoing	NA	NA	Discontinued	Yes	Operating BAU	Ongoing
		5	Partner with traditional owners to develop programs that increase awareness of the cultural significance of the land.	2020	Ongoing	NA	NA	Off-Track	Yes	Operating BAU	Ongoing
		6	Promote the health, economic and environmental benefits of trees and encourage increases in canopy coverage on private land	2020	Ongoing	NA	NA	On-Track	Yes	Operating BAU	Ongoing
		7	Develop a community tree care program for urban streets	2020	Ongoing	NA	NA	Discontinued	Yes	Operating BAU	Ongoing

Report 16. CITY OF BAYSWATER: EMISSION REDUCTION AND RENEWABLE ENERGY PLAN 2021 - 2040											
Report on Action Progress to 22/23 and Plans for 2023/24											
Short / Medium Term ERRE management	Action No.	Action Implementation Plan Actions	Action category	Planned Start Financial Year	Planned Finish Financial Year	Actual Start Financial Year	Actual Finish Financial Year	Action Status (end 22/23) ● Complete ● On-Track ● On-Hold ● Off-Track ● Not yet due ● Discontinued	Planned Action 2023/24 Yes or No	Resources/ Budget 2023/2024 ● Operating BAU ● Operating Project (\$) (with specified project \$ for 23/24) ● Capital Project/ Program (\$)	Comment (If Applicable)
Short Term (next 1-2 years from 2021)	S1	Work with Azility and retailers as required to incorporate all of the City's energy-using sites into their platform, so that accurate and timely reports of the City's energy use, cost and greenhouse gas emissions can be readily produced	Management of City of Bayswater's ERRE Plan	2022	2023	2022	2023	Complete	Yes	Operating BAU	Ongoing to ensure data is up to date.
	S2	Review the staff resources required to coordinate the implementation of the ERRE Plan to ensure that City of Bayswater's targets can be achieved, with consideration of internal and external and peer network engagement, management and reporting, capacity building and implementation of behaviour change measures	Management of the City's ERRE Plan	2022	2023	2022	2023	Complete	Yes	Operating BAU	Ongoing to ensure up to date
	S3	Establish accountabilities for achievement of the City's targets in key positions such as at executive and senior management levels, including in position descriptions	Management of the City's ERRE Plan	2022	2023	2022	2023	On-Track	No		
	S4	Establish a leadership group that brings together key stakeholders at executive, Major Projects and Operational Leadership (OLT), to provide strategic direction and governance	Management of the City's ERRE Plan	2022	2023	2022	2023	On-Track	No		
	S5	Review current funds available to implement efficiency and renewable energy projects, and compare this with ERRE Plan funding needs, through engagement with each functional area, to understand gaps in funding	Financing / funding of the Plan	2022	2023	2022	2023	On-Track	No		
	S6	Evaluate funding options available to the City to progress with measures that will help it achieve its targets, including grant, internal budgets, a Revolving Energy Fund (REF), borrowing and third-party offers such as onsite solar Power Purchasing Agreements (solar PPAs).	Financing / funding of the Plan	2022	2023	2022	2023	On-Track	No		On 26 October 2021 Council authorised the CEO to enter into a contract with Synergy, to transition the electricity supply for all of City of Bayswater operations to renewable sources as per sector wide terms negotiated by WALGA, through to April 2025. Savings from this program are being reinvested into initiatives to achieve ERRE targets.
	S7	Identify and scope current and planned grant funding opportunities at State and Commonwealth levels and track key sources regarding new grant opportunities. For example the Clean Energy Future Fund	Financing / funding of the Plan	2022	2023	2022	2023	On-Track	No		Officers are exploring opportunities including the community battery program and electric vehicle charging stations.
	S8	Plan and budget for new solar PV (and battery) systems in budget and business plan processes that are aligned with achieving the City's targets (e.g. as per the roadmap in the ERRE Plan)	Financing / funding of the Plan	2022	2023	2022	2023	On-Track	No		
	S9	Stay abreast of developments in mid-scale renewable energy generation in the WA market	Financing / funding of the Plan	2022	2023	2022	2023	On-Track	No		
	S10	Engage with peer Councils, representative bodies and others to include the identification of possible mid-scale RE (solar, wind, bioenergy / biomethane) opportunities that could be developed in future.	Financing / funding of the Plan	2022	2023	2022	2023	On-Track	No		
	S11	Continue to collaborate with WALGA and other local councils to develop the case for a renewable energy power purchase agreement that can meet part or all of the City's electricity demand. Subject to the outcome of this process participate in any subsequent market approach to determine if a PPA can be achieved at a price co	Financing / funding of the Plan	2022	2023	2022	2023	On-Track	No		
	S12	Stay abreast of PPA product development and deliver or continue to deliver internal advice and education to build literacy in and confidence in a renewable energy PPA as a key part of meeting the City's targets	Financing / funding of the Plan	2022	2023	2022	2023	On-Track	No		
	S13	Include information and data (if available) on tree planting and wetlands in reporting on ERRE Plan progress so that sequestration measures are part of the City's climate change response narrative	Sequestration	2024	2030			Not yet due	Yes	Operating BAU	The City will explore opportunities to utilise planting for offsets.
	S14	Work with Western Power and other stakeholders to progress City of Bayswater's case for lights in Bayswater to be upgraded to LED (nondecorative, smart control-enabled to be decided)	Sequestration	2024	2030	2024		On-Track	Yes	Operating BAU	The City is installing LED streetlighting as part of the LED replacement program.
	S15	Develop a short term implementation plan for energy efficiency initiatives, prioritising high return measures from the EMRC-funded energy audit program as well as planned building upgrades (as per the roadmap action plan)	Energy efficiency	2024	2030			On-Track	No		Sustainability Officer to develop the plan for implementation.

Report 16. CITY OF BAYSWATER: EMISSION REDUCTION AND RENEWABLE ENERGY PLAN 2021 - 2040											
Report on Action Progress to 22/23 and Plans for 2023/24											
Short / Medium Term ERRE management	Action No.	Action Implementation Plan Actions	Action category	Planned Start Financial Year	Planned Finish Financial Year	Actual Start Financial Year	Actual Finish Financial Year	Action Status (end 22/23) ● Complete ● On-Track ● On-Hold ● Off-Track ● Not yet due ● Discontinued	Planned Action 2023/24 Yes or No	Resources/ Budget 2023/2024 ● Operating BAU ● Operating Project (\$) (with specified project \$ for 23/24) ● Capital Project/ Program (\$)	Comment (If Applicable)
	S16	Plan and budget for new energy efficiency projects in budget and business plan processes that are aligned with achieving the City's targets (as per the roadman action plan)	Energy efficiency	2024	2030	2024		On-Track	Yes	Capital Project/ Program (\$)	The City will be installing solar, LED lights and grants for community battery.
	S17	Ensure best practice energy efficiency (and renewable energy generation or design provision) is incorporated into all capital works projects (for example Morley Sport and Recreation Centre and Maylands Waterland). Develop a design guide or standard for future projects	Energy efficiency	2024	2030	2024		On-Track	Yes	Capital Project/ Program (\$)	Best practice energy efficiency to be incorporated into all major projects.
	S18	Progress with the City's current approach that will achieve ~90% hybrid passenger vehicles, a small number of EVs and an optimised passenger / utility fleet size	Electric vehicles and plant	2024	2030	2024		On-Track	Yes	Operating BAU	The Environment branch will work with fleet to meet targets.
	S19	Use fleet fuel efficiency information to influence driver behaviour and inform vehicle needs	Electric vehicles and plant		2030			On-Hold	No		To be reviewed
	S20	Conduct research to identify the key areas, emissions sources, behaviours that will be most effective at reducing emissions sustainably	Behavioural change		2030			On-Hold	No		To be reviewed
	S21	Identify and plan the implementation of high priority systemic and behavioural changes that will yield the greatest benefit in emissions savings and staff engagement	Behavioural change		2030			On-Hold	No		To be reviewed
	S22	Review the City's procurement policy to align with best practice in sustainable procurement, and to specifically include the City's renewable energy and emissions reduction targets in evaluation criteria for supplier offers	Sustainable procurement		2030			On-Hold	No		To be reviewed
	S23	Review the City's current range of specifications used to procure services and equipment across operational and capital expenditure, and current awareness of and use of sustainability provisions of existing procurement. Progressively update specifications to align with best practice in sustainable procurement and the City's targets, and provide education / training to City staff	Sustainable procurement		2030			On-Hold	No		To be reviewed
Medium Term (to the end of CBP cycle)	M1	Continue to monitor and re-evaluate targets for the City for emissions reduction and renewable energy, including scale, timing and any interim targets	Management of City of Bayswater's ERRE Plan	2022	2023	2022	2023	On-Track	No		
	M2	Integrate the ERRE Plan and the City's targets into the Annual Budget and Corporate Business Plan process for all of the City's functional areas	Management of City of Bayswater's ERRE Plan	2022	2023	2022	2023	On-Track	No		
	M3	Implement suitable measurement and verification systems, including M&V of significant abatement projects such as LED streetlighting, large onsite solar PV projects and renewable energy PPAs, and annual analysis of the City's overall energy use and emissions from Azility	Management of City of Bayswater's ERRE Plan	2022	2023	2022	2023	On-Track	No		
	M4	Identify and develop training, induction and awareness materials, and solicit input that increases awareness, recognition and buy-in	Management of City of Bayswater's ERRE Plan	2022	2023	2022	2023	On-Track	No		
	M5	Stay abreast of grant funding and other incentive opportunities that can help to fund elements of the ERRE Plan. Aim to have 2 to 3 'shovel-ready' projects that the City would implement with grant funds.	Financing / funding of the Plan	2022	2023	2022	2023	On-Track	No		
	M6	Review and update the City's solar PV business cases and plans for rooftop, carport and battery energy storage systems, based on changes in technologies, costs and energy rates	On-site solar PV	2022	2023	2022	2023	On-Track	No		
	M7	Continue to stay abreast of developments in mid-scale renewable energy generation in the WA market, and engage with peer Councils, representative bodies and others on these opportunities, as well as emerging opportunities for bioenergy / biomethane	Mid-scale renewable generation	2022	2023	2022	2023	On-Track	No		
	M8	Participate in ongoing market approaches to secure or renew renewable energy PPAs through the City's energy procurement process	Renewable energy power purchasing	2023	2025	2023	2030	On-Track	No		The City's current PPA will finish 2025. The City will continue to identify the best renewable energy PPAs through the City's energy procurement process.
	M9	Continue to monitor the City's carbon footprint aligned with its net zero emissions boundary	Carbon offsets	2023	2025	2023	2030	On-Track	No		The City will continue to utilise Azility platform to monitor.
	M10	Collect data on both tree plantings and wetlands condition as part of overall data collection and reporting as part of the ERRE Plan	Sequestration	2023	2025	2023	2030	On-Track	No		City is exploring opportunities to implement sequestration .

Report 16. CITY OF BAYSWATER: EMISSION REDUCTION AND RENEWABLE ENERGY PLAN 2021 - 2040											
Report on Action Progress to 22/23 and Plans for 2023/24											
Short / Medium Term ERRE management	Action No.	Action Implementation Plan Actions	Action category	Planned Start Financial Year	Planned Finish Financial Year	Actual Start Financial Year	Actual Finish Financial Year	Action Status (end 22/23) ● Complete ● On-Track ● On-Hold ● Off-Track ● Not yet due ● Discontinued	Planned Action 2023/24 Yes or No	Resources/ Budget 2023/2024 ● Operating BAU ● Operating Project (\$) (with specified project \$ for 23/24) ● Capital Project/ Program (\$)	Comment (If Applicable)
	M11	Continue to work with Western Power and other stakeholders to progress the City's case for lights in Bayswater to be upgraded to LED (non-decorative, smart control-enabled to be decided), with a goal for implementation in the next Business plan cycle	Energy efficiency	2023	2025	2023	2030	On-Track	No		
	M12	Revise short-term energy efficiency plans every 1-2 years to schedule implementation of the next group of priority projects, and plan for these as part of the City's normal budget process	Energy efficiency					On-Hold	No		On hold in favour of 10 year implementation plan.
	M13	Develop or update plans for the City's fleet fuel transition to hybrid and electric vehicles across all vehicle categories	Electric vehicles and plant					On-Track	No		To be reviewed with fleet manager.
	M14	Develop a plan for EV charging infrastructure for the City's EVs as well as at community facilities (including potential increase in energy demand)	Electric vehicles and plant	2022	2030	2022	2030	On-Track	No		The City has applied for grants for EV charging stations at facilities.
	M15	Stay abreast of developments in electric technologies for heavier fleet, such as light trucks or buses. Continue to evaluate electric powered small plant devices as well as their charging infrastructure and charging practices	Electric vehicles and plant	2022	2030	2022	2030	On-Track	No		Continue to review opportunities for fleet.
	M16	Continue to trial and implement behavioural change initiatives in City of Bayswater to achieve sustained engagement and sustained emissions reduction	Behavioural change	2023	2030	2023		On-Track	No		Ongoing as part of the Sustainability Officer role.
	M17	Progressively update specifications to reflect the City's emissions and renewable energy targets, train staff and continue to collate examples of good practice that can be used in other procurement	Sustainable procurement		2030			On-Hold	No		To be reviewed
	M18	Review the City's procurement policy at regular intervals – e.g. 3 years	Sustainable procurement		2030			On-Hold	No		To be reviewed

Report 17. CITY OF BAYSWATER: FORESHORE AREA 10 YEAR PRIORITY PLAN 2019									
Report on Action Progress to 22/23 and Plans for 2023/24									
Item	Foreshore Area 10 year priority Plan	Planned Start Financial Year	Planned Finish Financial Year	Actual Start Financial Year	Actual Finish Financial Year	Action Status (end 22/23) ● Complete ● On-Track ● On-Hold ● Off-Track ● Not yet due ● Discontinued	Planned Action 2023/24 Yes or No	Resources/ Budget 2023/2024 ● Operating BAU ● Operating Project (\$) (with specified project \$ for 23/24) ● Capital Project/ Program (\$)	Comment (If Applicable)
1.1	Tranby House Reserve Timber Walling	23/24	25/26			On-Track	Yes	Capital Project/ Program (\$)	Concept Design part funded through Riverbank Grant (DBCA) of up to \$200,000. Implementation funded through Federal Grant (\$900,000).
2.1	Maylands Reserve Rock Revetment	N/A	N/A	N/A	N/A	Complete	No		Finalised
2.2	Maylands Reserve Natural Shoreline	N/A	N/A	N/A	N/A	Complete	No		Finalised
2.3	Tranby House Reserve North of Peninsular Farm-RETREAT (Relocate Footpath)	23/24	25/26			On-Track	Yes	Capital Project/ Program (\$)	Concept Design part funded through Riverbank Grant (DBCA) of up to \$200,000. Implementation funded through Federal Grant (\$900,000).
3.1	Hinds Park Block Wall	23/24	26/27			On-Track	Yes	Capital Project/ Program (\$)	Concept design part funded through Riverbank Grant (DBCA) \$83,000.
3.2	Hinds Park Natural Shoreline	23/24	26/27			On-Track	Yes	Capital Project/ Program (\$)	Concept design part funded through Riverbank Grant (DBCA) \$83,000.
4.1	Tranby Reserve-RETREAT (relocate Footpath & Remove Gazebo)	23/24	25/26			On-Track	Yes	Capital Project/ Program (\$)	Concept Design part funded through Riverbank Grant (DBCA) of up to \$200,000. Implementation funded through Federal Grant (\$900,000).
4.2	Riverside Gardens Beach	23/24	26/27			On-Track	Yes	Capital Project/ Program (\$)	Concept design part funded through Riverbank Grant (DBCA) \$83,000.
5.1	Claughton Reserve	25/26	27/28			On-Hold	No		Dependent on obtaining Riverbank Grant
6.1	Maylands Peninsula Golf Course Hole 5	27/28	29/30			On-Hold	No		
7.1	Berringa Park Riverwall and Spillway	23/24	27/28			On-Hold	Yes	Capital Project/ Program (\$)	Grant application (Riverbank Grant) to do concept design. Implementation works will be dependent on further funding as part of the park redevelopment.
7.2	Bardon and Berringa Park- RETREAT (relocate Yacht Club Tower)	25/26	27/28			On-Hold	No		Dependent on grant application to undertake concept design etc
8.2	Tonkin Hwy Bridge Abutment					On-Hold	No		Main Roads land currently under construction. Will liaise with Tonkin Gap Alliance.
9.1	Garrett Road Bridge					On-Hold	No		Current Department of Planning land-works dependent on land transfer to CoB.
10.1	Maylands Peninsula Golf Course- Western Shoreline	27/28	29/30			On-Hold	No		
10.1	Maylands Peninsula Golf Course Hole 14	27/28	29/30			On-Hold	No		

Report 18. CITY OF BAYSWATER: INTERIM ECONOMIC DEVELOPMENT STRATEGY 2022																
Report on Action Progress to 22/23 and Plans for 2023/24																
Obj. No.	Objective	Strategy No.	Strategy	Initiative No.	Initiative #	Initiative Implementation Plan Actions	Planned Start Financial Year	Planned Finish: Financial Year	Actual or Adjusted Start Financial Year	Actual or Adjusted Finish: Financial Year	Action Status (end 22/23) ● Complete ● On-Track ● On-Hold ● Off-Track ● Not yet due ● Discontinued	Planned Action 2023/24 Yes or No	Resources/ Budget 2023/2024 ● Operating BAU ● Operating Project (\$) (with specified project \$ for 23/24) ● Capital Project/ Program (\$)	Comment (If Applicable)		
1	Stimulate Development and Attract Investment	1.1	Investor and Developer Attraction Program 2022	1a		Awareness and Invitation Prospectus	22/23	Ongoing	22/23	ongoing	On-Track	Yes	Operating Project (\$)	<ul style="list-style-type: none"> The City of Bayswater Investor Prospectus was completed in May. Additionally, the CEO held a meeting with ISPT Super Property as a potential investor to promote the 'Open for Business' message. The City hosted the inaugural Investor Briefing Breakfast in May. This inaugural briefing proposed to launch a series of Investor Briefings. The City has appointed a property consultant to undertake a current market review and analysis of the Morley Activity Centre. Some actions from the Interim Economic Development Strategy may be dependent on the outcome of the report. The City has been in contact with Property Council and UDIA to compare possible opportunities. The City has prepared a list of potential investors and local property owners. Further progress may be dependent on the report referred to above. 		
				1b		UVP Co-design Program	22/23	Ongoing	22/23	ongoing	On-Track	Yes	Operating Project (\$)			
				1c		UVP Prospectus	22/23	Ongoing	22/23	ongoing	On-Track	Yes	Operating Project (\$)			
				1d		Open for Business Promotional Program	22/23	Ongoing	22/23	ongoing	On-Track	Yes	Operating Project (\$)			
				1e		Target vacant and dormant sites	22/23	Ongoing			Not yet due	No			To commence once the analysis of Morley Activity Centre has occurred.	
		1.2	Complementary City improvements	1f		Morley Streetscape Design	22/23	23/24	22/23			On-Track	Yes	Capital Project/ Program (\$)	At the Ordinary Council Meeting held 26 April 2023, Council resolved as follows: <i>That Council endorses a Shared Path Option and an updated Cross Section for the Morley Activity Centre Streetscape Plan as depicted in Attachment 2 to this report, recommended by the City's consultant Porter Consultant Engineering, for Section 6 of the Morley Activity Centre Design Project, Russell Street (between Broun Avenue and Rudloc Road, Morley).</i> The consultants continue to finalise the detailed design work.	
				1g		Morley Town Square	23/24					Not yet due	No			
				1h		BIA Streetscape upgrades	23/24	23/24					Not yet due	No		Detailed design needs to be finalised and funding sourced before the project can commence.
		1.3		Collaboration on City owned sites	1i		22 Russell Street EOI	22/23	22/23	22/23	22/23	Complete	No			
		2	Encourage Local Landowners to Develop or Divest	2.1	Improve land values through infrastructure upgrades	2a		BIA sewer infill pitch to WA Government	22/23	22/23	22/23	22/23	Complete			<ul style="list-style-type: none"> The City presented the BIA sewer infill proposal to the Industrial Lands Steering Committee (ILSC) in May 2022. The Mayor and CEO have been advocating for the BIA infill sewer and discussing State Government assistance on the matter as a part of their meetings with Ministers and local members. Quotations have been sought from consultants for the preparation of a business case for submission to the State Government.
2b						BIA infill sewer project business case	22/23	22/23	23/24			On-Track	Yes	Operating Project (\$)		
2c						BIA infill sewer project funding bid	22/23	22/23	23/24			On-Track	Yes			
2d						BIA infill sewer project implementation and capital cost recovery	23/24	23/24				On-Hold	No		Detailed design needs to be finalised and funding sourced before the project can commence.	
2e						BIA streetscape upgrade	23/24	23/24				On-Hold	No		Detailed design needs to be finalised and funding sourced before the project can commence.	
2f						Morley Activity Centre streetscape upgrades	24/25	25/26					Not yet due	No		

Report 18. CITY OF BAYSWATER: INTERIM ECONOMIC DEVELOPMENT STRATEGY 2022														
Report on Action Progress to 22/23 and Plans for 2023/24														
Obj. No.	Objective	Strategy No.	Strategy	Initiative No.	Initiative #	Initiative Implementation Plan Actions	Planned Start Financial Year	Planned Finish: Financial Year	Actual or Adjusted Start Financial Year	Actual or Adjusted Finish: Financial Year	Action Status (end 22/23) ● Complete ● On-Track ● On-Hold ● Off-Track ● Not yet due ● Discontinued	Planned Action 2023/24 Yes or No	Resources/ Budget 2023/2024 ● Operating BAU ● Operating Project (\$) (with specified project \$ for 23/24) ● Capital Project/ Program (\$)	Comment (If Applicable)
					2g	Lobby the WA Government re public transport links between train stations and Morley Activity Centre	22/23	Ongoing	22/23	ongoing	On-Track	Yes	Capital Project/ Program (\$)	The City has partnered with the Department of Planning, Lands and Heritage (DPLH) on the development of the Morley Station Precinct Structure Plan. As a part of the project the City has required that there are links between the Morley train station and the Morley Activity Centre. An update of this project was contained in a separate memorandum to Councillors on 12 April 2023. This work is ongoing.
		2.2	Encourage small lot amalgamations		2h	Morley Activity Centre target area bounded by Drake St, Walter Rd West, Russell St and Rudloc Rd.	23/24	ongoing			On-Hold	No		To commence once the analysis of Morley Activity Centre has occurred.
					2i	BIA south of Collier Rd	23/24	ongoing			On-Hold	No		To commence once the analysis of Morley Activity Centre has occurred.
		2.3	Incentivise target development models through planning incentives		2j	Investigate flexible planning quotas for parking, landscaping and other ancillary cost items	23/24	23/24	22/23	23/24	On-Track	Yes	Operating BAU	The City is currently reviewing car parking in the town / activity centres. At the Ordinary Council Meeting held 6 December 2022, Council considered the draft Payment in Lieu of Parking Plans which detail how cash-in-lieu of car parking funds can be used. The plans have now been advertised and are scheduled to go back to the Ordinary Council Meeting on 23 May 2023. Additionally, at the same meeting Council approved increased officer delegation to allow variations of up to 25% (up from 10%) to car parking requirements for development applications. The City intends to review the car parking and landscaping requirements as a part of the preparation of the new town planning scheme.
3	Stimulate New Enterprises and Attract Businesses to Relocate	3.1	New enterprise incubator hub		3a	Identify possible City facility to host a hub	23/24	23/24			Discontinued	No		Businessplex opened in the Morley Activity Centre in 2022. The purpose of the Businessplex is to provide support and spaces for new businesses. It is not considered necessary for the City to provide an additional facility when the private industry is providing it.
					3b	Pitch for funding from WA Government New Industries Fund to operate a hub	23/24				Discontinued	No		Businessplex opened in the Morley Activity Centre in 2022. The purpose of the Businessplex is to provide support and spaces for new businesses. It is not considered necessary for the City to provide an additional facility when the private industry is providing it.
					3c	Partner with Start-up WA to establish the hub	23/24				Discontinued			Businessplex opened in the Morley Activity Centre in 2022. The purpose of the Businessplex is to provide support and spaces for new businesses. It is not considered necessary for the City to provide an additional facility when the private industry is providing it.
					3d	Fund third party providers to offer new business training	23/24	ongoing	22/23	ongoing	On-Track	Yes	Operating BAU	The City has commenced discussions with the Small Business Development Corporation about the workshops they provide for businesses and opportunities to partner with them.
		3.2 and 4.2	Working from home policy		3e	Review existing policy and fees.	22/23	22/23	23/24	23/24	On-Track	Yes	Operating BAU	The City will review the policies as a part of the policy review schedule.
					3f	Establish outreach services through the incubator hub.	23/24				Discontinued	No		Businessplex opened in the Morley Activity Centre in 2022. The purpose of the Businessplex is to provide support and spaces for new businesses. It is not considered necessary for the City to provide an additional facility when the private industry is providing it.
					3g	Advocate for flexible planning controls for Cottage Industry	23/24	23/24			On-Hold	No		This will occur as a part of the review of the City's town planning scheme.
		3.3	Business relocation and attraction program, accommodated in new developments		3h	Propose rates concession – targeted business types	24/25				Not yet due	No		not yet scheduled to commence
					3i	Propose fee reductions – targeted business types	23/24				Not yet due	No		
					3j	Hold business relocation workshops	22/23	22/23			On-Hold	No		There has not been any demand for these workshop at this time.
					3k	Develop In-kind assistance packages – targeted business types	22/23	22/23			On-Hold	No		
		3.4	Partner with developers to attract customers		3l	Arrange inclusions in promotional prospectus	22/23	22/23	22/23	22/23	On-Track	Yes	Operating BAU	The City developed a City of Bayswater Investor Prospectus. Completed in May 2023.

Report 18. CITY OF BAYSWATER: INTERIM ECONOMIC DEVELOPMENT STRATEGY 2022														
Report on Action Progress to 22/23 and Plans for 2023/24														
Obj. No.	Objective	Strategy No.	Strategy	Initiative No.	Initiative #	Initiative Implementation Plan Actions	Planned Start Financial Year	Planned Finish: Financial Year	Actual or Adjusted Start Financial Year	Actual or Adjusted Finish: Financial Year	Action Status (end 22/23) ● Complete ● On-Track ● On-Hold ● Off-Track ● Not yet due ● Discontinued	Planned Action 2023/24 Yes or No	Resources/ Budget 2023/2024 ● Operating BAU ● Operating Project (\$) (with specified project \$ for 23/24) ● Capital Project/ Program (\$)	Comment (If Applicable)
					3m	Propose rates concessions for targeted customers	23/24				Not yet due	No		
		3.5	Support industry innovation clusters		3n	Engage with Development WA Innovation Team	22/23	ongoing	22/23	ongoing	On-Track	Yes	Operating BAU	The City has engaged with the Development WA team on the Bayswater Industrial Area Sewer proposal, and to promote the businesses within the Tonkin Highway Industrial Estate area.
					3o	Seek funding from New Industries Fund - DJTSI	22/23	22/23			On-Hold	No		The City does not have a program currently to seek funding for.
					3p	Advocate for the Wise Earth Innovation Hub (Bassendean Road)	22/23	ongoing	22/23	ongoing	On-Track	Yes	Operating BAU	The City has been in contact with the Earth Wise Innovation Hub to provide any local government assistance.
					3q	Advocate for Cut n Break robotics Innovation Hub (Wicks Road)	22/23	ongoing	22/23	ongoing	On-Track	Yes	Operating BAU	The City has been in contact with Cut n Break robotics Innovation Hub to provide any local government assistance. They are currently focused on seeking funding from the State Government. The City provided contact details of key personnel in the State Government who may be able to assist them.
4	4. Encourage an Increase in Live Local, Work Local and Consume Local	4.1	Connect students with local businesses		4a	Facilitate Traineeships and Apprenticeships for local students	22/23	ongoing	22/23	ongoing	On-Track	Yes	Operating BAU	The City has been in contact with Registered Training Organisations in the construction industry to discuss possibilities for connecting students.
					4b	Sponsor Student Internships with local innovative businesses during semester breaks	23/24	23/24			On-Hold	No		No funding has been allocated to this project.
		4.3	Encourage local business to support remote workers and Working from Home		4c	Update policy to enable mobile food and beverage vendors in local parks – trial project	22/23	22/23	22/23	22/23	Complete	No		
					4d	Roll out utilities and services across trial park sites	23/24	23/24			On-Hold	No		No funding has been allocated to this project.
					4e	Engage with business community to establish local delivery vendors	22/23	22/23			On-Hold	No		There has been no demand for this project at this time.
					4f	Consider flexible planning controls for Cottage Industry	22/23	23/24			On-Hold	No		This will occur as a part of the review of the City's town planning scheme.
		4.4	Common User Facilities to support micro businesses		4g	Explore options to establish a commercial kitchen CUF	23/24	23/24			On-Hold	No		There has been no demand for this project at this time.
					4h	Explore options to establish a Warehouse and logistics CUF	23/24	23/24			On-Hold	No		There has been no demand for this project at this time.
					4i	Explore options to establish a local technology CUF attached to the Incubator Hub	23/24	23/24			On-Hold	No		There has been no demand for this project at this time.
5	Activate major strategic plans in partnership with key stakeholders	5.1	Implement an Investor and Developer On track Attraction Program		5a	Implement an Investor and Developer Attraction Program	22/23	22/23	22/23	ongoing	On-Track	Yes	Operating Project (\$)	As detailed in objective 1 above.
					5b	Develop and distribute Promotional Prospectus	22/23	22/23	22/23	ongoing	On-Track	Yes	Operating Project (\$)	
					5c	Invite industry to participate in a Co-design process to establish a UVP for the Morley Activity Centre	22/23	22/23	22/23	ongoing	On-Track	Yes	Operating Project (\$)	
					5d	Identify specific development models to attract the target market population – live local and work local	22/23	22/23	22/23	ongoing	On-Track	Yes	Operating Project (\$)	

Report 18. CITY OF BAYSWATER: INTERIM ECONOMIC DEVELOPMENT STRATEGY 2022														
Report on Action Progress to 22/23 and Plans for 2023/24														
Obj. No.	Objective	Strategy No.	Strategy	Initiative No.	Initiative #	Initiative Implementation Plan Actions	Planned Start Financial Year	Planned Finish: Financial Year	Actual or Adjusted Start Financial Year	Actual or Adjusted Finish: Financial Year	Action Status (end 22/23) ● Complete ● On-Track ● On-Hold ● Off-Track ● Not yet due ● Discontinued	Planned Action 2023/24 Yes or No	Resources/ Budget 2023/2024 ● Operating BAU ● Operating Project (\$) (with specified project \$ for 23/24) ● Capital Project/ Program (\$)	Comment (If Applicable)
					5e	Create initial momentum with City owned redevelopment sites.	22/23	ongoing	22/23	ongoing	On-Track	Yes	Operating BAU	The City has sold 22 Russell Street to encourage it to be developed for a higher and better purpose.
		5.2	Consolidate General Industry into the BIA		5f	Facilitate Morley Activity Centre General Industry based business to relocate to the BIA	23/24	23/24			On-Hold	No		There has been no demand for this project at this time.
					5g	Facilitate General Industry based businesses adjacent to Wotton Reserve to relocate – METRONET Morley Station	22/23	23/24			On-Hold	No		There has been no demand for this project at this time.
					5h	Facilitate Maylands Outlier streets with General Industry based businesses to relocate to the BIA/Tonkin Highway Industrial Park (Sussex Street, Foundry Street and Caledonian Ave)	23/24	23/24			On-Hold	No		There has been no demand for this project at this time.
		5.3	Sustainable social housing developments		5i	Investigate options to attract Nightingale Housing project or similar to establish in the Morley Activity Centre	22/23	ongoing			On-Hold	No		To commence once the analysis of Morley Activity Centre has occurred.
					5j	Advocate with the Department of Communities to progress development on their vacant blocks within the Morley Activity Centre.	22/23	ongoing	22/23	ongoing	On-Track	Yes	Operating BAU	The City has had discussions with the Department of Communities about their sites across the City not just Morley. The majority of the discussion has focused on their site in the Bayswater town centre and the potential for the City to partner on some for a redevelopment with our adjoining car park.
					5k	Explore options to use vacant WA Government owned land to establish a My Home Project in the Morley Activity Centre.	22/23	ongoing	22/23	ongoing	On-Track	Yes	Operating BAU	The City met with the My Home team in September 2022. There was currently no land available in the Morley Activity Centre that they were interested in or that the City could provide them.
		5.4	METRONET Morley Station Concept Plan Activation		5l	Lobby for infill sewer upgrade in partnership with Development WA to support the northern section of the BIA.	22/23	ongoing	22/23	ongoing	On-Track	Yes	Operating BAU	As detailed in the BIA updated above.
					5m	Revise planning controls to restrict further general industry development and encourage a shift to mixed commercial and higher density residential in the northern section of the BIA.	23/24	23/24	23/24	23/24	On-Track	Yes	Capital Project/ Program (\$)	The City has partnered with the METRONET/DPLH on the development of the Morley Station Precinct Structure Plan. As a part of the precinct structure plan process the zoning of the area will be considered.
		5.5	Increase the population in an age friendly manner		5n	Target the aged care sector to locate new accommodation developments in the Morley Activity Centre.	24/25				Not yet due	No		Not yet scheduled to commence
					5o	Target early retirees and empty nesters with complementary accommodation developments across the Morley Activity Centre.	24/25				Not yet due	No		Not yet scheduled to commence

Report 19. CITY OF BAYSWATER: TOWN CENTRES DESTINATION MARKETING STRATEGY 2021 to 2025										
Report on Action Progress to 22/23 and Plans for 2023/24										
Market Segment	Action No.	Action Implementation Plan Actions	Planned Start Financial Year	Planned Finish: Financial Year	Actual or Adjusted Start Financial Year	Actual or Adjusted Finish: Financial Year	Action Status (end 22 23) ● Complete ● On-Track ● On-Hold ● Off-Track ● Not yet due ● Discontinued	Planned Action 2023/24 Yes or No	Resources/ Budget 2023/2024 ● Operating BAU ● Operating Project (\$) (with specified project \$ for 23/24) ● Capital Project/ Program (\$)	Comment (If Applicable)
MAYLANDS - pg 25										
Leisure Visitor	1	Launch Brand identity and develop supporting assets	21/22	21/22	21/22	21/22	Complete	No		
	2	Develop small Laneway activations	21/22	21/22	21/22	22/23	Complete	No		
	3	Develop a chalk pathway between the laneway precincts	21/22	21/22			On-Hold	No		This work was not identified as a priority and no resources (budget or staffing) have been allocated.
	4	City of Bayswater's website updated to include a "visit" tab on the home page	21/22	21/22	21/22	22/23	Complete	No		
	5	City of Bayswater's website updated to include an "Events" tab on the home page	21/22	21/22	21/22	22/23	Complete	No		
	6	Rich content for website developed to include Maylands' narrative and a more detailed history	21/22	21/22	21/22	22/23	Complete	No		
	7	Create a hashtag that represents Maylands' Brand #Imagine Maylands and promote on Instagram	21/22	21/22	21/22	21/22	Complete	No		
Sub-segment: VFR; Arts and culture lovers; history buffs	8	Walking trails – heritage, Indigenous and arts/murals - developed initially for the website as well as hard copy maps for distribution through the business operators	22/23	25/26	21/22	22/23	Complete	No		
	9	Collateral developed to include new images, videos and maps	21/22	21/22	21/22	22/23	Complete	No		
	10	Develop videos of Maylands people and businesses that represent the Brand values and promote through the website	2021-2022	21/22	21/22	22/23	Complete	No		This City developed a map of all the businesses which is available on the City's website and in hard copy.
	11	Tactical campaigns produced focussing on specific market segments notably hospitality and retail	21/22	ongoing			On-Hold	No		This work was not identified as a priority and no resources (budget or staffing) have been allocated.
Families	12	Tactical campaigns tied to specific times of the years, including school holidays (e.g. an Easter campaign, an Easter egg hunt through Maylands' laneways)	21/22	ongoing			On-Hold	No		This work was not identified as a priority and no resources (budget or staffing) have been allocated.
	13	Develop an updated tree canopy and streetscape plan for Maylands town centre	22/23	25/26			On-Hold	No		This work was not identified as a priority and no resources (budget or staffing) have been allocated.
Sub-segments: Young professionals, retirees, families	14	Create a marketing campaign promoting the health and well-being cluster of services	22/23	22/23			On-Hold	No		This work was not identified as a priority and no resources (budget or staffing) have been allocated.
Emerging market segments (cycling and Indigenous tourism)	15	Audit cycle pathways and create maps to enable cyclists to take full advantage of Maylands town centre and river frontage	21/22	ongoing			On-Hold	No		This work was not identified as a priority and no resources (budget or staffing) have been allocated.

Report 19. CITY OF BAYSWATER: TOWN CENTRES DESTINATION MARKETING STRATEGY 2021 to 2025										
Report on Action Progress to 22/23 and Plans for 2023/24										
Market Segment	Action No.	Action Implementation Plan Actions	Planned Start Financial Year	Planned Finish: Financial Year	Actual or Adjusted Start Financial Year	Actual or Adjusted Finish: Financial Year	Action Status (end 22 23) ● Complete ● On-Track ● On-Hold ● Off-Track ● Not yet due ● Discontinued	Planned Action 2023/24 Yes or No	Resources/ Budget 2023/2024 ● Operating BAU ● Operating Project (\$) (with specified project \$ for 23/24) ● Capital Project/ Program (\$)	Comment (If Applicable)
Events visitation	16	Create an Indigenous walking trail with narrative of the history of first nation people living along the riverfront in Maylands	23/24	25/26			On-Hold	No		This work was not identified as a priority and no resources (budget or staffing) have been allocated.
	17	Create a calendar of events and activations in partnership with community groups	21/22	ongoing			On-Hold	No		At the Ordinary Council Meeting held 21 August 2021 Council endorsed the Community Grants Review program. As a part of the review major and minor community events in the town centre were combined as "town centre events" with a recommended \$90,000 allocated each year. No funds have been allocated as a part of the budget process.
	18	Develop sponsorship criteria to assist the City in deciding which events to support financially (criteria should consider Brand alignment)	21/22	21/22	21/22	21/22	Complete	No		As a part of the Community Grants Review process.
	19	Support events created and run by community groups through sponsorship and promotion through the City's distribution channels	21/22	ongoing	21/22	ongoing	On-Track	Yes	Operating BAU	The City promotes community events through social media and other channels. Through the Place Making Grants the City has funded a series of live DJ music sundowners, in the Maylands town centre.
	20	Collaborate with LACE to launch and promote Street Festival through a range of promotional and distribution platforms	21/22	ongoing	21/22	ongoing	On-Track	Yes	Operating BAU	The City is currently in discussion with LACE about a proposed event in late 2023.
	21	Develop a partnership with WAYJO and/radio station to stage laneway activations and/or major event	21/22	ongoing	21/22	ongoing	On-Track	Yes	Operating BAU	The City is currently in discussion with WAYJO about events in the town centre.
	22	Explore opportunity to re-activate night markets on the lawn at The Rise	22/23	ongoing			On-Hold	No		This work was not identified as a priority and no resources (budget or staffing) have been allocated.
	23	Develop a toolkit and deliver workshops on event operations for community groups	21/22	ongoing			On-Hold	No		This work was not identified as a priority and no resources (budget or staffing) have been allocated.
Maylands Amenity	24	Develop a tree canopy and streetscape plan to enhance the visitor experience	22/23	ongoing			On-Hold	No		This work was not identified as a priority and no resources (budget or staffing) have been allocated.
Relationships	25	Meet with major partners WA Ballet and WAYJO to identify at least one opportunity a year to join forces with them to leverage their activities	21/22	ongoing	21/22	ongoing	On-Track	Yes	Operating BAU	The City is currently in discussion with WAYJO about events in the town centre.
	26	Work with developers such as ADC to leverage opportunities for PR and positioning Maylands as a vibrant place in which to live	22/23	ongoing			On-Hold	No		This work was not identified as a priority and no resources (budget or staffing) have been allocated.
	27	Engage regularly with community groups to identify where the city can support the groups (this includes briefings and EDMs)	21/22	ongoing	21/22	ongoing	On-Track	Yes	Operating BAU	The City regularly works with the local community groups and provides support to their projects.
BAYSWATER - pg. 44										
Leisure Visitor	28	Finalise Brand identity and assets	21/22	21/22	21/22	21/22	Complete	No		

Report 19. CITY OF BAYSWATER: TOWN CENTRES DESTINATION MARKETING STRATEGY 2021 to 2025										
Report on Action Progress to 22/23 and Plans for 2023/24										
Market Segment	Action No.	Action Implementation Plan Actions	Planned Start Financial Year	Planned Finish: Financial Year	Actual or Adjusted Start Financial Year	Actual or Adjusted Finish: Financial Year	Action Status (end 22 23) ● Complete ● On-Track ● On-Hold ● Off-Track ● Not yet due ● Discontinued	Planned Action 2023/24 Yes or No	Resources/ Budget 2023/2024 ● Operating BAU ● Operating Project (\$) (with specified project \$ for 23/24) ● Capital Project/ Program (\$)	Comment (If Applicable)
	29	City of Bayswater's website updated to include a "visit" tab on the home page.	21/22	21/22	21/22	21/22	Complete	No		
	30	City of Bayswater's website updated to include an "Events" tab on the home page	21/22	21/22	21/22	21/22	Complete	No		
	31	Rich content for website developed to include Bayswater's narrative, including a more detailed history	21/22	21/22	21/22	21/22	Complete	No		
	32	Create a hashtag that represents Bayswater's Brand #bayswaterhighst Promote on Instagram	21/22	21/22	21/22	21/22	Complete	No		
Sub-segment: Arts and culture lovers; history buffs	33	Walking trails – heritage, Indigenous and arts/murals - developed initially for the website as well as hard copy maps for distribution through business operators.	21/22	22/23	21/22	22/23	Complete	No		This City developed a map of all the businesses which is available on the City's website and in hard copy.
	34	Collateral developed to include new images, videos and maps	21/22	22/23	21/22	22/23	Complete	No		
	35	Develop videos of Bayswater people and businesses that represent the Brand values and promote through the website	21/22	22/23	21/22	22/23	Complete	No		
	36	Tactical campaigns produced focusing on specific market segments notably hospitality and retail	21/22	ongoing			On-Hold	No		This work was not identified as a priority and no resources (budget or staffing) have been allocated.
	37	Tactical campaigns tied to specific times of the year (e.g. school holiday promotions)	21/22	ongoing			On-Hold	No		This work was not identified as a priority and no resources (budget or staffing) have been allocated.
	38	Develop an updated masterplan for Bayswater town centre	22/23	24/25			On-Hold	No		This work was not identified as a priority and no resources (budget or staffing) have been allocated.
	39	Develop a heritage trail integrated with streetscaping such as planters and wayfinding	22/23	23/24			On-Hold	No		This work was not identified as a priority and no resources (budget or staffing) have been allocated.
Sub-segment:35 to 55 professionals, retirees, families	40	Create a marketing campaign promoting the people and stories of "Bayswater High Street."	22/23	22/23	22/23	22/23	On-Track	Yes	Operating BAU	The City promotes community events through social media and other channels. Through the Place Making Grants the City has funded a marketing campaign run by Future Bayswater in partnership with the local businesses to promote the people and stories of the Bayswater town centre.
Emerging market segments (cycling and Indigenous tourism)	41	Audit cycle pathways and create maps to enable cyclists to take full advantage of Bayswater town centre and river frontage	21/22	ongoing			On-Hold	No		This work was not identified as a priority and no resources (budget or staffing) have been allocated.
	42	Create an Indigenous walking trail with narrative of the history of first nations people living along the riverfront in Bayswater	23/24	25/26			On-Hold	No		This work was not identified as a priority and no resources (budget or staffing) have been allocated.

Report 19. CITY OF BAYSWATER: TOWN CENTRES DESTINATION MARKETING STRATEGY 2021 to 2025											
Report on Action Progress to 22/23 and Plans for 2023/24											
Market Segment	Action No.	Action Implementation Plan Actions	Planned Start Financial Year	Planned Finish: Financial Year	Actual or Adjusted Start Financial Year	Actual or Adjusted Finish: Financial Year	Action Status (end 22 23) ● Complete ● On-Track ● On-Hold ● Off-Track ● Not yet due ● Discontinued	Planned Action 2023/24 Yes or No	Resources/ Budget 2023/2024 ● Operating BAU ● Operating Project (\$) (with specified project \$ for 23/24) ● Capital Project/ Program (\$)	Comment (If Applicable)	
Events visitation	43	Create a calendar of events and activations in partnership with community groups	21/22	ongoing			On-Hold	No		At the Ordinary Council Meeting held 21 August 2021 Council endorsed the Community Grants Review program. As a part of the review major and minor community events in the town centre were combined as "town centre events" with a recommended \$90,000 allocated each year. No funds have been allocated as a part of the budget process.	
	44	Develop sponsorship criteria to assist the City in deciding which events to support financially. Those criteria should consider Brand alignment	21/22	21/22	21/22	21/22	Complete	No		As a part of the Community Grants Review process.	
	45	Collaborate with Baysie Rollers to launch and promote the Baysie Music and Street Fest through a range of platforms	21/22	ongoing			On-Hold	Yes	Operating BAU	The City is in contact with the Baysie Rollers however, they have not expressed an interest in holding this type of event. The City will work with them or any other community group to hold a street festival or similar.	
	46	Support local community groups in running events that tell the stories of Bayswater's people and places	21/22	ongoing	22/23	ongoing	On-Track	Yes	Operating BAU	Through the Place Making Grants the City has funded a marketing campaign run by Future Bayswater in partnership with the local businesses to promote the people and stories of the Bayswater town centre.	
	47	Develop a toolkit and deliver workshops with community groups on event operations	21/22	ongoing			On-Hold	No		This work was not identified as a priority and no resources (budget or staffing) have been allocated.	
Bayswater Amenity	48	Develop a tree canopy and streetscape plan to enhance the visitor experience	21/22	ongoing			On-Hold	No		This work was not identified as a priority and no resources (budget or staffing) have been allocated.	
Relationships	49	Meet with major partners Evolve Bayswater and Development WA to identify a cooperative plan	21/22	ongoing			Off-Track	Yes	Operating BAU	The City had been working with Evolve on an activation plan. However there has been limited by-in from Evolve at this time.	
	50	Engage regularly with community groups to identify where the City can support the groups. This includes briefings and EDMs	21/22	ongoing	21/22	ongoing	On-Track	Yes	Operating BAU	The City regularly works with the local community groups and provides support to their projects.	
MORLEY - pg. 63											
Leisure Visitor	51	Develop the Brand identity and collateral – there is more to Morley	21/22	21/22	21/22	21/22	Complete	No			
	52	Develop small activations centred around Progress street	21/22	21/22	21/22	22/23	Complete	No		The City received a grant from RAC to introduce small activations along Progress Street, with pop-up spaces installed at King Hot Pot (in the car park) and in front of the Morley Library. The City also installed shaded seats to encourage people to linger on Progress Street.	
	53	Attract activations that utilise the carpark	22/23	22/23			On-Hold	No		This work was not identified as a priority and no resources (budget or staffing) have been allocated.	
	54	City of Bayswater's website updated to include a "visit" tab on the home page	21/22	21/22	21/22	21/22	Complete	No			

Report 19. CITY OF BAYSWATER: TOWN CENTRES DESTINATION MARKETING STRATEGY 2021 to 2025											
Report on Action Progress to 22/23 and Plans for 2023/24											
Market Segment	Action No.	Action Implementation Plan Actions	Planned Start Financial Year	Planned Finish: Financial Year	Actual or Adjusted Start Financial Year	Actual or Adjusted Finish: Financial Year	Action Status (end 22 23) ● Complete ● On-Track ● On-Hold ● Off-Track ● Not yet due ● Discontinued	Planned Action 2023/24 Yes or No	Resources/ Budget 2023/2024 ● Operating BAU ● Operating Project (\$) (with specified project \$ for 23/24) ● Capital Project/ Program (\$)	Comment (If Applicable)	
	55	City of Bayswater's website updated to include an "Events" tab on the home page	21/22	21/22	21/22	21/22	Complete	No			
	56	Rich content for website developed to promulgate More to Morley Brand	21/22	21/22	21/22	21/22	Complete	No			
	57	Create a hashtag that represents Morley's Brand #MoretoMorley. Promote on Instagram and Facebook	21/22	21/22	21/22	21/22	Complete	No			
Sub-segment: VRF	58	Highlight the variety of Morley's Asian food offerings including Coventry Village	21/22	25/26			On-Hold	No			This work was not identified as a priority and no resources (budget or staffing) have been allocated.
	59	Collateral developed to include images, videos and map to demonstrate there is More to Morley	21/22	22/23	21/22	21/22	Complete	No			
	60	Develop videos of Morley people and businesses that represent the Brand values and promote through the website	21/22	22/23	21/22	21/22	Complete	No			
	61	Tactical and co-operative campaigns produced focussing on specific market segments notably hospitality and retail.	21/22	ongoing			On-Hold	No			This work was not identified as a priority and no resources (budget or staffing) have been allocated.
Families	62	Tactical campaigns tied to specific times of the years, including school holidays	21/22	ongoing			On-Hold	No			This work was not identified as a priority and no resources (budget or staffing) have been allocated.
Events visitation	63	Create a calendar of events and activations in partnership with community groups	21/22	ongoing			On-Hold	No			At the Ordinary Council Meeting held 21 August 2021 Council endorsed the Community Grants Review program. As a part of the review major and minor community events in the town centre were combined as "town centre events" with a recommended \$90,000 allocated each year. No funds have been allocated as a part of the budget process.
	64	Develop sponsorship criteria to assist the City in deciding which events to support financially. That criteria should consider Brand alignment	21/22	21/22	21/22	21/22	Complete				As a part of the Community Grants Review process.
	65	Support events created and run by community groups through sponsorship and promotion through the City's distribution channels	21/22	ongoing	21/22	ongoing	On-Track	Yes	Operating BAU		The City promotes community events through social media and other channels.
Morley Amenity	66	Develop a tree canopy and streetscape plan to enhance the visitor experience	22/23	ongoing			On-Hold	No			This work was not identified as a priority and no resources (budget or staffing) have been allocated.
	67	Focus on Progress Street to create an obvious town square	21/22	23/24	21/22		On-Track	No			The City received a grant from RAC to introduce small activations along Progress Street, with pop-up spaces installed at King Hot Pot (in the car park) and in front of the Morley Library. The City also installed shaded seats to encourage people to linger on Progress Street.

Report 19. CITY OF BAYSWATER: TOWN CENTRES DESTINATION MARKETING STRATEGY 2021 to 2025										
Report on Action Progress to 22/23 and Plans for 2023/24										
Market Segment	Action No.	Action Implementation Plan Actions	Planned Start Financial Year	Planned Finish: Financial Year	Actual or Adjusted Start Financial Year	Actual or Adjusted Finish: Financial Year	Action Status (end 22 23) ● Complete ● On-Track ● On-Hold ● Off-Track ● Not yet due ● Discontinued	Planned Action 2023/24 Yes or No	Resources/ Budget 2023/2024 ● Operating BAU ● Operating Project (\$) (with specified project \$ for 23/24) ● Capital Project/ Program (\$)	Comment (If Applicable)
Relationships	68	Meet with major partners to join forces with them to leverage their activities and develop co-operative marketing campaign	21/22	ongoing	21/22		On-Track	Yes	Operating BAU	The City regularly meets with Galleria/ Vicinity Centre staff to determine opportunities to partner.
	69	Work with developers and State government agencies to identify opportunities for attraction of investment	21/22	ongoing	22/23		On-Track	Yes	Operating BAU	The City has met with a number of developers to determine their interest in investing in the Morley activity centre. The City has also appointed a property consultant to undertake a current market review and analysis of the Morley Activity Centre. The consultant will speak with the development industry to understand any limitations in the Morley Activity Centre which prevents them from investing. The City held an inaugural Investor Briefing Breakfast in May 2023, attended by over 100. This inaugural briefing is proposed to launch a series of Investor Briefings.
	70	Engage regularly with community groups to identify where the city can support the groups. This includes briefings and EDMs	21/22	ongoing			On-Track	Yes	Operating BAU	The City regularly works with the local community groups and provides support to their projects.

Report 20. CITY OF BAYSWATER: TOWN CENTRE PLACE ACTIVATION PLANS									
Report on Action Progress to 2022/23 and Plans for 2023/24									
	Activation Priorities Implementation Plan Actions	Planned Start Financial Year	Planned Finish: Financial Year	Actual or Adjusted Start Financial Year	Finish date, Ongoing or Discontinued	Action Status (end 22 23) ● Complete ● On-Track ● On-Hold ● Off-Track ● Not yet due ● Discontinued	Planned Action 2023/24 Yes or No	Resources/ Budget 2023/2024 ● Operating BAU ● Operating Project (\$) (with specified project \$ for 23/24) ● Capital Project/ Program (\$)	Comment (If Applicable)
CITY OF BAYSWATER: NORANDA TOWN CENTRE PLACE ACTIVATION PLAN 2017									
1. Noranda	Better Communication of events and use of facilities / social clubs	2018/19			ongoing	On-Track	Yes	Operating BAU	The City has a strong relationship with the Morley Noranda Recreation Club (MNRC) and its sporting groups to use their facilities for community events throughout the year including to deliver more diverse events such as through the Pridefest in Bayswater.
2. Noranda	Better connections, wayfinding and landscaping	2018/19			ongoing	Off-Track	No		The City has upgraded the zebra crossing between the Noranda shopping centre and the Noranda Sporting complex to improve accessibility for pedestrians. Additionally, the City has undertaken upgrades to the round about to make movements for pedestrians and vehicles .
3. Noranda	Creation of a 'freely available' youth space, such as a basketball court, beach volleyball court or mini skate park	2018/19			ongoing	On-Track	No		A new 'freely available' youth nature play space created in the Noranda Nook park completed. This was created following a co-design process with local town team Noranda Vibes, Morley Noranda Rec club and engaging with the local community for comments. Since its opening the new space has hosted several city and community group led events to continue its activation. While acknowledged this is not a basketball court, beach volley ball court or mini skate park. The installation of a nature playspace was based on further consultation on what the community wanted in the space. The City will continue to look for opportunities for these types of uses.
4. Noranda	Installation of iconic sculptures in high profile locations.	2018/19			ongoing	Off-Track	No		No developments here due to high cost to deliver public artwork and no budget being allocated.
5. Noranda	Activation of blank edges of shopping centre (art, serving windows)	2018/19			ongoing	On-Track	Yes	Operating BAU	New artwork and public benches have been installed on blank edges outside shopping centre.
6. Noranda	Organisation of night time activities.	2018/19			ongoing	On-Track	Yes	Operating BAU	The City has held a number of night time events in Noranda such as Drag Bingo, and partnered with other groups such as Noranda Vibes to hold other events in the town centre.

Report 20. CITY OF BAYSWATER: TOWN CENTRE PLACE ACTIVATION PLANS									
Report on Action Progress to 2022/23 and Plans for 2023/24									
	Activation Priorities Implementation Plan Actions	Planned Start Financial Year	Planned Finish: Financial Year	Actual or Adjusted Start Financial Year	Finish date, Ongoing or Discontinued	Action Status (end 22 23) ● Complete ● On-Track ● On-Hold ● Off-Track ● Not yet due ● Discontinued	Planned Action 2023/24 Yes or No	Resources/ Budget 2023/2024 ● Operating BAU ● Operating Project (\$) (with specified project \$ for 23/24) ● Capital Project/ Program (\$)	Comment (If Applicable)
CITY OF BAYSWATER: MAYLANDS TOWN CENTRE PLACE ACTIVATION PLAN 2017									
1. Maylands	A lush, green town centre	2018/19			ongoing	On-Track	Yes	Operating BAU	The City has planted new trees at the front of the RISE and installed planter boxes on Eighth Avenue.
2. Maylands	Improved Eighth Avenue	2018/19			ongoing	On-Track	Yes	Operating BAU	The City is working with Main Roads and the Healthy Streets Movement to undertake a Healthy Streets Assessments to identify improvements to Eighth Avenue which will improve the street for visitors and pedestrians. The City is installing new artwork on the planter boxes to create more interest and vibrancy along Eighth Avenue. The City has reconfigured the parking along Eighth Ave to increase turnover and provide greater access to parking bays.
3. Maylands	Public spaces around Eighth Avenue	2018/19			ongoing	On-Track	Yes	Operating BAU	Key public spaces around Eighth Avenue include the area in front of The RISE and the laneways connecting to Eighth Avenue. Improvements in front of The RISE was undertaken, with a new multi-use stage area, lighting, tree planting and shade umbrellas available to make the space for useable. Implementation of recommendations from the 'Secret Laneways Hidden Gems' engagement were also collaboratively implemented on Roxy and Greenslade Lane, with public art, lighting and greening appearing as part of this ongoing project. Collaborators included Roxy Lane Community Garden, Rabble Books and Games, LACE and Creative Maylands.
4. Maylands	Ease of movement and connectedness	2018/19			ongoing	On-Track	Yes	Operating BAU	The City is working with Main Roads and the Healthy Streets Movement to undertake a Healthy Streets Assessments to identify improvements to Eighth Avenue which will improve the street for visitors and pedestrians. The Laneway Activation focused on the Roxy Lane/Greenslade Lane and Lyric Lane. On these laneways, the intent has been to create more people-friendly shared spaces that are more comfortable to move through, and techniques that change the way the streets 'read' and encourage cars to slow down – including attracting more pedestrians, festoon lighting rather than street lighting and activity and visual stimulation at the laneway's periphery – have all been employed. Increased directional signage at key intersections to increase legibility and wayfinding has also been installed. The City has installed signage to direct people to off street parking to ensure easier access.
5. Maylands	Identity through art	2018/19			ongoing	On-Track	Yes	Operating BAU	The City has partnered with Maylands Business Association and other businesses to install art on the Eighth Avenue Planter boxes and a new mural within the town centre. The City collaborated with Roxy Lane Community Garden and LACE to engage an artist to paint the periphery of the community garden with images that show what the garden is about and to attract more community interest. Content was produced by the artist in collaboration with the garden to ensure it reflected their identity. Placemaking Seed Funding was also granted to another street art walk and several other murals in the town centre.
6. Maylands	Collaboration	2018/19			ongoing	On-Track	Yes	Operating BAU	The City has partnered with many groups on multiple projects across the town centre including Roxy Lane Community Garden, Rabble Books and Games, Creative Maylands and LACE, Maylands Business Association, RAC, WAYJO, Town Team Movements and individual businesses.

Report 20. CITY OF BAYSWATER: TOWN CENTRE PLACE ACTIVATION PLANS									
Report on Action Progress to 2022/23 and Plans for 2023/24									
	Activation Priorities Implementation Plan Actions	Planned Start Financial Year	Planned Finish: Financial Year	Actual or Adjusted Start Financial Year	Finish date, Ongoing or Discontinued	Action Status (end 22 23) ● Complete ● On-Track ● On-Hold ● Off-Track ● Not yet due ● Discontinued	Planned Action 2023/24 Yes or No	Resources/ Budget 2023/2024 ● Operating BAU ● Operating Project (\$) (with specified project \$ for 23/24) ● Capital Project/ Program (\$)	Comment (If Applicable)
CITY OF BAYSWATER: MORLEY TOWN CENTRE PLACE ACTIVATION PLAN 2017									
1. Morley	Streetscape enhancement	2018/19			ongoing	On-Track	Yes	Operating BAU	The City has engaged Porters consultants to developed detailed designs for the Morley Streetscape Improvements for Russell Street between Broun Avenue and Rudloc Road. The detailed designs will be shovel ready designs to improve accessibility to the Morley Activity Centre. The City received RAC Reconnect WA funding (\$250,000) to deliver public space improvements in three specific locations around the Progress Street precinct. All of the projects have been co-designed with the community. This project will introduced two new public spaces and improvements to the streetscape to improve walkability. The Morley Destination Marketing Strategy has a focus on creating a strong identity for the town centre and has various actions. One of the recent initiatives was the installation of the new town centre banners across the activity centre which has enhanced the streetscape.
2. Morley	Improve walkability around the town centre	2018/19			ongoing	On-Track	Yes	Operating BAU	The City has engaged Porters consultants to develop detailed designs for the Morley Streetscape Improvements for Russell Street between Broun Avenue and Rudloc Road. The detailed designs will be shovel ready designs to improve accessibility to the Morley Activity Centre. The City conducted a town centre walking audit in November 2021 with a stakeholder group of people with disability. The feedback from this audit identified 'quick win' opportunities for the City to consider over the next 2 years to implement, such as tactile indicators, pram ramp improvements and additions, signage, gradients etc. The RAC grant will also implement some wayfinding initiatives around the Progress Street precinct, such as signage, lighting, footpath stickers etc. One of the purposes of this project is to improve walkability of the town centre.
3. Morley	Engaging street life bursting with activities	2018/19			ongoing	On-Track	Yes	Operating BAU	The City received RAC Reconnect WA funding (\$250,000) to deliver public space improvements in three specific locations around the Progress Street precinct. All of the projects have been co-designed with the community. This project introduces two new public spaces and improvements to the streetscape to improve walkability.
4. Morley	Creation of an activation group	2018/19			ongoing	Off-Track	Yes	Operating BAU	The Morley Momentum (town team) is currently considered to be inactive due to lack of volunteers. The City has been contacting the former Chair to work with them when they are available. The City will now work with the existing members to support the town team identify its new strategic direction and priorities, including how to attract a large volunteer cohort. Additionally, the City will work with any other groups which are active within the town centre.

Report 20. CITY OF BAYSWATER: TOWN CENTRE PLACE ACTIVATION PLANS									
Report on Action Progress to 2022/23 and Plans for 2023/24									
	Activation Priorities Implementation Plan Actions	Planned Start Financial Year	Planned Finish: Financial Year	Actual or Adjusted Start Financial Year	Finish date, Ongoing or Discontinued	Action Status (end 22 23) ● Complete ● On-Track ● On-Hold ● Off-Track ● Not yet due ● Discontinued	Planned Action 2023/24 Yes or No	Resources/ Budget 2023/2024 ● Operating BAU ● Operating Project (\$) (with specified project \$ for 23/24) ● Capital Project/ Program (\$)	Comment (If Applicable)
CITY OF BAYSWATER: BAYSWATER TOWN CENTRE PLACE ACTIVATION PLAN 2017									
1. Bayswater	Streetscape enhancement and traffic calming	2018/19			ongoing	On-Hold	No		With the upgrade to the Bayswater train station, streetscape enhancement is currently on hold.
2. Bayswater	An entertaining and engaging town centre	2018/19			ongoing	On-Track	Yes	Operating BAU	The City led a large-scale mural on the laneway between Whatley Crescent and Hamilton Street, which was developed in collaboration with Baysie Rollers and the Laneway Art Space. A launch event was held between the laneway and the art space, and subsequently the City has installed lights over the laneway and it has become a valuable public space in the town centre. The City has installed a number of improvements to Bert Wright Park to make it more accessible and useable for the community. The City has provided a grant to Future Bayswater and Bayswater Traders Association for their "Shop Keepers of Bayswater" social media campaign. This campaign will promote the businesses within the town centre and help attract new visitors.
3. Bayswater	Clearly identifiable 'core values'	2018/19			Feb-22	Complete	No		In February 2020 the City finalised the Bayswater Town Centre Place Essence and Values document which identifies the core values for the Bayswater town centre. This has been used by the City, Metronet and Development WA in creating other documents / plans for the area.
4. Bayswater	Trucks diverted away from King William Street	2018/19			ongoing	On-Track	Yes	Operating BAU	Trucks are being diverted away from King William Street as a part of the changes to the road network with the upgrade to the Bayswater train station.
5. Bayswater	A 'green heart' at Bert Wright Park	2018/19			ongoing	On-Hold	No		At the Ordinary Council Meeting held 27 July 2021, Council endorsed the Bert Wright Park Concept Plan. The Baysie Rollers Garden has now been installed and the City has completed the other works. Due to the cost of construction the shade structure has not been completed and is on hold until the market is more affordable.
6. Bayswater	Greening along the train line	2018/19			ongoing	On-Hold	No		With the upgrade to the Bayswater train station, there is limited opportunity to enhance greening along the train line.
7. Bayswater	Collaboration	2018/19			ongoing	On-Track	Yes	Operating BAU	The City worked collaboratively with the Baysie Rollers, Future Bayswater, Bayswater Traders Association, Laneway ArtSpace, The Town Team Movement and individual businesses over a number of projects across the town centre.

Report 21. CITY OF BAYSWATER: CAR PARKING MANAGEMENT PLAN FOR MORLEY ACTIVITY CENTRE 2017								
Report on Action Progress to 2022/23 and Plans for 2023/24								
Action No.	Action Implementation Plan Actions	Planned Start Financial Year	Actual or Adjusted Start Financial Year	Actual or Adjusted Finish: Financial Year	Action Status (end 22 23) ● Complete ● On-Track ● On-Hold ● Off-Track ● Not yet due ● Discontinued	Planned Action 2023/24 Yes or No	Resources/ Budget 2023/2024 ● Operating BAU ● Operating Project (\$) (with specified project \$ for 23/24) ● Capital Project/ Program (\$)	Comment (If Applicable)
1	The City needs to change the approach to parking to reduce the trend in motor vehicle use and ownership. Travel demand management (TDM) technique should be introduced. This technique emphasises the movement of people and goods, rather than vehicles, and gives priority to more efficient travel and communication modes.	Urgent			On-Hold	No		Not commenced as there is currently sufficient parking in Morley.
2	Introduce a parking hierarchy	Urgent			On-Hold	No		Not commenced as there is currently sufficient parking in Morley.
3	All of the parking supply, allocation, administration and control at Bayswater is managed by a single authority. There should also be a parking reference group which includes representatives and major stakeholders. Responsibilities may be vested in an existing business unit, or a department of traffic and parking or a special parking department or an autonomous parking authority.	Necessary			On-Hold	No		Not commenced as there is currently sufficient parking in Morley.
4	Optimise the use of existing parking resources before building new facilities.	Necessary			On-Hold	No		Not commenced as there is currently sufficient parking in Morley.
5	Conduct parking surveys regularly to support and justify triggers for change in parking controls.	Urgent			On-Hold	No		Not commenced as no budget has been allocated to undertake the surveys, further it is considered there is currently sufficient parking in Morley.
6	Introduce educational programs. The community need to understand that: 1. drivers cannot expect unlimited parking close to their destination 2. unlimited supply has environmental, social and economic drawbacks 3. parking needs to be sustainable 4. there is a cost for the provision of parking 5. parking users need to help to share the cost of parking infrastructure equitably net surplus from parking services are to be reinvested into improving access and transport infrastructure	Necessary			On-Hold	No		Not commenced as there is currently sufficient parking in Morley.
7	A wayfinding and parking signage package is to be developed which assists drivers to know where to look for parking and obtain the information quickly and without fuss. The system should be applied uniformly across the entire City equally to council and privately owned public car parking areas.	Urgent			Off-Track	No		Not commenced. Local business have disagreed with proposed changes.
8	Short term parking should be encouraged and enforcement should be improved. The City is to gradually introduce pay parking based on regular and comparative surveys of usage. Pay parking fees are to be structured to favour short-term users and encourage a high churn of spaces.	Desirable	18/19	ongoing	On-Track	Yes	Operating BAU	Regular enforcement occurs. Paid parking is not being considered at this time due to occupancy levels.
9	Where parking demand is high, the City should apply various parking restrictions to achieve a target peak occupancy rate (the average of the four highest hours in a day) of 85% for off-street parking in accordance with the Parking Framework in Figure 8.	Desirable			On-Hold	No		Not commenced due to current parking occupancy levels.
10	The City is to offer the provision and enforcement of pay parking in privately owned public car parks and to expand its enforcement resources as appropriate to provide this service. The City is to consider implementing a fee for these services. Enforcement does not need to be uniform across the MAC, but targeted to tackle problem areas.	Necessary	18/19	ongoing	On-Track	Yes	Operating BAU	The City has entered into parking agreements over private land where the land owner has requested it. The City will continue to promote this option to businesses. Given the current low level of parking agreements no fee has been introduced.

Report 21. CITY OF BAYSWATER: CAR PARKING MANAGEMENT PLAN FOR MORLEY ACTIVITY CENTRE 2017

Report on Action Progress to 2022/23 and Plans for 2023/24

Action No.	Action Implementation Plan Actions	Planned Start Financial Year	Actual or Adjusted Start Financial Year	Actual or Adjusted Finish: Financial Year	Action Status (end 22 23) ● Complete ● On-Track ● On-Hold ● Off-Track ● Not yet due ● Discontinued	Planned Action 2023/24 Yes or No	Resources/ Budget 2023/2024 ● Operating BAU ● Operating Project (\$) (with specified project \$ for 23/24) ● Capital Project/ Program (\$)	Comment (If Applicable)
11	The City needs to prioritise access for pedestrians, cyclists, public transport users and people with disabilities, and make the most of public transport infrastructure, balanced with the needs of the MAC road network, including the need to minimise congestion.	Necessary	19/20	ongoing	On-Track	Yes	Capital Project/ Program (\$)	Council has adopted the Morley Activity Centre Streetscape Plan which aims to prioritise the needs to pedestrians, cyclists and public transport users. The City is currently working on the detailed design for Russell Street between Broun Avenue and Rudloc Road.
12	The MAC's parking strategy is to be identified and coordinated with as part of an integrated transport strategy and the wider local government area. The parking strategy is to incorporate five sustainable parking principles: 1. Focus on people access not vehicle access 2. Provide efficient and effective alternatives to car access 3. Parking policy and strategy must support sustainable transport 4. The appropriate amount of parking for a centre will be well below the unconstrained demand for parking The provision of parking requires a demand management, not a demand satisfaction approach.	Necessary	19/20	ongoing	On-Track	Yes	Operating BAU	The City has developed car parking plans for Maylands and Bayswater which consider the identified principles. Additionally, these principles are reflected in the Morley Streetscape Plan and will be considered as a part of the detailed design. The City is currently preparing a City wide bike plan which also considers these principles.
13	All paid on-street parking be restricted to a maximum of 3P.	Necessary			On-Hold	No		Not commenced as paid parking has not been implemented and is not considered necessary and is not supported by the local businesses at this time.
14	All parking outside the core commercial centre but within a 500m straight line walk be free but subject to a 4P time restriction.	Urgent			On-Hold	No		The City investigated implementing these timeframes at the time the PMP was adopted. However there was significant opposition from the local business community. No further action has since been taken. With the impact of COVID 19 on the activity centre this has not been considered a priority.
15	All on and off-street parking time restrictions only be applicable between 8am-5pm, Monday to Sunday. This should be clearly stated on signs.	Urgent			On-Hold	No		The City investigated implementing these timeframes at the time the PMP was adopted. However there was significant opposition from the local business community. No further action has since been taken. With the impact of COVID 19 on the activity centre this has not been considered a priority.
16	Implement a parking permit scheme so that residents and visitors can easily be identified and exempt from time restrictions. This will help to improve the efficient use of on-street parking and increase effective compliance enforcement.	Necessary			On-Hold	No		Not commenced as at this time there are limited residential properties within the time restricted areas.
17	In order to achieve an appropriate level of parking supply in some precincts, mandatory maximum and minimum parking requirements will be necessary. Regulations relating to the provision of parking are to include measures to maximise the use of all non-resident parking for the public as shared parking, and the expansion of time limited and pay for parking to encourage turnover (churn) of bays.	Desirable			On-Track	Yes	Operating BAU	The State Government is currently undertaking a review of parking requirements within activity centres. The City is currently reviewing the information provided and will provide an update to Councillors in the coming months.
18	A maximum is to be set on the total supply of parking in the central core precinct. Additionally, parking maximums are to be established for residential and non-residential developments in other precincts.	Desirable	22/23	ongoing	On-Track	Yes	Operating BAU	The State Government is currently undertaking a review of parking requirements within activity centres. The City is currently reviewing the information provided and will provide an update to Councillors in the coming months.

Report 21. CITY OF BAYSWATER: CAR PARKING MANAGEMENT PLAN FOR MORLEY ACTIVITY CENTRE 2017								
Report on Action Progress to 2022/23 and Plans for 2023/24								
Action No.	Action Implementation Plan Actions	Planned Start Financial Year	Actual or Adjusted Start Financial Year	Actual or Adjusted Finish: Financial Year	Action Status (end 22 23) ● Complete ● On-Track ● On-Hold ● Off-Track ● Not yet due ● Discontinued	Planned Action 2023/24 Yes or No	Resources/ Budget 2023/2024 ● Operating BAU ● Operating Project (\$) (with specified project \$ for 23/24) ● Capital Project/ Program (\$)	Comment (If Applicable)
19	Where parking demand is high, the City should apply various parking restrictions to achieve a target peak occupancy rate (the average is four highest hours in a day) of 85% for off-street parking in accordance with the Parking Framework.	Necessary			On-Hold	No		
20	A cash-in-lieu fee for all projects is charged, but with a regular adjustment to the fee. The fee is to be based on a formula which takes into account the land value for each commercial centre set by the City every 2 years and the cost of construction.	Urgent	22/23	22/23	On-Track	Yes	Operating BAU	The City currently charges cash in lieu to all applicable applications with a car parking shortfall within the Morley City Centre. The City has recently reviewed the car parking dispensation and payment in lieu of parking policies and created a Payment in Lieu of Parking Plan which aligns with the State Government guidelines. These documents were advertised in February 2023 and will be presented to Council in the coming months.

Report 22. CITY OF BAYSWATER: MAYLANDS TOWN CENTRE CAR PARKING STRATEGY 2018								
Report on Action Progress to 2022/23 and Plans for 2023/24								
Action No.	Action Implementation Plan Actions	Planned Start Financial Year	Actual or Adjusted Start Financial Year	Actual or Adjusted Finish: Financial Year	Action Status (end 22 23) ● Complete ● On-Track ● On-Hold ● Off-Track ● Not yet due ● Discontinued	Planned Action 2023/24 Yes or No	Resources/ Budget 2023/2024 ● Operating BAU ● Operating Project (\$) (with specified project \$ for 23/24) ● Capital Project/ Program (\$)	Comment (If Applicable)
General Recommendations								
	Take a consistent approach to time restrictions for on street parking.	Short term	17/18	ongoing	On-Track	Yes	Operating Project (\$)	Commenced and on-going – as new signage is installed across the town centre.
	Mark unmarked parking bays.	Short term	17/18	ongoing	On-Track	Yes	Operating Project (\$)	Commenced and on-going. New bays are installed when identified
	Review the City's Town Planning Scheme No.24 and relevant policies to enable cash-in-lieu of parking funds to be collected more reasonably and utilised more broadly.	Short term	22/23	ongoing	On-Track	Yes	Operating BAU	At the December 22 Ordinary Council Meeting Council adopted for advertising the draft Payment in Lieu of Parking Plan which aligns with the State Government's guidelines and the Payment-In-Lieu of Parking Policy and Parking Dispensation policy for advertising. These documents were advertised in February / March 2023. The policies were considered and adopted by Council at the July 2023 OCM.
	Mark unmarked parking areas within clearway zones to clarify that these can be used for parking outside of clearway times at morning and afternoon peak periods.	Short term	17/18	17/18	Complete	No		
	Introduce wayfinding signage.	Short term	17/18	17/18	Complete	No		
	Remove 'No standing' or 'No parking' signage and replace with a solid line parallel to the kerb.	Short term	17/18	18/19	Complete	No		
	Encourage private car parking arrangements.	Medium Term	17/18	ongoing	On-Track	Yes	Operating BAU	Commenced and ongoing. The City continues to offer and encourage private parking arrangements with landowners.
	Develop standard signage in private car parks.	Medium Term	17/18	ongoing	On-Track	Yes	Operating BAU	The City continues to encourage private parking landowners to update their signage.
	Upgrade signage.	Ongoing	17/18	ongoing	On-Track	Yes	Operating BAU	Commenced and ongoing as new time restrictions are rolled out throughout the town centre.
	Provide infrastructure to support greater use of sustainable modes of transport.	Ongoing	17/18	ongoing	On-Track	Yes	Operating BAU	Commenced and ongoing. Bicycle rails were installed in various locations throughout the town centre. Additionally, the City is working to improve the laneways to make them more walkable.
	Improve enforcement of time limits in parking bays.	Ongoing	17/18	ongoing	On-Track	Yes	Operating BAU	The City has employed a parking officer to enforce time limits in parking bays across the City.
	Investigate opportunities to utilise technologies such as sensors and apps.	Ongoing			On-Hold	No		This action is not yet considered necessary.

Report 22. CITY OF BAYSWATER: MAYLANDS TOWN CENTRE CAR PARKING STRATEGY 2018								
Report on Action Progress to 2022/23 and Plans for 2023/24								
Action No.	Action	Planned Start Financial Year	Actual or Adjusted Start Financial Year	Actual or Adjusted Finish Financial Year	Action Status (end 22 23)	Planned Action 2023/24 Yes or No	Resources/ Budget 2023/2024	Comment (If Applicable)
	Implementation Plan Actions				<ul style="list-style-type: none"> ● Complete ● On-Track ● On-Hold ● Off-Track ● Not yet due ● Discontinued 		<ul style="list-style-type: none"> ● Operating BAU ● Operating Project (\$) (with specified project \$ for 23/24) ● Capital Project/ Program (\$) 	
Zone 1 Recommendations								
	Improve signage to existing off street public parking (Maylands Hall).	Short term			Complete	No		
	Implement an events parking permit for attendees of events over four hours.	Short term			On-Track	Yes	Operating BAU	Undertaken as a part of each event as required
	Investigate whether the basement car park of 168 Guildford Road could be available for public parking.	Short term			Discontinued	No		The City has approved redevelopment plan for 168 Guildford Road, which includes 485 car parking bays for residents of the development and visitors to the site.
	Upgrade signage along Ninth Avenue to indicate that on street parking is permitted.	Short term			On-Hold	No		
	Line mark bays along The RISE side of Ninth Avenue.	Medium Term			Not yet due	No		
	Introduce paid / ticketed parking for users of The RISE.	Medium Term			Not yet due	No		This action has not commenced. It is not considered necessary at this time.
	Investigate a decked parking structure over the existing parking at The RISE.	Long Term			On-Hold	No		This action has not commenced, it is identified as a long term action.
Zone 2 Recommendations								
	Introduce time restricted car parking along Central Avenue.	Short term			On-Hold	No		This action has not commenced. It is not considered necessary at this time.
	Modify 'No Parking on Road or Verge' signage to 'No Parking on Road or Verge (Residents excepted)' along Central Avenue.	Short term			On-Hold	No		This action has not commenced. It is not considered necessary at this time.
	Allocate 12 bays on Sixth Avenue as staff car parking for the WA Ballet Centre	Short term	17/18	17/18	Complete	No		
	Introduce time restricted car parking along Seventh Avenue.	Medium Term			Not yet due	No		This action has not commenced. It is not considered necessary at this time.
	Time restrict loading bays along Central Avenue and Sixth Avenue.	Medium Term			Not yet due	No		This action has not commenced. It is not considered necessary at this time.
	Introduce a 'drop off / pick up' zone outside the school on Seventh Avenue.	Medium Term			Discontinued	No		In 2019 the City approved a Development Application for 'Alterations and Additions to Educational Establishment (Bold Park Community School)' and a condition of approval was "The Seventh Avenue verge area is not permitted to be used for car parking purposes in association with the educational establishment". In light of this, this action is no longer required.
Zone 3 Recommendations								
	Introduce on street parking in the clearway zone, and formalise existing parking on Whatley Crescent (mark bays and add signage).	Short term	17/18	17/18	Complete	No		
	Formalise parking on the verge on both sides of Ninth Avenue near Whatley Crescent.	Short term	18/19	18/19	Complete	No		
	Advocate for the Public Transport Authority to formalise parking near the rail line.	Short term	17/18	ongoing	On-Track	Yes	Operating BAU	The City continues to advocate for the bays to be formalised as a part of regular meetings with the PTA.
	Establish a universal access bay in the central area of the town centre.	Short term	18/19	22/23	Complete	No		
	Investigate paid parking for on street parking facilities when capacity consistently reaches 85% at peak.	Medium Term			Not yet due	No		This action is not yet considered necessary.

Report 22. CITY OF BAYSWATER: MAYLANDS TOWN CENTRE CAR PARKING STRATEGY 2018								
Report on Action Progress to 2022/23 and Plans for 2023/24								
Action No.	Action Implementation Plan Actions	Planned Start Financial Year	Actual or Adjusted Start Financial Year	Actual or Adjusted Finish: Financial Year	Action Status (end 22 23) ● Complete ● On-Track ● On-Hold ● Off-Track ● Not yet due ● Discontinued	Planned Action 2023/24 Yes or No	Resources/ Budget 2023/2024 ● Operating BAU ● Operating Project (\$) (with specified project \$ for 23/24) ● Capital Project/ Program (\$)	Comment (If Applicable)
	Formalise car parking behind shops on Eighth Avenue.	Medium Term	19/20	ongoing	On-Track	No		This is occurring as the shops are privately redeveloped. Two of the five car parking areas have been formalised.
	Investigate with owner of 66A Seventh Avenue potential to use / purchase vacant land for parking.	Medium Term	19/20	19/20	Complete	No		This land has been developed as car parking as a part of the Seasonal Brewing development.
	Modify private parking signage to indicate who is a 'Customer' (i.e. Customers of X only) and hours of operation.	Medium Term	19/20	ongoing	On-Track	Yes	Operating BAU	The City continues to encourage private parking landowners to update their signage.
	Relocate taxi bay (slightly up Eighth Avenue)	Long Term	21/22	22/23	Complete	No		
	Investigate options for decked parking within this zone (Zone 3).	Long Term			Not yet due	No		This action is not yet considered necessary.
Zone 4 Recommendations								
	Mark parking bays on Whatley Crescent where road width allows.	Short term	22/23	ongoing	On-Track	Yes	Operating Project (\$)	With the closure of the Caledonian Avenue railway cross over closing there is more room for parking along Whatley Crescent. The City is currently investigating options for increased parking.
	Formalise on street parking along Ninth Avenue.	Medium Term	18/19	18/19	Complete	No		
	Modify private parking signage to indicate who can authorise people to park in bays marked 'Authorised Parking'.	Medium Term	17/18	ongoing	On-Track	Yes	Operating BAU	The City continues to encourage private parking landowners to update their signage.
	Investigate the use of 207 Guildford Road for temporary overflow parking during events.	Medium Term			Discontinued	No		The land owner is not supportive of the land being used as overflow car parking as it would require the removal of the existing fencing which is required for safety reasons.
	Introduce line marking and time restrictions along George and Warnes Streets.	Medium Term			Not yet due	No		This action is not yet considered necessary.
Zone 5 Recommendations								
	Mark on street parking on Railway Parade where road width allows.	Short term	19/20	19/20	Complete	No		
	Remove 'No stopping' signage on Ninth Avenue and replace it with solid line painted on road.	Short term	18/19	ongoing	On-Track	Yes	Operating BAU	The City is undertaking a review of 'no stopping' signage across the City and replacing it with line marking. Ninth Avenue will be done as a part of this program.
	Update signage on Tenth Avenue.	Short term			Not yet due	No		This action is not yet considered necessary.
	Investigate suitability of introducing on street parking on the western side of Tenth Avenue, and introduce bays if suitable.	Short term			Not yet due	No		This action is not yet considered necessary.

8.10 Update on Local Government Reform

Responsible Branch:	Governance and Organisational Strategy
Responsible Directorate:	Office of the CEO
Authority/Discretion:	Information Purposes
Voting Requirement:	Simple Majority
Attachments:	Nil
Refer:	Item 10.6.1.9: OCM 23.05/2023 Item 10.6.2.1: OCM 31.01.2023 Item 10.1: SCM 11.10.2022 Item 11.4: OCM 20.09.2022 Item 10.2.9: OCM 22.02.2022 Item 10.2.1: OCM 7.12.2021

SUMMARY

This report provides an update on the reforms to the *Local Government Act 1995* and the implications for the City of Bayswater

COMMITTEE RECOMMENDATION TO COUNCIL
(OFFICER'S RECOMMENDATION)

That Council receives this update on the reform of the *Local Government Act 1995*.

Cr Josh Eveson Moved, Cr Giorgia Johnson Seconded

CARRIED UNANIMOUSLY: 3/0

For: Cr Josh Eveson, Cr Giorgia Johnson and Cr Michelle Sutherland.

Against: Nil.

BACKGROUND

In 2017, the McGowan Government announced it would be conducting the most significant and comprehensive reform of the *Local Government Act 1995* in two decades.

The review was conducted in two stages, with stage one including priority reforms and stage two comprising wide-ranging reforms. The majority of the stage one reforms have already been implemented.

In November 2021, the stage two reforms were released for public consultation. The submission period closed 25 February 2022, and more than 200 submissions were received.

The City also made a submission, which was endorsed by Council at its meeting of 22 February 2022.

The result was *Local Government Amendment Act 2023* (Amendment Act) which received Royal Assent on 18 May 2023.

The Amendment Act included the “tranche one reforms” being introduced as part of the State government’s local government reform program. These reforms were predominantly election related but do include some non-electoral reforms. Some of these changes come into effect immediately, and some will be introduced through regulations throughout the year.

Tranche 1 Electoral reforms include:

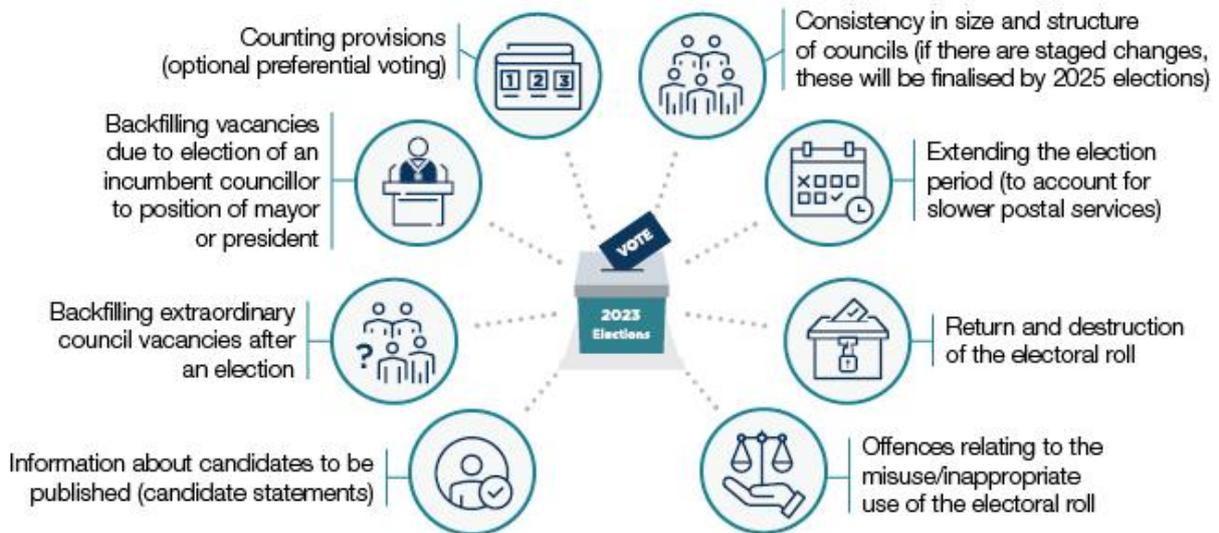
- Optional preferential voting

- Public election of the Mayor
- Removal of wards for smaller local governments
- Aligning the size of Councils (City of Bayswater will reduce to 9 Elected Members by 2025)
- Reforms to the owner/occupier role (to prevent sham leases)
- State-wide caretaker periods

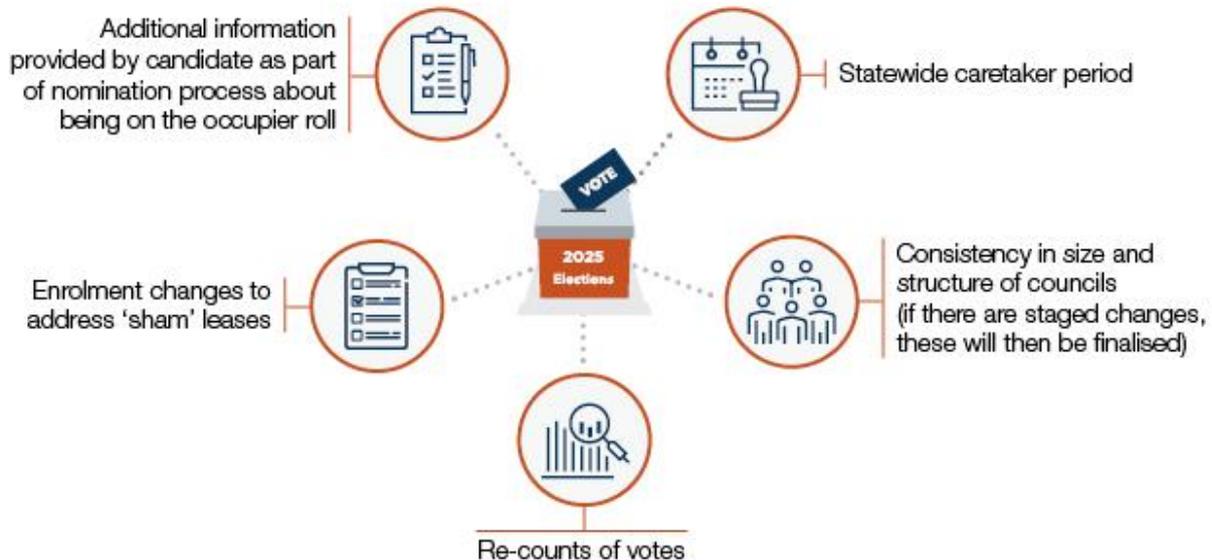
These reforms will be introduced through electoral regulations, with some being introduced for the 2023 Local Government Elections and some for the 2025 Local Government Elections.

The below graphics from the website of the Department of Local Government, Sport and Cultural Industries give a clear indication of when the electoral reforms will take place:

— October 2023 Elections —



— October 2025 Elections —



Tranche 1 Non-electoral reforms include:

The following reforms are already in effect:

- Increase in the number of electors required to call a special electors' meeting (from 100 to 300 electors required).
- Compliance exemptions in an emergency, which allow the Minister to grant exemptions to apply to the Minister to not comply with certain provisions of the *Local Government Act 1995* in an emergency.
- Parental leave for Councillors. A council member is entitled to 6 months of parental leave beginning on the day on which the council member, or their spouse or de facto partner, gives birth, adopts or becomes a guardian or foster parent. The Act does not allow for the period of parental leave to be deferred to a later date.
- Restrictions on meeting participation due to gifts. Councils will be unable to allow a Council member to be present during discussions on matters in which they have disclosed an electoral gift, or gift that exceed \$1000 in value.

To be brought into effect through amendments to the regulations:

- Remuneration for independent members. It should be noted that this is already prescribed by the latest amendment to the regulations, however will come into effect later in 2024, following the relevant determination from the Salaries and Allowances Tribunal (SAT).
- Online registers. To ensure good record keeping and public visibility of these decisions it is proposed local governments keep public registers on matters such as leases, grants, sponsorship and goods and services contracts.
- Livestreaming and recording meetings. Band 1 and 2 local governments will need to live stream meetings of council. The City already livestreams and records its Council Meetings.

- Publishing of CEO KPIs and CEO Performance Review results. The State Government is proposing to introduce requirements to publish:
 - the CEO’s performance criteria
 - the report on the CEO’s performance against that criteria
 - the CEO’s response to that report on their performance.
 Approval can be obtained to restrict certain matters from publication that may be sensitive.
- Communication agreement between Council and administration. A communications agreement in the State Government is the agreement between a Minister and the agency assisting them with their responsibilities. This agreement sets out how the Minister and agency will communicate with each other, how requests for information can be made and who in the agency a Minister and their staff may contact.
- Community engagement charter. Local governments will be required to establish a charter which sets out how it will engage with ratepayers and the community about the local government’s proposed policies, initiatives, and projects. A model charter will be published to assist local governments who wish to adopt a standard charter.
- Standardised Council meeting procedures. It is proposed that a uniform set of regulations will be made to ensure that local governments meetings all operate in a comparable way.
- One Council Plan. A council plan would replace some of the existing key plans of your local government. Instead, a council plan adopted by the council will set the high level priorities of the local government for the future.

EXTERNAL CONSULTATION

No consultation has yet occurred with the public or other agencies on this matter.

OFFICER'S COMMENTS

A number of reforms have recently come into effect when The *Local Government Regulations Amendment Regulations (No.2) 2023* (the Regulations) were gazetted on 30 June 2023. The majority of the regulations came into effect on 1 July 2023.

The changes prescribed by the regulations and their implications for the City of Bayswater are explored in the table below:

Change	Comment/Status for the City of Bayswater
<p><i>Changes to wards and representation</i></p> <p>The Regulations prescribe local governments into classes 1,2,3, and 4, which align with the four bands that local governments are placed in by the most recent Salaries and Allowances Tribunal determination.</p> <p>Introducing classes for local governments means that class 1 and 2 local governments will have popularly elected mayors and presidents. Class 3 and 4 local governments cannot be divided into wards.</p> <p>Classes for local governments will also be used for future regulation amendments, such as prescribing livestreaming and audio recording requirements for council meetings.</p>	<p>Under the Regulations the City of Bayswater is considered to be a Class 1 local government which means that it can be divided into wards and will have a popularly elected Mayor.</p> <p>The Council has already proactively implemented this proposed reform, and at the Special Council Meeting of 11 October 2022 resolved that public election of the office of the Mayor should take place at the 2023 Ordinary Council Elections.</p> <p>The City also conducted a Ward and Representation Review and on 15 May 2023 received a letter from the Local Government Advisory Board advising that the Minister for Local Government approved their recommendation and, would be implemented for the 2023 Local Government Elections.</p>

Change	Comment/Status for the City of Bayswater
	<p>For 2023, there will be a minor change to the ward boundary between the North and Central Wards and the reduction of one Ward Councillor position.</p> <p>In 2025 there will be a more significant boundary change between West and South wards and the reduction of one ward Councillor position in the North Ward and one in the West Ward.</p>
<p><i>Changes for the 2023 Elections</i></p> <p>Section 80 of the <i>Local Government Amendment Act 2023</i> replaces first past the post voting with optional preferential voting as the voting method for all local government elections in Western Australia.</p> <p>The Regulations introduce a number of amendments to reflect this change to an optional preferential voting system and other election reforms:</p> <ul style="list-style-type: none"> • procedures for local government chief executive officers to provide notice to candidates who are eligible to backfill a vacant office • amendments to the notice of declaration of election results to capture candidates who may be eligible to backfill • extending the election time period by 7 days to account for receipt of postal votes • increasing the length of candidate profiles • updates to candidate gift disclosures to account for the new backfilling provisions • new requirements for the destruction and deletion of copies of electoral rolls for unsuccessful candidates or council members who are no longer in office • changes to elected forms to account for optional preferential voting • an updated Local Government Candidate Induction course. 	<p>The extension of the election period by 7 days has meant that the City's Caretaker Election Period (Caretaker Period) as per its <i>Election Caretaker Period Policy</i> will start one week earlier than anticipated (4pm, 7 September 2023) for the 2023 Local Government Elections. To accommodate for this change, Council cancelled its Ordinary Council Meeting that was scheduled for 12 September 2023 as it would have fallen within the Caretaker Period.</p> <p>The City has also been advised by the Western Australian Electoral Commission that the count for the 2023 Local Government Elections will likely take longer than for past elections. With this in mind, the Council has moved its swearing in ceremony from the Monday following Election Day to the Wednesday to account for possible delays.</p> <p>The City will work closely with its returning officer and use the WAEC's software to assist with the count for the 2023 Local Government Elections to ensure it is meeting the new requirements.</p> <p>It should be noted that optional preferential voting will also be applicable to the elections for the Deputy Mayor and Committee Chairpeople.</p>
<p><i>Caretaker period for the 2025 elections</i></p> <p>The <i>Local Government Amendment Act 2023</i> included provisions for a statewide caretaker period for local government elections and restrictions on what local governments may do during that period.</p> <p>These Regulations amend the Local Government (Functions and General) Regulations 1996 to define a 'significant act' to set out what the restrictions are during the caretaker period.</p> <p>Part 5 (Caretaker Restrictions) will commence on 1 July 2024 so that the statewide caretaker period will be in effect for the subsequent 2025 local government elections.</p>	<p>The City already has a Caretaker Election Period Policy which has been in place since 31 May 2016. The Policy will need to be reviewed to ensure compliance with the Statewide Caretaker Restrictions.</p>

Change	Comment/Status for the City of Bayswater
<p><i>Remuneration for independent committee members</i></p> <p>The Regulations include new provisions that relate to the allowances and reimbursement of costs associated with council committee meeting attendance for independent committee members.</p> <p>These amendments follow the changes in the Local Government Amendment Act 2023 to provide for the payment for allowances and fees to independent committee members.</p> <p>The levels of these payments are to be determined by the Salaries and Allowances Tribunal.</p> <p>Regulation 7 (Payments to Independent Committee Members) will take effect later in 2024, following the relevant determination from Salaries and Allowances Tribunal.</p>	<p>The City is aware of this impending change to payments for independent committee members and will implement the change once Regulation 7 comes into effect.</p>

A second tranche of reforms is due to be introduced through a further Amendment Bill in early 2024, which will focus on the establishment of the new Local Government Inspector and the introduction of and local government monitors for early intervention.

LEGISLATIVE COMPLIANCE

Local Government Act 1995

Local Government Amendment Act 2023

Local Government Regulations Amendment Regulations (No.2) 2023

RISK ASSESSMENT

In accordance with the City’s Risk Management Framework, the officer’s recommendation has been assessed against the City’s adopted risk tolerance. Comments are provided against each of the risk categories.

Risk Category	Adopted Risk Appetite	Risk Assessment Outcome
Strategic Direction	Moderate	Low
Reputation	Low	Low
Governance	Low	Low
Community and Stakeholder	Moderate	Low
Financial Management	Low	Low
Environmental Responsibility	Low	Low
Service Delivery	Low	Low
Organisational Health and Safety	Low	Low
Conclusion	Staying informed about the proposed reforms to the <i>Local Government Act 1995</i> will ensure Council is aware of any implications for the City early and can mitigate any associated risks accordingly.	

FINANCIAL IMPLICATIONS

Nil.

STRATEGIC IMPLICATIONS

In accordance with the City of Bayswater Strategic Community Plan 2021-2031, the following applies:

Theme: Leadership and Governance

Goal L4: Communicate in a clear and transparent way.

Provide the community with useful information about Council's policies, services and events and advise the community of engagement outcomes.

CONCLUSION

This report provides an update on the reforms to the Local Government Act 1995 and the implications for the City of Bayswater, which has already proactively begun implementation of some of the reform proposals.

9 PREVIOUS MATTERS DEALT WITH NOT ON THE AGENDA

Reconciliation arising from past meetings: Nil.

10 GENERAL BUSINESS

10.1 Occupational Health and Safety
Nil.

11 BRIEFING NOTES
Nil.

12 CONFIDENTIAL ITEMS
Nil.

13 NEXT MEETING

The next meeting of the Audit and Risk Management Committee will take place in the Committee Room, 61 Broun Avenue, Morley, on 6 November 2023 at 5:00pm.

14 CLOSURE

There being no further business to discuss, the Chairperson, Cr Giorgia Johnson, declared the meeting closed at 6:34pm.