

# Minutes

## Audit and Risk Management Committee

**Tuesday 3 August 2021**

*By signing these minutes I certify that they were confirmed at the  
Audit and Risk Management Committee held on Tuesday, 9 November 2021*

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CR LORNA CLARKE  
CHAIRPERSON

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**Minutes** of the Audit and Risk Management Committee of the Bayswater City Council which took place in the Embleton Room, City of Bayswater Civic Centre, 61 Broun Avenue, Morley on Tuesday 3 August 2021.

**1 OFFICIAL OPENING**

The Chairperson, Cr Lorna Clarke, declared the meeting open at 6:00 pm.

**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, Whadjuk moort Noongar moort, boordiar's koorra koorra, boordiar's ye yay ba boordiar's boordawyn wah.*

English Language Interpretation

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

The Chairperson, Cr Lorna Clarke acknowledged the Traditional Custodians of the land, the Whadjuk people of the Noongar nation, and paid respects to Elders past, present and emerging.

**3 ATTENDANCE**

**Members**

Cr Lorna Clarke	Chairperson
Cr Dan Bull, Mayor	
Cr Giorgia Johnson	
Mr Phillip Draber	External Member

**Officers**

Ms Lorraine Driscoll	A/Chief Executive Officer
Ms Linnet Solomons	Manager Financial Services
Mr Darren Beltman	Principal Advisor Business Strategy
Mr Kelley Ambrose	Manager Governance and Strategy
Ms Cassandra Flanigan	Coordinator Governance and Risk
Ms Karen D'Cunha	PA/Director Corporate and Strategy

**Observers**

Mr Jordan Langford-Smith	Office of the Auditor General
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**Leave of Absence**

Nil.

**3.1 Apologies**

Mr Andrew Brien	Chief Executive Officer
Cr Stephanie Gray	
Cr Michelle Sutherland	

**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.

The following disclosures of interest were made at the meeting:

Name	Item No.	Type of Interest	Nature of Interest
Cr Dan Bull, Mayor	8.1	Impartial	Cr Bull was involved in the community reference group that provided feedback regarding the City Wide Traffic Management Plan.

**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		
1.	<b>Objectives</b>	The primary objective 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.
2.	<b>Powers</b>	<p>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 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 <i>Local Government (Financial Management) Regulations 1996</i> (‘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>
3.	<b>Membership</b>	<p>The Committee will consist of five* Councillors including the chair, plus one external member.</p> <p>All Members shall have full voting rights. The tenure of Member to the</p>

		<p>Committee is in accordance with Section 5.11 of the Act and other Councillors are appointed as Deputy Members in accordance with Section 5.11A. The Chief Executive Officer and other employees are not members of the Committee.</p> <p>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.</p> <p><i>*minimum three required under legislation</i></p>
<p>4.</p>	<p><b>Meetings</b></p>	<p>The Committee shall meet at least quarterly**. Additional meetings shall be convened at the discretion of the Chair.</p> <p><i>**minimum annually under legislation</i></p>
<p>5.</p>	<p><b>Order of Business</b></p>	<p>The order of business for Committee meetings shall be, or as near thereto as practicable:</p> <ul style="list-style-type: none"> <li>• Official Opening</li> <li>• Acknowledgment of Country</li> <li>• Attendance             <ul style="list-style-type: none"> <li>- Apologies</li> <li>- Approved Leave of Absence</li> </ul> </li> <li>• Disclosure of Interest Summary</li> <li>• Delegated Authority by Council</li> <li>• Terms of Reference</li> <li>• Confirmation of Minutes</li> <li>• Presentations             <ul style="list-style-type: none"> <li>- Presentations</li> <li>- Deputations</li> </ul> </li> <li>• Reports</li> <li>• Previous Matters Dealt with Not on the Agenda</li> <li>• General Business</li> <li>• Confidential Items</li> <li>• Next Meeting</li> <li>• Closure</li> </ul>
	<p><b>Duties and Responsibilities (to be amended to 'Roles and Functions')</b></p>	<p>The roles and functions of the Committee are to:</p> <ol style="list-style-type: none"> <li>(a) 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.</li> <li>(b) 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.</li> <li>(c) 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;</li> <li>(d) Support the City's auditors (both external and internal) when conducting an audit or carrying out other duties under the Act and associated regulations;</li> </ol>

		<p>(e) Perform any other function conferred on the Committee by these regulations or another written law.</p> <p>(f) In addition to the above functions, the Committee also has the following responsibilities:</p> <ul style="list-style-type: none"> <li>• To review the scope of the Internal Audit plans and to consider their effectiveness;</li> <li>• Receive progress reports on the City's Integrated Planning and Reporting Framework (IPRF) documents including the Strategic Community Plan, Corporate Business Plan, Workforce Plan, Asset Management Plans and the Long-Term Financial Plan.</li> <li>• Consider recommendations for practice improvement as may be made from time to time through the City's Internal Audit process.</li> <li>• Support the implementation of a risk management culture. Consider reports at least annually on the City's Risk Management Framework.</li> </ul>
	<b>Location</b>	City of Bayswater Civic Centre
	<b>Liaison Officer</b>	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 Tuesday, 11 May 2021, which have been distributed, be confirmed as a true and correct record.

**Cr Dan Bull, Mayor Moved, Mr Phillip Draber Seconded**

**CARRIED UNANIMOUSLY: 4/0**

**For: Cr Lorna Clarke, Mr Phillip Draber, Cr Dan Bull, Mayor and Cr Giorgia Johnson.**

**Against: Nil.**

**8 REPORTS**

**8.1 Corporate Strategy Progress Reporting - August 2021**

<b>Responsible Branch:</b>	Governance and Organisational Strategy
<b>Responsible Directorate:</b>	Corporate and Strategy
<b>Authority/Discretion:</b>	Information Purposes
<b>Voting Requirement:</b>	Simple Majority Required
<b>Attachments:</b>	<ol style="list-style-type: none"> <li>1. Annual Progress Report - Economic/Business Framework [8.1.1 - 14 pages]</li> <li>2. Annual Progress Report - Car Parking Management Plan for the Morley Activity Centre [9U2Q] [8.1.2 - 8 pages]</li> <li>3. Annual Progress Report - Maylands Town Centre Parking Strategy [W7IP] [8.1.3 - 8 pages]</li> <li>4. Annual Progress Report - Bayswater Town Centre Short-term Parking Management Plan [YSMC] [8.1.4 - 7 pages]</li> <li>5. Annual Progress Report - Citywide Traffic Management Implementation Plan [8.1.5 - 2 pages]</li> <li>6. Annual Progress Report - Play Space Strategy 2019-2029 [8.1.6 - 5 pages]</li> <li>7. Annual Progress Report - Public Health and Wellbeing Plan 2019-2024 [8.1.7 - 17 pages]</li> </ol>
<b>Refer:</b>	Item 8.3 ARMC: 04.08.2020 Item 10.4.12 OCM: 03.09.2019 Item 10.2.1 OCM: 09.07.2019 Item 10.2.2 OCM: 11.06.2019 Item 10.4.5 OCM: 11.06.2019 Item 10.3.2 OCM: 26.03.2019 Item 9.8 PDSC: 10.04.2018 Item 9.1.5 PDSC: 06.02.2018 Item 9.1.12 PDSC: 16.05.2017

**CR DAN BULL, MAYOR DECLARED AN IMPARTIAL INTEREST**

*In accordance with regulation 11 of the Local Government (Rules of Conduct) Regulations 2007, Cr Dan Bull, Mayor declared an impartial interest in this item as he was part of the community reference group that provided feedback regarding the City Wide traffic management plan. Cr Dan Bull, Mayor remained in the room during voting on this item*

**SUMMARY**

This report provides Council an annual progress update for the following strategies:

- Economic/Business Framework.
- Car Parking Management Plan for the Morley Activity Centre.
- Maylands Town Centre Car Parking Strategy.
- Bayswater Town Centre Short-term Parking Management Plan.
- Citywide Traffic Management Implementation Plan.
- Play Space Strategy 2019-2029.
- Public Health and Wellbeing Plan 2019-2024.

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

That Council notes the progress reports as of June 2021 for the following strategies:

1. Economic/Business Framework.
2. Car Parking Management Plan for the Morley Activity Centre.
3. Maylands Town Centre Car Parking Strategy.
4. Bayswater Town Centre Short-term Parking Management Plan.
5. Citywide Traffic Management Implementation Plan.
6. Play Space Strategy 2019-2029.
7. Public Health and Wellbeing Plan 2019-2024.

Cr Dan Bull, Mayor Moved, Cr Giorgia Johnson Seconded

**CARRIED UNANIMOUSLY: 4/0**

**For:** Cr Lorna Clarke, Mr Phillip Draber, Cr Dan Bull, Mayor and Cr Giorgia Johnson.

**Against:** Nil.

**BACKGROUND**

In 2019 Council adopted the Corporate Business Plan 2019-2023, which included a new action:

*“L3.1.3 Provide an annual report on the implementation of approved strategies.”*

Progress reporting commenced in February 2020. Reports are provided to Council through the Audit and Risk Management Committee (ARMC). The City maintains a large and diverse range of strategies, so the reports are distributed across the scheduled ARMC meetings each year.

The reporting schedule for the calendar year 2021 is outlined in **Table 1**. Newly endorsed strategies and plans are added to the schedule as appropriate.

**Table 1 – Progress Reporting Schedule for calendar year 2021**

<b>February 2021</b>	<b>May 2021</b>	<b>August 2021</b>	<b>November 2021</b>
Town Centre Activation Plans (Bayswater, Maylands, Morley, Noranda)	Renewable Energy and Emission Reduction Position and Action Statement	Play Space Strategy 2019-2029	Age Friendly Strategy 2017-2021
Local Housing Strategy	Urban Forest Strategy	Public Health and Wellbeing Plan 2019-2024	Youth Action Plan - The Platform 2019-2021
Morley Activity Centre Plan	Collective Local Biodiversity Strategy	Economic/Business Framework	Cultural Plan 2019-2024
	Waterwise Bayswater 2020-2030	Car Parking Management Plan for Morley Activity Centre	Community Safety and Crime Prevention Plan 2017-2021
		Maylands Town Centre Car Parking Strategy	CCTV Strategy 2018-2028
		Bayswater Town Centre Short-term Parking Management Plan	
		Citywide Traffic Management	

February 2021	May 2021	August 2021	November 2021
		Implementation Plan	

The format of progress reports for the calendar year 2020 appeared to be clear and inclusive of necessary information for the ARMC and Council. Minor improvements have been made to the process and report format with a focus on continuous improvement.

**EXTERNAL CONSULTATION**

No external consultation has taken place in relation to this report. Consultation may have been undertaken during the development of individual strategies.

**OFFICER'S COMMENTS**

This report and its attachments provide an annual progress update for the following strategies:

- Economic/Business Framework.
- Car Parking Management Plan for the Morley Activity Centre.
- Maylands Town Centre Car Parking Strategy.
- Bayswater Town Centre Short-term Parking Management Plan.
- Citywide Traffic Management Implementation Plan.
- Play Space Strategy 2019-2029.Public Health and Wellbeing Plan 2019-2024.
- Public Health and Wellbeing Plan 2019-2024

The last progress report for each of these strategies were presented to the Audit and Risk Management Committee in August 2020.

**Table 2** provides details about the adoption, review and status of each strategy. The report provides general information about each strategy and key achievements from the past year. **Attachments 1-7** provide more information, including progress on specific actions and priorities going forwards.

**Table 2 – Summary of strategies being reported this quarter**

Strategy	Adopted	Last review	Next review	Status	Attachment reference
Economic/Business Framework	2017	Yet to be reviewed	2023	In progress	<b><u>Attachment 1</u></b>
Car Parking Management Plan for the Morley Activity Centre	2018	Yet to be reviewed	2023	In progress	<b><u>Attachment 2</u></b>
Maylands Town Centre Car Parking Strategy	2018	Yet to be reviewed	2023	In progress	<b><u>Attachment 3</u></b>
Bayswater Town Centre Short-term Parking Management Plan	2018	Yet to be reviewed	N/A <sup>1</sup>	In progress	<b><u>Attachment 4</u></b>
Citywide Traffic Management Implementation Plan	2019	2020	2021	In progress	<b><u>Attachment 5</u></b>
Play Space Strategy 2019-2029	2019	Yet to be reviewed	2022	In progress	<b><u>Attachment 6</u></b>
Public Health and Wellbeing Plan 2019-2024.	2019	2020	2021 <sup>2</sup>	In progress	<b><u>Attachment 7</u></b>

<sup>1</sup> The plan focuses on short-term actions that coincide with and help minimise the impact of the Bayswater Train Station upgrade. A structured review cycle is not considered necessary, as it may be amended as needed based on monitoring during and/or after the upgrade process.

<sup>2</sup> The strategies and actions within the plan are still considered relevant, however the plan is considered a ‘living document’ and is reviewed on an annual basis.

**Economic/Business Framework**

In 2016 Council passed a Notice of Motion for the City to create a framework that aims to support, enhance and revitalise existing local businesses. It also provided incentives for new businesses to emerge and existing businesses to relocate to the district.

The City engaged comprehensively with the business associations that operate within the City and with individual businesses and landowners. The outcome of this was the Economic/Business Framework. The Framework identifies how to enhance opportunities for businesses to flourish within the City. Council adopted the Economic Business Framework in May 2017.

Of the 25 actions identified in the framework, five are complete, 10 are in progress or ongoing, and 10 have not commenced mainly due to funding not being allocated as a part of the budget process. Select achievements from the past year are outlined in **Table 3** and updates for individual actions are provided in **Attachment 1**.

**Table 3 – Economic/Business Framework achievements of note since last progress report**

Action	Status	Progress comments
7.1.2 Expand the City's existing procurement policy to improve the capacity of local business to be awarded works and services contracts. Improve the feedback loop at all stages to build business capacity.	Complete	As a part of the COVID-19 recovery process the City has adopted a procurement policy which aims to bolster the local economy by encouraging use of local suppliers.
7.3.1 Measure and assess all town centre parking options and deliver an action plan that improves availability and turnover rates for staff and customers in public and private bays.	Complete	The Short-term actions in the Bayswater Town Centre Short Term Car Parking Plan have now been implemented. Other actions identified are to be considered at a later date.
7.3.3 Create a Bayswater town centre marketing plan that itemises the qualities of the precinct and transmits them to the public.	Complete	The Destination Marketing Strategies were adopted by Council at the 27 April 2021 Ordinary Council Meeting, implementation has commenced.
7.4.6 Create a Maylands town centre marketing plan that itemises the qualities of the precinct and transmits them to the public.		
7.4.2 Implement the activation component of the 'Crime Prevention Through Environmental Design Audit Maylands Business Precinct' (January 2017) report.	Ongoing	Improvements to Lyric Lane have occurred. The City has undertaken engagement on the remaining laneways, and has commenced implementation of the actions identified as a part of the engagement on Greenslade Lane.
7.6.1 Work with the owner of the Noranda Palms Shopping Centre to improve walkability between the major entrances of the centre, through their carparks and to/from other anchors within the town centre.	Ongoing	Improvements to the connectivity in the Noranda town centre through improved footpath and crosswalk networks.
General achievement	Ongoing	Appointment of (a fixed term) Economic Recovery Officer to implement the COVID-19 Economic Recovery Plan.

### **Car Parking Management Plan for the Morley Activity Centre**

The key objective of the Car Parking Management Plan (CPMP) for the Morley Activity Centre is to coordinate the transition of the existing parking scenario to an ultimate parking scenario that supports a medium/high intensity, mixed use urban centre that is serviced by both private vehicles and enhanced alternative transportation modes including public transport, cycling and walking. The plan was adopted by Council in March 2018.

The strategic approach of the CPMP is the development of a suite of integrated policy objectives for car parking and sustainable modes of alternative transport that support the City's broader goals for the Morley Activity Centre Structure Plan (MACSP).

Of the 21 recommendations identified in the plan, eight are ongoing and 13 have not commenced. Due to the current high availability of parking within the Morley Activity Centre, parking management is presently not considered an issue or a priority. As such, there are no new achievements since the last report in August 2020. The need for the implementation of the CPMP actions in the future will be triggered by major development occurring in the centre, such as the Morley Galleria shopping centre redevelopment, which will likely create significant parking demand.

Updates for individual actions are provided in **Attachment 2**.

### **Maylands Town Centre Car Parking Strategy**

In order to better understand car parking issues within the Maylands Town Centre, the City appointed a transport consultant to undertake a parking inventory and occupancy survey. Council then resolved (in part) to proceed with the preparation of the car parking strategy, using the consultant's report as an informing document. The final strategy, including an implementation plan, was adopted by Council in April 2018.

The objectives of the strategy are to:

- Identify existing car parking conditions and users.
- Identify car parking areas under pressure from high demand ('hot spots').
- Establish a range of actions to manage existing and future car parking demands within the town centre.
- Support an integrated approach to transport and parking management within the town centre which balances provision for cars with the requirements of other modes of transport.

Of the 44 actions identified in the strategy, five are complete, 19 are in progress or ongoing, and 20 have not yet started. Implementation has been impacted by funding being limited to available cash in lieu of car parking. In light of this the City has been prioritising projects to ensure priority actions can be implemented. Achievements in the last year include:

- Detailed design for the line marking of new car bays along Whatley Crescent and Railway Parade.
- Liaising with the Public Transport Authority regarding use of their train station car parking bays outside of peak times.

Updates for individual actions are provided in **Attachment 3**.

### **Bayswater Town Centre Short-term Parking Management Plan**

The Bayswater Town Centre Short-term Parking Management Plan (BTCSPMP) is the outcome of a parking inventory and occupancy survey conducted in 2018. The survey established the current usage of parking bays within the Bayswater Town Centre. The purpose of the BTCSPMP

is to manage parking within the Bayswater Town Centre in the short term. Implementation of this plan will better support the town centre as an attractive place to dine, shop and visit. Through community consultation, the implementation plan identified appetite for short-term improvement options and recommended actions. Council adopted the BTCSPMP in September 2019.

Of the 12 actions identified in the strategy, three are complete, six are in progress or ongoing, and six have not commenced. Select achievements from the past year are outlined in **Table 4** and updates for individual actions are provided in **Attachment 4**.

**Table 4 – Bayswater Town Centre Short-term Parking Management Plan achievements of note since last progress report**

Action	Status	Comment
2. Line marking parking bays on King William Street	Complete	The line marking of new bays along King William Street has occurred.
3. Modifying time restricted parking	Complete	The time restricted parking modifications as identified on the 'Modified Time Restriction Plan' have been implemented, and the action is complete.
6. Leasing and constructing a carpark at 2 Hamilton Street, Bayswater	In progress	The City has entered into an agreement with the owner of 2 Hamilton Street to lease the property for three years for the purpose of a car park during construction of the train station. Construction of the carpark is yet to commence.

**Citywide Traffic Management Implementation Plan**

The Citywide Traffic Management Implementation Plan (CWTMIP) was the outcome of an extensive traffic management study undertaken for the whole City. The purpose of the study was to identify traffic-related problem areas and prioritise improvements to increase safety on the City’s local road network. It allows the City to manage ongoing resident problem road queries and complaints proactively. Council adopted the CWTMIP in March 2019.

Applying the recommended measures from the CWTMIP have reduced the potential for collision, resulting in reduced risk of accidents and increased safety for all road users and pedestrians. Priorities are regularly reviewed and, if required, reprioritised using the CWTMIP. Some of these measures included the installation of a carpark on Bramwell Road in lieu of traffic calming measures and at intersections that meets the crash criteria under the State Blackspot Program.

The achievements that have been implemented from the past year are outlined in **Table 5** and updates for these actions are provided in **Attachment 5**.

**Table 5 – Citywide Traffic Management Implementation Plan achievements of note since last progress report**

Location	Task	Status	Progress comments
Morley Drive and McGilvray Avenue Intersection	Traffic Modelling and Road Safety Audit of Intersection	Complete	A Safety Audit was undertaken in January 2021.
Walter Road West and Coode Street Intersection	Preparation for Blackspot Submission	Complete	Submission made under the 2021/22 State Blackspot Program.

Location	Task	Status	Progress comments
Queen Street (south of Snell St), Stone Street (south of Snell St)	Install Traffic Calming	Complete	Traffic Calming measures were installed in July 2020.
Bedford Traffic Calming - Lawrence St, Edward St, The Strand, Shaftesbury St, Birkett St, Drummond St	Install Traffic Calming	In Progress	Community Consultation complete. Implementation expected in 2021/22.
Bramwell Road (Morley Highschool)	Construct Carpark	Complete	Carpark was installed in lieu of traffic calming measures
East Street and Eighth Avenue Intersection	Construct Roundabout	Complete	Completion of roundabout construction under the 2019/20 State Blackspot Program.

### Play Space Strategy 2019-2029

The Play Space Strategy 2019-29 (PSS) was adopted by Council in July 2019. The plan provides a rationale to guide decision-making around the redevelopment of play spaces across the City. It contains a detailed audit of the City's 169 play spaces and recommends a prioritised, 10-year Future Implementation Plan of play space redevelopments subject to the annual budget cycle. The PSS allows the City to:

- Make decisions in a more holistic and strategic manner.
- Plan and provide a variety of play experiences in local areas for the whole community to enjoy.
- Be responsive to change and community demand.

The vision of the strategy is that play spaces in the City:

- Allow all people, regardless of age or ability, to experience physical and creative play, social interaction and physical activity.
- Can be standalone or co-located with community and sporting facilities; in natural environments, public open space or urban areas.
- Accommodate a variety of uses, amenities and elements.

Select achievements from the past year are outlined in **Table 6** and updates for individual actions are provided in **Attachment 6**.

**Table 6 – Play Space Strategy 2019-2029 achievements of note since last progress report**

Park name	Period	Status	Progress comments
Nellie Tant Reserve	2019/20	Completed	Renamed from The Strand Reserve to Nellie Tant Reserve. Official launch March 2021.
Bayswater Waves play equipment replaced	Not assigned*	Completed	Completed in August 2020
Noranda Athletics, Noranda Sporting Complex (south-west corner)	Not assigned^	Completed	Play Space Redevelopment completed in September 2020
Waltham Reserve, Morley	2019/20	Completed	Play Space Redevelopment completed in September 2020

Park name	Period	Status	Progress comments
Belstead Reserve, Morley and Alf Brooks Park, Bayswater	2020/21	Completed	Park and Play Space Redevelopments completed in October 2020, as part of City's COVID-19 Stimulus Package
Mills Avenue Reserve, Bayswater	2019/20	Completed	Play Space Redevelopment completed in October 2020
Claughton Reserve, Bayswater	2019/20	Completed	Play Space Redevelopment completed in December 2020
Pat O'Hara Reserve,	2019/20	Completed	Play Space Redevelopment completed February 2021
Stanbury Reserve, Morley	2020/21	Completed	Completed community engagement, concept planning and design. Play Space Redevelopment completed in June 2021
Gus Weimar Reserve, Morley	2020/21	Completed	Completed community engagement, concept planning and design. Play Space Redevelopment completed in June 2021

\* This project was not included in the PSS, but design and engagement processes were undertaken in accordance with the guiding principles.

^ This project was not included in the scope of the PSS, however inspection identified that replacement was required. The project was therefore incorporated into the PSS budget and work plan.

### Public Health and Wellbeing Plan 2019-2024

The Public Health and Wellbeing Plan 2019-24 was developed to promote and protect public health within the community. It was developed using epidemiological data sourced from the WA Department of Health's North Metropolitan Health Service, and was adopted by Council in June 2019. The vision of the plan is simple: *a healthier Bayswater*. To achieve this, it identifies actions to help reduce the incidence of identified public health issues within the community, and provides other strategies to improve health and wellbeing.

The actions within the plan are organised into four themes. The themes and the status of their actions are outlined in **Table 7**. The majority of actions currently underway are ongoing and will be integrated into various projects and business-as-usual activities over time.

**Table 7 – Public Health and Wellbeing Plan 2019-2024 status of actions by theme**

Theme	In progress / Ongoing	Complete	Off track	Not started
Healthy and sustainable environments	22	Nil	Nil	Nil
Planning and the environment	8	Nil	Nil	Nil
Promoting health and wellbeing	17	3	Nil	1
Safe and inclusive community.	13	5	Nil	Nil

Achievements from the past year include:

- High commendation at the Injury Matters Awards in March for the “Stay on Your Feet” program.
- The City's Waste Plan was endorsed by the Director General of the Department of Water and Environmental Regulation in January. The City was one of the first Local Governments to have their Waste Plan endorsed.
- The City provided assistance to the WA Department of Health in relation to setting up a COVID-19 testing clinic at The RISE in Maylands in February.

- The City worked closely with various community organisations to deliver a series of public health and wellbeing workshops and programs for residents to help increase physical activity and social connections, improve nutrition and support mental health.
- The City implemented a new FOGO (Food Organics Garden Organics) service in March. A series of waste education workshops and programs were also held to support the new service, help minimise waste generation, increase recycling and reduce the amount of waste being sent to landfill.
- The City held two food safety seminars for food businesses within the City to assist their staff in improving skills and knowledge about food handling and hygiene.
- The City developed a new Waste Local Law which aligned with the Western Australian Local Government Association (WALGA) template. The City’s new Waste Local Law 2020 was gazetted on Tuesday 19 January 2021.

Updates for individual actions are provided in **Attachment 7**.

**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.

<b>Officer’s Recommendation</b>	<p><b>That Council notes the progress reports as of June 2021 for the following strategies:</b></p> <ol style="list-style-type: none"> <li><b>Economic/Business Framework.</b></li> <li><b>Car Parking Management Plan for the Morley Activity Centre.</b></li> <li><b>Maylands Town Centre Car Parking Strategy.</b></li> <li><b>Bayswater Town Centre Short-term Parking Management Plan.</b></li> <li><b>Citywide Traffic Management Implementation Plan.</b></li> <li><b>Play Space Strategy 2019-2029.</b></li> <li><b>Public Health and Wellbeing Plan 2019-2024.</b></li> </ol>	
<b>Risk Category</b>	<b>Adopted Risk Appetite</b>	<b>Risk Assessment Outcome</b>
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
<b>Conclusion</b>	<p>Noting progress towards strategies will assist Council in future decision making. Not only does this manage risk to the organisation, it will assist in reducing risk by keeping Council informed of progress.</p>	

**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 L3: Provide good customer service.

Respond to the needs of our community in a respectful and timely way.

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 and its attachments are submitted to Council to provide an annual update on a number of Council endorsed strategies, in accordance with the City's Corporate Business Plan 2019-2023, Action L3.1.1. Provide an annual report on the implementation of approved strategies. Other active City strategies will be reported on as per the above schedule, ensuring all Council adopted strategies are reported on at least once annually.

City of  
**Bayswater**

# Annual Progress Report

## Economic/Business Framework



This document provides an annual progress report for the implementation of the City of Bayswater Economic/Business Framework for the year July 2020 to June 2021.

### Purpose

In December 2016, Council adopted a Notice of Motion for the City to create a framework that aims to support, enhance and revitalise existing local businesses within the City of Bayswater. It also provided incentives for new businesses to emerge and existing businesses to relocate to the district.

The City engaged comprehensively with the business associations that operate within the City and with individual businesses and landowners. The outcome of this was the Economic/Business Framework. The Framework identifies challenges and elucidations to enhance opportunities for businesses to flourish within the City. Council adopted the Economic Business Framework in May 2017.

### Objectives

In consultation with the business community, the City identified the following priorities, challenges and incentives:

1. **Presentation** – respondents want public areas in their precinct to be consistently maintained and improved and to form a safe, interesting and comfortable environment.
2. **Parking** – respondents ask for better car parking management on both private property and in public/on street parking.
3. **Infrastructure** – respondents want modern infrastructure to support business.
4. **City support and improvements** – respondents want better communication from the City and improvements to support business.
5. **Costs** – a small number of respondents wanted a reduction in rents and in the City's rates.
6. **Planning** – respondents want improvements in planning policies so that they were more modern and sustainable.
7. **Customer attraction** – respondents wanted to attract more customers to the precincts that they were operating in.

### Achievements

Since the last annual progress report in August 2020, the City has achieved the following:

- Completion of the Destination Marketing Strategies for Bayswater, Morley and Maylands, with implementation set to commence in FY2021/22.
- Completion of the implementation of the Bayswater Town Centre Short-term Car Parking Plan.
- Improvements to the connectivity in the Noranda town centre through improved footpath and crosswalk networks.
- Appointment of (a fixed term) Economic Recovery Officer to implement the COVID-19 Economic Recovery Plan.
- Laneway improvements to Lyric Lane and Greenslade Lane in Maylands.

- Updated the City’s procurement policy to prioritise local businesses.

### Implementation

The Economic/Business Framework is achieving the vision of the document, however it is taking longer than originally anticipated due to competing priorities. There are a number of actions which have not yet commenced as they were intended to be delivered using existing resources, with supplementary budget allocations for consultants, materials or additional staff. As no additional funding is received these have not been implemented. Implementation is also challenged by the City not having a dedicated resource for economic development, in particular for actions identified in the Bayswater industrial area, as it falls outside of the Place Managers’ specified areas.

**Tables 1 to 5** provide individual updates for each action in the strategy.

### COVID-19 implications

During COVID-19 the City implemented a number of actions to support businesses which were not identified in the Framework including:

- Buy-in-Baysie campaign to encourage residents to support local businesses.
- Buy-in-Baysie grants, which were small grants to help businesses adapt to providing online services during the lock down.
- The City’s COVID-19 Economic Recovery Plan, which identified a number of actions to help businesses recover after the impacts of COVID-19 including an Economic Recovery Officer for 10 months to implement the plan and business workshops.

Due to COVID-19 there was less focus on implementing the actions identified in the Framework and a greater priority given to immediate actions which would assist businesses.

### Priorities going forward

The priority going forward is the implementation of the Destination Marketing Strategies for Morley, Bayswater and Maylands and improving the pedestrian amenity in the Morley Activity Centre through the development of detailed design for streetscape upgrades.

### Review

The next review for the framework is a major review to occur in 2023, subject to resourcing availability.

**Table 1 – Progress against individual actions**

Action	Delivery method	Est. Resourcing & Timing	Status	Comment
7.1.1 Continue to lobby for the immediate delivery of NBN bringing to the attention of nbn co that many businesses in the area cannot access broadband.	Co-delivery by the City, EMRC, and business groups	Year One <ul style="list-style-type: none"> <li>• Within existing resourcing.</li> <li>• Include CEBA in the network of lobbying.</li> </ul>	Complete	The rollout of NBN has been completed within the City.
7.1.2 Expand the City's existing procurement policy to improve the capacity of local business to be awarded works and services contracts. Improve the feedback loop at all stages to build business capacity.	Co-delivery by the City and business groups	Year One <ul style="list-style-type: none"> <li>• Within existing resourcing.</li> <li>• CEBA to assist with business engagement.</li> </ul>	Complete	As a part of the COVID-19 recovery process the City has adopted a procurement policy which aims to bolster the local economy by encouraging use of local suppliers.
7.1.3 Continue to reduce barriers for business to operate (red-tape).	Direct City delivery	Year One <ul style="list-style-type: none"> <li>• Within existing resourcing.</li> <li>• Business groups to assist with business engagement.</li> </ul>	Ongoing	<p>The State Government is currently going through a planning reform process, which has removed red tape and a number of approvals that the City was investigating including:</p> <ul style="list-style-type: none"> <li>• Change of use applications</li> <li>• Streamlined referral processes for development applications</li> <li>• Timelines for determinations of development applications.</li> </ul> <p>The City will continue to review its processes for further red tape reductions.</p>

**Table 2 – Priorities and incentives that apply to businesses Bayswater Industrial Area**

Action	Delivery method	Est. Resourcing & Timing	Status	Comment
<b>Improve cleanliness</b>				
7.2.1 Undertake ongoing compliance that delivers immediate and ongoing improvement to the cleanliness of the area focussing on verges, verge improvement and the removal of junk on public and private property.	Direct City delivery	Years 2-5 <ul style="list-style-type: none"> <li>Proactive activity of City's compliance officer (current resourcing is reactive only).</li> <li>1 FTE ongoing.</li> </ul>	Not commenced	This program was not considered a priority in the 2020/21 budget and was not funded.
7.2.2 Communicate the benefits of the existing verge policy and its benefits to the overall precinct.	Co-delivery by the City and business or other groups	Years 2-5 <ul style="list-style-type: none"> <li>Prepare communication and publicity strategy and implement.</li> <li>0.1 FTE for three-months.</li> <li>Include CEBA in the communication channels.</li> </ul>	Not commenced	This action is considered in terms of against other competing items during each budget cycle.

Action	Delivery method	Est. Resourcing & Timing	Status	Comment
7.2.3 Improve verges and open space to provide more visual amenity shade, and footpaths.	Direct City delivery	Year 5+ <ul style="list-style-type: none"> <li>• \$30,000 for a walkability and landscaping plan.</li> <li>• 0.2 FTE for six-months to manage preparation of the plan.</li> <li>• Future capital costs and resourcing required for implementation (to be determined in landscaping plan).</li> </ul>	Not commenced	This program was not considered as high priority as other initiatives in the 2020/21 budget and was not funded.
<b>Using local businesses as a priority</b>				
7.2.4 Create and maintain an updatable (internal) database of all businesses in the area.	Direct City delivery	Years 2-5 <ul style="list-style-type: none"> <li>• Input into the City's Stakeholder Management Software.</li> <li>• 0.5 FTE for six-months.</li> </ul>	Ongoing	The register created at the commencement of COVID-19 has been updated as a part of the Economic Recovery program, and will continue to be expanded and updated subject to available resources.

**Table 3 – Priorities and incentives that apply to businesses Bayswater Town Centre**

Action	Delivery method	Est. Resourcing & Timing	Status	Comment
<b>Improve parking management</b>				
7.3.1 Measure and assess all town centre parking options and deliver an action plan that improves availability and turnover rates for staff and customers in public and private bays.	Direct City delivery	Years 2-5 <ul style="list-style-type: none"> <li>\$40,000 for a parking management plan for Bayswater town centre</li> <li>Additional resources to implement actions (to be determined in plan).</li> </ul>	Complete	The Short-term actions in the Bayswater Town Centre Short Term Car Parking Plan have now been implemented. Other actions identified are to be considered at a later date.
<b>Decrease traffic congestion and impacts</b>				
7.3.2 Create a traffic management strategy for the Bayswater town centre that seeks to decrease through-traffic, traffic noise and traffic speeds including liaising with Main Roads to reduce speed limits and redirect trucks via Garratt Road.	Co-delivery by the City and business or other groups	Year 1 <ul style="list-style-type: none"> <li>City's draft 2017/18 budget proposes \$40,000 to complete a streetscape concept plan(s).</li> <li>There is a Notice of Motion to be considered at the 23 May 2017 OCM seeking a similar outcome.</li> <li>City's draft long term financial plan proposes \$1.74 million over the next six years for road and streetscape development in the Bayswater town centre.</li> </ul>	Not commenced	This action has been put on hold until the extent of work to be undertaken by the State Government as part of the Bayswater Station upgrade has been determined.

Action	Delivery method	Est. Resourcing & Timing	Status	Comment
<b>Precinct marketing</b>				
7.3.3 Create a Bayswater town centre marketing plan that itemises the qualities of the precinct and transmits them to the public.	Co-delivery by the City and business or other groups	Years 2-5 <ul style="list-style-type: none"> <li>Place Manager to facilitate and monitor.</li> <li>\$6,000/annum for marketing.</li> </ul>	Complete	The Destination Marketing Strategies were adopted by Council at the 27 April 2021 Ordinary Council Meeting, implementation has commenced.
<b>Increase customer attraction and foot traffic</b>				
7.3.4 Assess and improve walkability infrastructure, throughout and to/from the town centre with a view to create improvements in accessibility, connectivity, safety, comfort and attractiveness.	Direct City delivery	Year 1 <ul style="list-style-type: none"> <li>City's draft 2017-2018 budget proposes \$40,000 to complete a streetscape concept plan(s).</li> <li>City's draft long term financial plan proposes \$1.74 million over the next seven years for road and streetscape development in the Bayswater town centre.</li> </ul>	Not commenced	This action has been put on hold until the extent of work to be undertaken by the State Government as part of the Bayswater Station upgrade has been determined.

Action	Delivery method	Est. Resourcing & Timing	Status	Comment
7.3.5 Create an updatable database of all land, premises, landowners and occupiers in the town centre to record vacancy rates and a plot the business mix with a view to minimising vacancies and attracting businesses that create customer traffic and support the vision of the town centre.	Direct City delivery	Years 2-5 <ul style="list-style-type: none"> <li>Place Manager to facilitate and monitor.</li> </ul>	Not commenced	Will be considered as a part of future workload planning.
7.3.6 Commence a permanent people counting program that accurately records foot traffic at key locations in the town.	Direct City delivery	Year 5+ <ul style="list-style-type: none"> <li>Supplier managed by Place Managers.</li> <li>One location costs \$3,400 to supply and install plus \$1,500 p/a for program delivery.</li> </ul>	Not commenced	Will be considered as a part of future workload planning.
<b>Improve shopfront activation</b>				

Action	Delivery method	Est. Resourcing & Timing	Status	Comment
7.3.7 Develop a shopfront design and maintenance standard (including signage) and communicate them effectively. Possible future grant program to incentivise redevelopment can be considered.	Co-delivery by the City and business or other groups	Years 2-5 <ul style="list-style-type: none"> <li>• Action is also a priority identified in the Bayswater Activation Plan</li> <li>• Place Manager to project manage.</li> <li>• \$10,000 for architect to create design standard.</li> <li>• Business groups assist with consultation, disseminating outcomes.</li> </ul>	Ongoing	The education and grants program was funded as a part of the City's COVID-19 Economic Recovery Plan. However due to issues with State border restrictions the education program was unable to be held. The funding has been carried forward to occur in 2021/22.

**Table 4 – Priorities and incentives that apply to businesses Maylands Town Centre**

Action	Delivery method	Est. Resourcing & Timing	Status	Comment
<b>Minimise anti-social behaviour</b>				
7.4.1 Commence communications with Police, PTA's Railway Patrol and local social services providers to create a coalition that minimises anti-social behaviour in the Maylands town centre area.	Co-delivery by the Police, City and business or other groups	Year 1 <ul style="list-style-type: none"> <li>• Within existing resourcing.</li> </ul>	Ongoing	A business/community forum with the Police and the City was held in 2019. Regular communication between the Police, local social service providers, Noongar Outreach and the City continue.
7.4.2 Implement the activation component of the 'Crime Prevention Through Environmental Design Audit Maylands Business Precinct' (January 2017) report.	Co-delivery by the City and business or other groups	Years 2-5 <ul style="list-style-type: none"> <li>• Place Managers and other City officers in consultation with business groups.</li> <li>• Future costs and resourcing required for implementation (via future activation plans).</li> </ul>	Ongoing	Improvements to Lyric Lane have occurred. The City has undertaken engagement on the remaining laneways, and has commenced implementation of the actions identified as a part of the engagement on Greenslade Lane.
<b>Increase customer attraction and foot traffic</b>				
7.4.3 Assess and improve walkability infrastructure, throughout and to/from the town centre with a view to create improvements in accessibility, connectivity, safety, comfort and attractiveness.	Direct City delivery	Years 2-5 <ul style="list-style-type: none"> <li>• Draft LTFP proposes \$100,000 to complete streetscape concept plan(s) for Maylands town centre.</li> <li>• Future capital costs and resourcing required for implementation.</li> </ul>	In progress	Funding has not been allocated for a Maylands streetscape plan.

Action	Delivery method	Est. Resourcing & Timing	Status	Comment
7.4.4 Create an updatable database of all land, premises, landowners and occupiers in the town centre to record vacancy rates and a plot the business mix with a view to minimising vacancies and attracting businesses that create customer traffic and support the vision of the town centre.	Co-delivery by the City and business groups	Years 2-5 <ul style="list-style-type: none"> <li>Place Manager to facilitate and monitor.</li> </ul>	Not commenced	Will be considered as a part of future workload planning.
7.4.5 Commence a permanent people counting program that accurately records foot traffic at key locations.	Direct City delivery	Year 5+ <ul style="list-style-type: none"> <li>External supplier managed by Place Managers.</li> <li>One location costs \$5,800 (wide footpaths may require daisy-chaining two counters) plus</li> <li>\$1,500 per annum for program delivery.</li> </ul>	Not commenced	Will be considered as a part of future workload planning.
<b>Commence precinct marketing</b>				
7.4.6 Create a Maylands town centre marketing plan that itemises the qualities of the precinct and transmits them to the public.	Co-delivery by the City and business groups	Years 2-5 <ul style="list-style-type: none"> <li>Place Manager to facilitate and monitor.</li> <li>\$6,000/annum for marketing.</li> </ul>	Complete	The Destination Marketing Strategies were adopted by Council at the 27 April 2021 Ordinary Council Meeting, implementation has commenced.

Action	Delivery method	Est. Resourcing & Timing	Status	Comment
<b>Improve shopfront activation</b>				
7.4.7 Develop a shopfront design and maintenance standard (including signage) and communicate them effectively. Possible future grant program to incentivise redevelopment can be considered.	Co-delivery by the City and business groups	Years 2-5 <ul style="list-style-type: none"> <li>Action is also a priority identified in the Bayswater Activation Plan</li> <li>Place Manager to project manage.</li> <li>\$10,000 for an architect to create design standard.</li> <li>Business groups assist with consultation and to disseminate final outcomes</li> </ul>	In progress	The education and grants program was funded as a part of the City's COVID-19 Economic Recovery Plan. However due to issues with State border restrictions the education program was unable to be held. The funding has been carried forward to occur in 2021/22.

**Table 5 – Priorities and incentives that apply to businesses Morley City Centre**

Action	Delivery method	Est. Resourcing & Timing	Status	Comment
<b>Improve pedestrian amenity</b>				
7.5.1 Implement the recommendations in the Morley Activity Centre Structure Plan, in particular improving pedestrian amenity throughout all areas of the precinct including greenery, shade, accessibility, safety, comfort and attractiveness.	Direct City delivery	Year 1 <ul style="list-style-type: none"> <li>Draft 2017/18 budget proposes \$40,000 for streetscape concept plan(s).</li> <li>Draft LTFP proposes \$1.71 million over the next seven years in road and streetscape improvements.</li> </ul>	In progress	Detailed designing is set to commence in 2022 subject to funds being allocated as a part of the budget process.
<b>Develop local area stakeholder groups and relationships</b>				
7.5.2 Meet individually and in groups all businesses within the Morley town centre with a view to prepare businesses to participate in further place management programs.	Co-delivery by the City and business or other groups	Year 1 <ul style="list-style-type: none"> <li>Place Manager to lead.</li> <li>Within existing resourcing.</li> </ul>	In progress	The Economic Recovery Officer has been regularly meeting with the Bayswater and Beyond business group to determine how the City can best help businesses in the area and get them involved in place management programs.
7.5.3 Create an updatable database of all land, premises, landowners and occupiers in the town centre to record vacancy rates and a plot the business mix with a view to minimising vacancies and attracting businesses that create customer traffic and support the vision of the town centre.	Co-delivery by the City and business groups	Years 2-5 <ul style="list-style-type: none"> <li>Place Manager to facilitate and monitor.</li> </ul>	Not commenced	Will be considered as a part of future workload planning.

**Table 6 – Priorities and incentives that apply to businesses Noranda Town Centre**

Action	Delivery method	Est. Resourcing & Timing	Status	Comment
<b>Improve pedestrian amenity</b>				
7.6.1 Work with the owner of the Noranda Palms Shopping Centre to improve walkability between the major entrances of the centre, through their carparks and to/from other anchors within the town centre.	Co-delivery by the City and business or other groups	Years 2-5 <ul style="list-style-type: none"> <li>Place Manager and other City officers in consultation with the shopping centre.</li> <li>Future capital costs and resourcing required for implementation of the components on the City's land (to be determined through future plan).</li> </ul>	Ongoing	<p>Improvements to roadways, crossings and footpaths on McGilvray Avenue and Benara Road in Noranda were completed. This work improved pedestrian connectivity to Noranda Town Centre, including the Hawaiian Noranda shopping centre. This was done in cooperation with Hawaiian, however they were not a financial contributor.</p> <p>In FY2021/22, the City will be creating a new pedestrian pathway between the Noranda Nook park to the netball and tennis courts adjacent to the Hawaiian shopping centre after receiving federal funding. Hawaiian is also planning to improve their pedestrian movement by creating a new pedestrian pathway from the shopping centre to Benara Road via the car park. The City will not be financially supporting Hawaiian but will work together on this.</p>

City of  
**Bayswater**

# Annual Progress Report

## Car Parking Management Plan for the Morley Activity Centre



This document provides an annual progress report for the implementation of the City of Bayswater Car Parking Management Plan for the Morley Activity Centre for the year July 2020 to June 2021.

### Purpose

The key objective of the Car Parking Management Plan (CPMP) for the Morley Activity Centre is to coordinate the transition of the existing parking scenario to an ultimate parking scenario that supports a medium/high intensity, mixed use urban centre that is serviced by both private vehicles and enhanced alternative transportation modes including public transport, cycling and walking.

The strategic approach of the CPMP is the development of a suite of integrated policy objectives for car parking and sustainable modes of alternative of transport that support the City's broader goals for the Morley Activity Centre Structure Plan (MACSP).

### Objectives

In order to fundamentally change its approach, the City needs to focus on:

- Prioritisation of allocation of bays
- Provision of information on parking and other access options
- Simplification of time restrictions
- Implementation of user-pay parking on-street according to surveyed patterns of demand
- Establishment of a departmental structure with responsibility to implement the parking strategy and pro-actively manage parking
- Increased enforcement to ensure a high level of compliance with parking regulations
- Consistent application of cash-in-lieu
- More effective use of all parking supply
- Maintaining a survey database to justify proactive management of timed parking and pay parking.

This will be achieved through the implementation of actions identified in the Morley CPMP.

### Achievements

Since the last annual progress report in August 2020, the City has no new achievements.

### Implementation

Due to the current high availability of parking within the Morley Activity Centre, parking management is presently not considered an issue or a priority. The need for the implementation of the CPMP actions in the future will be triggered by major development occurring in the centre, such as the Morley Galleria Shopping Centre redevelopment, which will likely create significant parking demand.

**Table 1** provides individual updates for each action in the strategy.

### COVID-19 implications

N/A

### Priorities going forward

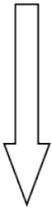
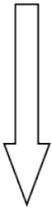
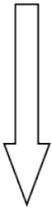
N/A

### Review

The Morley Car Parking Management Plan was adopted in 2018. It is advised to review the Plan after five years in 2023 or alternatively following the substantial commencement of major development occurring in the Morley Activity Centre, which would likely create significant parking demand.

**Table 1 – Progress against individual actions**

Update on individual Car Parking Management Plan for the Morley Activity Centre actions for the year July 2020 to June 2021.

Principle	Recommendation	U= Urgent N = Necessary D = Desirable	Status	Comment																																																
Approach to parking	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. (U)		Ongoing	The travel demand management (TDM) technique will be considered as part of specific actions moving forwarded.																																																
Introduce a parking hierarchy	<p>Parking Hierarchy</p> <table border="1"> <thead> <tr> <th rowspan="2">Priority</th> <th colspan="2">Central Core Parking</th> <th colspan="2">Outside Central Core Parking</th> </tr> <tr> <th>On-street</th> <th>Off-street</th> <th>On-street</th> <th>Off-street</th> </tr> </thead> <tbody> <tr> <td rowspan="5">Essential </td> <td>Loading</td> <td>Disability permit holders</td> <td>Public transport</td> <td>Long-stay/commuter</td> </tr> <tr> <td>Public transport</td> <td>Short to medium-stay</td> <td>Residents</td> <td>Short to medium-stay</td> </tr> <tr> <td>Drop-off/pick-up</td> <td>Drop-off/pick-up</td> <td>Short to medium-stay</td> <td>Drop-off/pick-up</td> </tr> <tr> <td>Short to medium-stay</td> <td>Loading</td> <td>Disability permit holders</td> <td>Park and Ride</td> </tr> <tr> <td></td> <td>Motorcycle/scooter</td> <td>Loading</td> <td>Residents</td> </tr> <tr> <td rowspan="2">Least important</td> <td>Motorcycle/scooter &amp; cyclists</td> <td>Long-stay/commuter &amp; residents</td> <td>Long-stay/commuter</td> <td>Motorcycle/scooter</td> </tr> <tr> <td>Disability permit holders</td> <td>Cyclists</td> <td>Drop-off/pick-up &amp; motorcycle/scooter &amp; cyclists</td> <td>Disability permit holders &amp; loading &amp; cyclists</td> </tr> <tr> <td rowspan="2">Not allowed in this zone</td> <td>Long-stay/commuter &amp; park and ride</td> <td>Park and ride</td> <td>Park and ride</td> <td>Public transport</td> </tr> <tr> <td>Residents</td> <td>Public transport</td> <td></td> <td></td> </tr> </tbody> </table> <p>(U)</p>	Priority	Central Core Parking		Outside Central Core Parking		On-street	Off-street	On-street	Off-street	Essential 	Loading	Disability permit holders	Public transport	Long-stay/commuter	Public transport	Short to medium-stay	Residents	Short to medium-stay	Drop-off/pick-up	Drop-off/pick-up	Short to medium-stay	Drop-off/pick-up	Short to medium-stay	Loading	Disability permit holders	Park and Ride		Motorcycle/scooter	Loading	Residents	Least important	Motorcycle/scooter & cyclists	Long-stay/commuter & residents	Long-stay/commuter	Motorcycle/scooter	Disability permit holders	Cyclists	Drop-off/pick-up & motorcycle/scooter & cyclists	Disability permit holders & loading & cyclists	Not allowed in this zone	Long-stay/commuter & park and ride	Park and ride	Park and ride	Public transport	Residents	Public transport				Ongoing	Introducing a parking hierarchy will be considered as part of specific actions moving forwarded.
Priority	Central Core Parking		Outside Central Core Parking																																																	
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Least important	Motorcycle/scooter & cyclists	Long-stay/commuter & residents	Long-stay/commuter	Motorcycle/scooter																																																
	Disability permit holders	Cyclists	Drop-off/pick-up & motorcycle/scooter & cyclists	Disability permit holders & loading & cyclists																																																
Not allowed in this zone	Long-stay/commuter & park and ride	Park and ride	Park and ride	Public transport																																																
	Residents	Public transport																																																		

<b>Principle</b>	<b>Recommendation</b> U= Urgent N = Necessary D = Desirable	<b>Status</b>	<b>Comment</b>
Single authority management	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. (N)	Not commenced	Not commenced.
	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. (N)	Not commenced	Not commenced.
	Optimise the use of existing parking resources before building new facilities. (N)	Ongoing	The City continues to offer and encourage private parking arrangements with landowners to optimise the use of existing parking resources.
Parking Surveys	Conduct parking surveys regularly to support and justify triggers for change in parking controls. (U)	Not commenced	The strategy is relatively new and there has been no triggers (i.e. major developments) to create a need for regular surveys. It is anticipated that as the area develops and parking arrangement change, surveys will be used to inform the development of parking controls.

<b>Principle</b>	<b>Recommendation</b> U= Urgent N = Necessary D = Desirable	<b>Status</b>	<b>Comment</b>
Focus on public education	<p>Introduce educational programs. The community need to understand that:</p> <ol style="list-style-type: none"> <li>1. Drivers cannot expect unlimited parking close to their destination</li> <li>2. Unlimited supply has environmental, social and economic drawbacks</li> <li>3. Parking needs to be sustainable</li> <li>4. There is a cost for the provision of parking</li> <li>5. Parking users need to help to share the cost of parking infrastructure equitably</li> <li>6. Net surplus from parking services are to be reinvested into improving access and transport infrastructure.</li> </ol> <p>(N)</p>	Not commenced	Not commenced as there is currently sufficient parking in Morley.
Implement consistent level of signage and parking restrictions	<p>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.</p> <p>(U)</p>	Not commenced	Not commenced as local business have disagreed with proposed changes.
Introduce parking controls	<p>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.</p> <p>(D)</p>	Ongoing	Regular enforcement occurs. Paid parking is not being considered at this time due to occupancy levels.
	<p>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.</p> <p>(D)</p>	Not commenced	Not commenced due to current parking occupancy levels.

<b>Principle</b>	<b>Recommendation</b> U= Urgent N = Necessary D = Desirable	<b>Status</b>	<b>Comment</b>
Parking Enforcement	<p>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.</p> <p>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.</p> <p>(N)</p>	Ongoing	The City continues to offer and encourage private parking arrangements with landowners to manage existing parking resources.
Sustainable Transport	<p>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.</p> <p>(N)</p>	Ongoing	<p>Council has adopted the Morley Activity Centre Streetscape Plan which aims to prioritise the needs to pedestrians, cyclists and public transport users.</p> <p>Funding to prepare the detailed design of the Plan is allocated in the 2021/22 budget.</p>
	<p>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:</p> <ol style="list-style-type: none"> <li>1. Focus on people access not vehicle access</li> <li>2. Provide efficient and effective alternatives to car access</li> <li>3. Parking policy and strategy must support sustainable transport</li> <li>4. The appropriate amount of parking for a centre will be well below the unconstrained demand for parking</li> <li>5. The provision of parking requires a demand management, not a demand satisfaction approach.</li> </ol> <p>(N)</p>	Ongoing	The City is developing and implementing car parking management plans for other town centres including Bayswater and Maylands, which consider the identified principles.
Time restrictions	<p>All paid on-street parking be restricted to a maximum of 3P.</p> <p>(N)</p>	Not commenced	Not commenced as paid parking has not been implemented.

<b>Principle</b>	<b>Recommendation</b> U= Urgent N = Necessary D = Desirable	<b>Status</b>	<b>Comment</b>
	All parking outside the core commercial centre but within a 500m straight line walk be free but subject to a 4P time restriction. (U)	Not commenced	Not commenced as local business has been resistant to changing restrictions.
	All on and off-street parking time restrictions only be applicable between 8am-5pm, Monday to Sunday. This should be clearly stated on signs. (U)	Not commenced	Not commenced as local business has been resistant to changing restrictions.
	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. (N)	Not commenced	Not commenced as this is not required at this time.
Maximum parking standards in other councils	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. (D)	Not commenced	Not commenced as local business has been resistant to changing restrictions.
	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. (D)	Not commenced	Not commenced, however parking levels for any future Galleria development may include parking maximums.
Off-street parking management	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. (N)	Not commenced	Not commenced as current parking occupancy levels do not require this.

<b>Principle</b>	<b>Recommendation</b> U= Urgent N = Necessary D = Desirable	<b>Status</b>	<b>Comment</b>
Other criteria	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. (U)	Ongoing	Ongoing – the City currently has the ability to charge cash in lieu for parking shortfalls for all non-residential developments within the Morley City Centre. The State Government recently released a formula for calculating cash in lieu, which is required to be adhered to.

City of  
**Bayswater**

# Annual Progress Report

## Maylands Town Centre Parking Strategy



This document provides an annual progress report for the implementation of the City of Bayswater Maylands Town Centre Parking Strategy for the year July 2020 to June 2021.

### Purpose

In order to better understand car parking issues within the Maylands Town Centre, the City appointed transport consultants Donald Veal Consultants to undertake a parking inventory and occupancy survey. Following completion of the inventory and surveys, on 31 May 2016, Council resolved (in part) to proceed with the preparation of the car parking strategy and to use the report prepared by Donald Veal Consultants as an informing document in the development of the strategy.

The final strategy, including an implementation plan, was adopted by Council at the Planning and Development Services Committee Meeting on 10 April 2018.

### Objectives

The objectives of the Maylands Town Centre Car Parking Strategy are as follows:

- To identify existing car parking conditions and users.
- To identify car parking areas under pressure from high demand ('hot spots').
- To establish a range of actions to manage existing and future car parking demands within the town centre.
- To support an integrated approach to transport and parking management within the town centre which balances provision for cars with the requirements of other modes of transport.

### Achievements

Since the last annual progress report in August 2020, the City has achieved the following:

- Detailed design for the line marking of new car bays along Whatley Crescent and Railway Parade.
- Liaising with the Public Transport Authority regarding use of their train station [car parking](#) bays outside of peak times.

### Implementation

Implementation of the plan is challenged by the delivery of other higher priority projects within the Maylands town centre, in particular, the improvement to the surrounding laneways, and in front of the RISE. These projects were identified as a priority as a part of the COVID recovery.

**Table 1** provides individual updates for each action in the strategy.

### COVID-19 implications

This plan has not been a priority project while City officers have been implementing the works identified as a part of the COVID-19 Stimulus package. This has caused the delay of actions

previously identified to occur in 2020/21 including:

- Action 18 – Mark parking bays on Whatley Crescent where road width allows.
- Action 19 – Mark parking bays on Railway Parade where road width allows.
- Action 25 – Line mark bays along The RISE side of Ninth Avenue.
- Action 27 – Introduce time restricted car parking along Seventh Avenue.
- Action 29 – Introduce a drop off/ pick up' zone outside the school on Seventh Avenue.

### Priorities going forward

The following actions are priorities going forward:

- Action 10 – Upgrade signage along Ninth Avenue to indicate that on street parking is permitted.
- Action 18 – Mark parking bays on Whatley Crescent where road width allows.
- Action 19 – Mark parking bays on Railway Parade where road width allows.
- Action 27 – Introduce time restricted car parking along Seventh Avenue.
- Action 29 – Introduce a drop off/ pick up' zone outside the school on Seventh Avenue.

### Review

The Maylands Town Centre Car Parking Strategy was adopted in 2018 and is scheduled to be fully reviewed after five years in 2023.

**Table 1 – Progress against individual actions**

Update on individual Maylands Town Centre Parking Strategy actions for the year July 2020 to June 2021.

No.	Action	Est. timeframe	Responsible	Status	Comment
1	Take a consistent approach to time restrictions for on street parking.	Short Term (1-2 years)	City of Bayswater	In progress	As new signage is installed.
2	Mark unmarked parking bays.	Short Term (1-2 years)	City of Bayswater	In progress	The City is currently getting line-marking designs for additional bays along Whatley Crescent and Railway Parade.
3	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 (1-2 years)	City of Bayswater	Ongoing	The State Government recently released a provisions and guidance in relation to the collection and utilisation of cash in lieu for parking shortfalls. The City will now commence a review of the current policy in accordance with State Government provisions and guidance.
4	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. (All Zones)	Short Term (1-2 years)	City of Bayswater	Ongoing	Commenced and ongoing.
5	Introduce wayfinding signage to direct traffic to parking areas.	Short Term (1-2 years)	City of Bayswater	Complete	Wayfinding signage installed to direct traffic to parking areas at The RISE, Seventh Ave and Ninth Ave.
6	Remove 'No standing' and 'No parking' signage and replace with solid line parallel to the kerb.	Short Term (1-2 years)	City of Bayswater	Ongoing	The City is undertaking a program City wide to remove No Standing / No Parking signage and are progressively working through areas of the Maylands town centre.

No.	Action	Est. timeframe	Responsible	Status	Comment
7	Improve signage to existing off street public parking adjacent next to Maylands Hall	Short Term (1-2 years)	City of Bayswater	Not commenced	Not a priority as this stage. Signage has been installed to direct traffic to the much larger parking area at The RISE.
8	Investigate opening the basement of 168 Guildford Road for public parking.	Short Term (1-2 years)	City of Bayswater	In progress	Letters have been sent to the strata body. No response has been received to date.  It is noted that the site is likely to be redeveloped in the near future - the City expects to receive a Development Application (DA) for redevelopment soon.  The City will investigate the establishment of publically accessible parking as part of the DA process.
9	Implement an events parking permit for attendees of events over four hours.	Short Term (1-2 years)	City of Bayswater	In progress	Investigation commenced to see how this could be implemented.
10	Upgrade signage along Ninth Avenue to indicate that on street parking is permitted.	Short Term (1-2 years)	City of Bayswater	In progress	Community engagement undertaken. Analysis of feedback and establishment of next steps to be undertaken.
11	Introduce time restricted car parking along Central Avenue.	Short Term (1-2 years)	City of Bayswater	Not commenced	Review scheduled for third/fourth quarter in 2021.
12	Modify 'No Parking on Road or Verge' signage to 'No Parking on Road or Verge (Residents excepted)' along Central Avenue.	Short Term (1-2 years)	City of Bayswater	Not commenced	Review scheduled for third/fourth quarter in 2021.
13	Allocate 12 bays on Sixth Avenue as staff car parking for the WA Ballet Centre.	Short Term (1-2 years)	City of Bayswater	Complete	

No.	Action	Est. timeframe	Responsible	Status	Comment
14	Introduce on street parking in the Whatley Crescent clearway zone, and formalise existing parking on Whatley Crescent (mark bays and add signage). (Zone 3)	Short Term (1-2 years)	City of Bayswater	In progress	The City is currently getting line-marking designs for additional bays along Whatley Crescent and Railway Parade.
15	Formalise parking on the verge on both sides of Ninth Avenue near Whatley Crescent. (Zone 4)	Short Term (1-2 years)	City of Bayswater	Complete	
16	Advocate for the Public Transport Authority to formalise parking near the rail line.	Short Term (1-2 years)	City of Bayswater	Ongoing	Commenced with numerous emails, letters and telephone calls to PTA and DPLH requesting the action. No commitment by the PTA.
17	Establish a universal access bay in the central area of the town centre.	Short Term (1-2 years)	City of Bayswater	Ongoing	Investigations have commenced, however no suitable location has been identified at this time. The City will continue to investigate locations.
18	Mark parking bays on Whatley Crescent where road width allows. (Zone 4)	Short Term (1-2 years)	City of Bayswater	In progress	The City is currently getting line-marking designs for additional bays along Whatley Crescent and Railway Parade.
19	Mark on street parking on Railway Parade where road width allows.	Short Term (1-2 years)	City of Bayswater	In progress	The City is currently getting line-marking designs for additional bays along Whatley Crescent and Railway Parade.
20	Remove 'No stopping' signage on Ninth Avenue and replace it with solid line painted on road.	Short Term (1-2 years)	City of Bayswater	Not commenced	Community engagement undertaken. Analysis of feedback and establishment of next steps to be undertaken.
21	Update signage on Tenth Avenue.	Short Term (1-2 years)	City of Bayswater	Not commenced	Review scheduled for third/fourth quarter in 2021.

No.	Action	Est. timeframe	Responsible	Status	Comment
22	Investigate suitability of introducing on street parking on the western side of Tenth Avenue, and introduce bays if suitable.	Short Term (1-2 years)	City of Bayswater	Not commenced	Review scheduled for third/fourth quarter in 2021.
23	Encourage private car parking arrangements.	Medium Term (2-5 years)	City of Bayswater	Ongoing	The City continues to offer and encourage private parking arrangements with landowners.
24	Develop standard signage in private car parks.	Medium Term (2-5 years)	City of Bayswater	In progress	Investigations into potential legislative barriers commenced.
25	Line mark bays along The RISE side of Ninth Avenue.	Medium Term (2-5 years)	City of Bayswater	Not commenced	Review scheduled for third/fourth quarter in 2021.
26	Introduce paid/ ticketed parking for users of The RISE.	Medium Term (2-5 years)	City of Bayswater	Not commenced	Will be considered as a part of future work load planning.
27	Introduce time restricted car parking along Seventh Avenue. (Zone 2)	Medium Term (2-5 years)	City of Bayswater	Not commenced	Community engagement undertaken. Analysis of feedback and establishment of next steps to be undertaken.
28	Time restrict loading bays along Central Avenue and Sixth Avenue.	Medium Term (2-5 years)	City of Bayswater	Not commenced	Will be considered as a part of future work load planning.
29	Introduce a 'drop off / pick up' zone outside the school on Seventh Avenue.	Medium Term (2-5 years)	City of Bayswater	Not commenced	Community engagement undertaken. Analysis of feedback and establishment of next steps to be undertaken.
30	Investigate paid parking for on street parking facilities when capacity consistently reaches 85% at peak in Zone 3.	Medium Term (2-5 years)	City of Bayswater	Not commenced	Will be considered as a part of future work load planning.

No.	Action	Est. timeframe	Responsible	Status	Comment
31	Formalise car parking behind shops on Eighth Avenue.	Medium Term (2-5 years)	Landowners/ business owners	Not commenced	Note: landowner/ business owner responsibility to action.
32	Investigate with owner of 66A Seventh Avenue potential to use / purchase vacant land for parking.	Medium Term (2-5 years)	City of Bayswater	Not commenced	This land has been privately constructed as a car park for Seasonal Brewing.
33	Modify private parking signage in Zone 3 to indicate who is a 'Customer' (i.e. Customers of X only) and hours of operation.	Medium Term (2-5 years)	Landowners/ business owners	Not commenced	Note: landowner/ business owner responsibility to action.
34	Formalise on street parking along Ninth Avenue (finalisation following previous improvement in Short Term). (Zone 3)	Medium Term (2-5 years)	City of Bayswater	In progress	Community engagement undertaken. Analysis of feedback and establishment of next steps to be undertaken.
35	Modify private parking signage to indicate who can authorise people to park in bays marked 'Authorised Parking' in Zone 4.	Medium Term (2-5 years)	Landowners/ business owners	Not commenced	Note: landowner/ business owner responsibility to action.
36	Investigate the use of 207 Guildford Road for temporary overflow parking during events.	Medium Term (2-5 years)	City of Bayswater	Complete	The owner of the site is not supportive of working with the City to use the site as car parking.
37	Introduce line marking and time restrictions along George and Warnes Streets.	Medium Term (2-5 years)	City of Bayswater	Not commenced	Will be considered as a part of future work load planning.
38	Relocate taxi bay (slightly up Eighth Avenue).	Long Term (Years 5-10)	City of Bayswater	Complete	

No.	Action	Est. timeframe	Responsible	Status	Comment
39	Investigate a decked parking structure over the existing parking at The RISE.	Long Term (Years 5-10)	City of Bayswater	Not commenced	Will be considered as a part of future work load planning.
40	Investigate options for decked parking within this zone (Zone 3).	Long Term (Years 5-10)	City of Bayswater	Not commenced	Will be considered as a part of future work load planning.
41	Upgrade signage. (All Zones)	Ongoing	City of Bayswater	Ongoing	As new time restrictions are rolled out throughout the town centre.
42	Provide infrastructure to support greater use of sustainable modes of transport.	Ongoing	City of Bayswater	Ongoing	Upgrades to streetscapes, including footpaths and street furniture to encourage pedestrian activity.
43	Improve enforcement of time limits in parking bays.	Ongoing	City of Bayswater	Ongoing	Enforcement has been improved through the employment of a dedicated parking officer. Hot spots continue to be monitored and enforcement undertaken as appropriate.
44	Investigate opportunities to utilise technologies such as sensors and apps.	Ongoing	City of Bayswater	Not commenced	Will be considered as a part of future work load planning.

City of  
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# Annual Progress Report

## Bayswater Town Centre Short-term Parking Management Plan



This document provides an annual progress report for the implementation of the Bayswater Town Centre Short-term Parking Management Plan for the year July 2020 to June 2021.

### Purpose and background

The Bayswater Town Centre Short-term Parking Management Plan (BTCSPMP) is the outcome of a Parking Inventory and Occupancy Survey of the Bayswater Town Centre conducted in December 2018. The survey results established the current usage of parking bays within the Bayswater Town Centre. The purpose of the BTCSPMP is to manage parking within the Bayswater Town Centre in the short term. Implementation of this plan will better support the town centre as an attractive place to dine, shop and visit.

Through community consultation, the implementation plan identified appetite for short-term improvement options and recommended actions. Council adopted the BTCSPMP in September 2019.

### Vision

The BTCSPMP has been prepared to better manage parking in the Bayswater Town Centre to support the town centre as an attractive place to dine, shop and visit.

### Priorities

The community was asked to prioritise options for implementation and/or further investigation. The rankings were as follows:

1. Advocating the State Government to provide more commuter parking at Bayswater Station as part of the upgrade.
2. Line marking parking bays on King William Street.
3. Modifying time-restricted parking.
4. Advocating the State Government to improve bus services in Bayswater.
5. Encouraging alternate modes of transport, such as walking, cycling and catching public transport.
6. Leasing and constructing a carpark at 2 Hamilton Street, Bayswater.
7. Installing signs that direct people to where car parking bays are provided.
8. Line marking 'no stopping' and 'no parking' areas.
9. Considering requests for residential parking permits.
10. Providing additional parking enforcement.
11. The City managing private parking areas.
12. Providing paid parking.

### Achievements

Since the last annual progress report in August 2020, the City has achieved the following:

- Finalisation of line marking new bays along King William Street.

- Finalisation of modified time restrictions throughout the town centre in accordance with the “Modified Time Restrictions Plan”.
- Leased 2 Hamilton Street for the purpose of a public car park during the construction of the Bayswater train station.

## Implementation

Implementation of the BTCSPMP is achieving the vision of the document. The implementation of the time restricted bays ensure that the bays are available to visitors to the town centre and are not being used by commuters. The line marking of the new bays along King William Street and the construction of a new public car park at 2 Hamilton Street will increase the number of bays available in the town centre for visitors to use.

**Table 1** provides individual updates for each action in the strategy.

## COVID-19 implications

N/A

## Priorities going forward

The priority of the BTCSPMP was to implement the high priority actions prior to the closure of the Public Transport Authority’s Bayswater train station car parking bays. The high priority actions have now all been completed or are ongoing. With the high priority actions now complete / ongoing the construction of the car park at 2 Hamilton Street is scheduled to be completed in the next 12 months.

It is noted that a number of the low priority actions identified are not highly supported by the community and are not proposed to be implemented at this stage due to the significant impact they may have on the businesses in the area.

## Review

The BTCSPMP focuses on actions in the short-term to coincide with and help minimise the impact to the town centre of the upgrade of Bayswater Station.

During and/or following completion of the station upgrade, the City will monitor parking and/or undertake further parking occupancy surveys to see how the implementation of the short-term actions and the loss of designated commuter parking bays as part of the station upgrade have impacted parking in the town centre.

The monitoring and surveys may highlight the need for further actions to be implemented to better manage parking in the town centre.

**Table 1 – Progress against individual actions**

Update on individual Bayswater Town Centre Short-term Parking Management Plan actions for the year July 2020 to June 2021.

Action	Notes	Status	Comment
1. Advocating to the State Government to provide more commuter parking at Bayswater Station as part of the upgrade	<ul style="list-style-type: none"> <li>• Highest priority for the community</li> <li>• 75% of the community was happy with this option.</li> </ul>	Complete	No change since last update. An advocacy letter was sent to the State Government in September 2019. Current design of the new Bayswater train station indicates that no further car parking will be provided as a part of the upgrades.
2. Line marking parking bays on King William Street	<ul style="list-style-type: none"> <li>• Second highest priority for the community.</li> <li>• A high 64% percentage of the community was happy with this option.</li> <li>• Inexpensive and quick to implement.</li> <li>• It will in effect create more parking in the town centre and more foot traffic for local businesses.</li> <li>• It may reduce parking on local residential roads.</li> <li>• Although line marking parking may impact the ability to line mark cycle lanes on King William Street, it is considered that the need for more on-street parking in the town centre is a priority.</li> <li>• It will act to slow and calm traffic on King William Street, which will improve the safety and amenity for pedestrians and cyclists.</li> </ul>	Complete	The line marking of new bays along King William Street has occurred.

Action	Notes	Status	Comment
3. Modifying time restricted parking	<ul style="list-style-type: none"> <li>• A high priority for the community.</li> <li>• A reasonably high 47% of the community was happy with this option.</li> <li>• Relatively inexpensive and quick to implement.</li> <li>• Will deter commuters from parking in the town centre.</li> <li>• The recommended time restrictions have been developed through consultation with the local community, local businesses, users of the Bayswater Community Centre and Bayswater Library and the Bayswater Primary School to better align with how visitors use the town centre.</li> <li>• No time restrictions are recommended in the evening when parking demand is low.</li> <li>• Signage is to be simple, clear and easy to understand. Only a limited number of time restrictions are recommended.</li> </ul>	Complete	The time restricted parking modifications as identified on the 'Modified Time Restriction Plan' have been implemented, and the action is complete.
4. Advocating to the State Government to improve bus services in Bayswater	<ul style="list-style-type: none"> <li>• High priority for the community</li> <li>• A very high 67% of the community was happy with this option</li> <li>• May help to reduce car dependence.</li> </ul>	Ongoing	The upgraded Bayswater train station will include a bus interchange which is anticipated to increase the number of buses servicing the town centre.
5. Encouraging alternate modes of transport, such as walking, cycling and catching public transport	<ul style="list-style-type: none"> <li>• A reasonably high priority for the community.</li> <li>• A reasonably high 54% of the community was happy with this option.</li> <li>• Not an option that can be implemented quickly or one that will have an immediate impact, however can be implemented and funded as part of ongoing projects.</li> <li>• Although it will not provide more parking in the town centre, it may result in behaviour change by encouraging more people to walk, cycle or catch the bus to the town centre.</li> </ul>	Ongoing	Cycle racks installed on King William Street and more likely to be installed as part of the Bert Wright Park Concept Plan. Bayswater Town Centre Map 2021 – guide to businesses and parking highlights sustainable transport infrastructure opportunities.

Action	Notes	Status	Comment
6. Leasing and constructing a carpark at 2 Hamilton Street, Bayswater	<ul style="list-style-type: none"> <li>• A lower priority for the community.</li> <li>• Only 40% of the community was happy with this option.</li> <li>• While the parking could be provided on the site, it is an expensive option, estimated at \$120,000 for only an approximate 20 bay increase.</li> <li>• While a cost recovery model could be employed, this would require paid parking to be introduced, which is unpopular with the community. There is also no guarantee that people would pay for parking, especially if there is free parking provided close by.</li> </ul>	In progress	<p>The City has entered into an agreement with the owner of 2 Hamilton Street to lease the property for three years for the purpose of a car park during construction of the train station.</p> <p>Construction of the carpark is yet to commence.</p>
7. Installing signs that direct people to where car parking bays are provided	<ul style="list-style-type: none"> <li>• A low priority for the community.</li> <li>• A reasonably high 59% of the community was happy with this option.</li> <li>• There are not any large areas of parking to direct people to in the town centre.</li> <li>• Already too many signs in the town centre impacting amenity.</li> </ul>	In progress	<p>The City has collaborated with the Public Transport Authority to install directional signage to car parking bays within the town centre.</p> <p>The City is also assisting the Bayswater Traders Association to install supplementary signs to direct visitors to other car parking areas within the town centre.</p>

Action	Notes	Status	Comment
8. Line marking 'no stopping' and 'no parking' areas	<ul style="list-style-type: none"> <li>Although a high 64% of the community was happy with this option, it was a low priority.</li> <li>Although the City understands community feedback that the option will not address the problem of providing more parking, replacing 'no stopping' and 'no parking' signs with line marking is beneficial to reduce the amenity impact of having too many signs in the town centre and to better clarify where parking is not allowed.</li> <li>As the option was not a high priority for the City, it is not recommended to implement as part of the Parking Plan. To be further considered at a later time.</li> <li>The City is replacing 'no stopping' and 'no parking' signs with line marking throughout the City as part of a separate medium to long-term project. The City could reprioritise Bayswater Town Centre as part of this project.</li> </ul>	Ongoing	<p>The City is replacing 'no stopping' and 'no parking' signs with line marking throughout the City as part of a separate medium to long-term project.</p> <p>The City could reprioritise Bayswater Town Centre as part of this project. However is not considered to be a priority at this time and could be further considered at a later time.</p>
9. Considering requests for residential parking permits	<ul style="list-style-type: none"> <li>A low priority for the community.</li> <li>Only 34% of the community was happy with this option.</li> <li>Requests for resident parking permits are currently considered on a case by case basis.</li> <li>Based on the feedback from the community, it is considered that relaxing the criteria to make it easier to get a permit would be inappropriate. It is therefore recommended to continue to consider permits on a case by case basis and not modify this process as part of the Parking Management Plan.</li> </ul>	Ongoing	<p>Where parking is limited residential parking permits can be applied for through the City's website and will be issued on an as needed basis.</p>

Action	Notes	Status	Comment
10. Providing additional parking enforcement	<ul style="list-style-type: none"> <li>• A low priority for the community.</li> <li>• Only 35% of the community was happy with this option.</li> <li>• It is considered that additional enforcement would be negatively received by the community and may impact local businesses.</li> <li>• It is considered that the recommended modified time restrictions will better align with how visitors use the town centre and therefore enforcement may be received by the community more favourably.</li> <li>• It is recommended to maintain the current level of enforcement.</li> </ul>	Not commenced	Not considered to be a priority at this time, to be further considered at a later time.
11. The City managing private parking areas	<ul style="list-style-type: none"> <li>• A low priority for the community.</li> <li>• Only 34% of the community was happy with this option.</li> <li>• The community felt that it is not the City's role to enforce private parking issues and that the limited amount of additional bays that could be used is not worth the additional cost of enforcement.</li> <li>• It is recommended to continue with existing level of service in this area.</li> </ul>	Not commenced	Not considered to be a priority at this time, to be further considered at a later time.
12. Providing paid parking	<ul style="list-style-type: none"> <li>• A low priority for the community.</li> <li>• Only 20% of the community was happy with this option.</li> <li>• It is considered that implementing paid parking may deter visitors from the town centre and impact local businesses.</li> <li>• It is considered that implementing paid parking may also be negatively received by the community and be viewed a revenue raising.</li> </ul>	Not commenced	Not considered to be a priority at this time, to be further considered at a later time.

City of  
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# Annual Progress Report

## Citywide Traffic Management Implementation Plan



This document provides an annual progress report for the implementation of the City of Bayswater Citywide Traffic Management Implementation Plan for the year July 2020 to June 2021.

### Purpose

The Citywide Traffic Management Implementation Plan (CWTMIP) was the outcome of an extensive traffic management study undertaken for the whole City. The purpose of the study was to identify traffic-related problem areas and prioritise improvements to increase safety on the City's local road network. It allows the City to manage ongoing resident problem road queries and complaints proactively. Council adopted the CWTMIP in March 2019.

### Intent

The CWTMIP intent is to systematically reduce traffic issues while improving safety for users of the City's local road networks.

### Achievements

Since the last annual progress report in August 2020, the City has achieved the following:

- East St and Eighth Ave – Roundabout (Blackspot Project)
- Queen St and Stone St – Speed Plateaus and Speed Cushions
- Bramwell Road – Carpark at Morley Senior High School

### Implementation

The Citywide Traffic Management study identified traffic management issues by precinct and priority. Each year funds are allocated to address traffic management improvements, and external funding is sought. The list of improvements is based on the CWTMIP priority list.

**Table 1** below provides individual updates for each action in the 2020-21 year.

### COVID-19 implications

Nil.

### Priorities going forward

Priorities are regularly reviewed and, if required, reprioritised using the CWTMIP. If matters outside the CWTMIP are brought to the City's attention, the issue is investigated using the same methodology as the CWTMIP and prioritised accordingly.

### Review

The CWTMIP is a living document, with priorities and inclusions regularly reviewed. As such, a structured review is not considered necessary.

**Table 1**

Update on individual Citywide Traffic Management Implementation Plan actions for the year July 2020 to June 2021.

<b>Location</b>	<b>Task</b>	<b>Status</b>	<b>Progress comment</b>
Morley Drive and McGilvray Avenue Intersection	Traffic Modelling and Road Safety Audit of Intersection	Complete	A Safety Audit was undertaken in January 2021
Walter Road West and Coode Street Intersection	Preparation for Blackspot Submission	Complete	Submission made under the 2021/22 State Blackspot Program
Queen Street (south of Snell St), Stone Street (south of Snell St)	Install Traffic Calming	Complete	Traffic Calming measures were installed in July 2020.
Bedford Traffic Calming - Lawrence St, Edward St, The Strand, Shaftesbury St, Birkett St, Drummond St	Install Traffic Calming	In Progress	Community Consultation complete. Implementation expected in 2021/22
Bramwell Road (Morley High School)	Construct Carpark	Complete	Carpark was installed in lieu of traffic calming measures
East Street and Eighth Avenue Intersection	Construct Roundabout	Complete	Completion of roundabout construction under the 2019/20 State Blackspot Program

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# Annual Progress Report

## Play Space Strategy 2019-29



This document provides an annual progress report for the implementation of the City of Bayswater Play Space Strategy 2019-29 for the year July 2020 to June 2021.

### Purpose

The Play Space Strategy 2019-29 (PSS) provides a rationale to guide decision-making around the redevelopment of play spaces across the City. It contains a detailed audit of the City's 169 play spaces and recommends a prioritised, 10-year Future Implementation Plan of play space redevelopments subject to the annual budget cycle. The strategy contains the Parks and Play Space Classification Hierarchy, which is a tool to assist planning and design of parks and play spaces. The hierarchy is consistent with the City's Public Open Space Strategy and aligns with the State Government framework.

The PSS allows the City to:

- Make decisions in a more holistic and strategic manner
- Plan and provide a variety of play experiences in local areas for the whole community to enjoy
- Be responsive to change and community demand.

### Vision

The vision of the strategy is that play spaces in the City:

- Allow all people, regardless of age or ability, to experience physical and creative play, social interaction and physical activity.
- Can be standalone or co-located with community and sporting facilities; in natural environments, public open space or urban areas.
- Accommodate a variety of uses, amenities and elements.

### Achievements

Since the last annual progress report in August 2020, the City has achieved the following:

- Nellie Tant Reserve, Bayswater – Play Space Redevelopment completed in August 2020
- Bayswater Waves play equipment replaced – completed in August 2020
- Noranda Athletics, Noranda Sporting Complex – Play Space Redevelopment completed in September 2020
- Waltham Reserve, Morley – Play Space Redevelopment completed in September 2020
- Belstead Reserve, Morley and Alf Brooks Park, Bayswater – Park and Play Space Redevelopments completed in October 2020, as part of City's COVID-19 Stimulus Package
- Mills Avenue Reserve, Bayswater – Play Space Redevelopment completed in October 2020
- Cloughton Reserve, Bayswater – Play Space Redevelopment completed in December 2020
- Pat O'Hara Reserve, Morley - Play Space Redevelopment completed February 2021
- Completed community engagement, concept planning and design for Stanbury Reserve and Gus Weimer Reserve play spaces in Morley.
- Stanbury Reserve, Morley – Play Space Redevelopment completed in June 2021

- Gus Weimer Reserve – Play Space Redevelopment due to be completed in July 2021.

## Implementation

The financial year 2020/21 was a significant year for play space project delivery, guided by the Play Space Strategy. Despite delays to projects related to COVID-19, the City managed to deliver a number of interesting and exciting play spaces, based on robust community engagement and underpinned by the guiding principles of the strategy. Public Open Space cash-in-lieu funds supported many play spaces, in terms of shade and accessible pathways to and around play spaces. The strategy has also influenced other projects, including Noranda Nook play space.

**Tables 1-3** provide individual updates for each action in the strategy for relevant financial years.

## COVID-19 implications

COVID-19 caused minor delays to community engagement, due to restrictions in facilities and public gatherings. The City's stimulus package brought forward two projects, wherein City officers worked in conjunction with Parks and Gardens to concept plan and deliver whole-of-park redevelopments. Some delays in supply of play equipment were experienced.

## Priorities going forward

Priorities for the 2021/22 financial year are noted below in tables 2 and 3.

## Review

The Play Space Strategy is due to be reviewed in July 2022, three years after it was endorsed by Council. This will be a minor review, mostly comprising of changes to the 10-year schedule of redevelopments, due to a review of the City's Long Term Financial Plan. Officers may also reconsider the cost ranges attributed to each classification of play space, if deemed necessary.

**Table 1: 2019/20 play space redevelopments identified in the PSS 10 Year Future Implementation Plan**

Update on individual Play Space Strategy 2019-29 actions for the year July 2020 to June 2021.

<b>Park name</b>	<b>Suburb</b>	<b>Classification</b>	<b>Dog off leash</b>	<b>Status</b>	<b>Comment</b>
Cloughton Reserve	Bayswater	Regional	Yes	Completed	Includes the City's first fairy trail, an idea mentioned in community engagement by a young local resident.
Mills Avenue Park	Bayswater	Neighbourhood	Yes	Completed	
The Strand Reserve	Bayswater	Pocket	No	Completed	Re-named Nellie Tant Reserve; official launch March 2021
Noranda Sporting Complex (south-west corner)	Noranda	District (Sporting)	No	Completed	
Pat O'Hara Reserve	Morley	District	Yes	Completed	
Waltham Reserve	Morley	Neighbourhood (Sporting)	No	Completed	

**Table 2: 2020/21 play space redevelopments identified in the PSS 10 Year Future Implementation Plan**

Update on individual Play Space Strategy 2019-29 actions for the year July 2020 to June 2021.

Park name	Suburb	Classification	Dog off leash	Status	Comment
Alf Brooks Park	Bayswater	Pocket	No	Completed	Pulled forward for COVID-19 Stimulus (whole-of-park redevelopment)
Belstead Reserve	Noranda	Local	Yes	Completed	Pulled forward for COVID-19 Stimulus (whole-of-park redevelopment)
Gus Weimar Park	Morley	Local	No	In progress	Anticipated for completion by end June 2021
Mahogany Reserve	Morley	Local	No	Final concept design	Community engagement completed; construction due to start in August 2021 for completion December 2021 (Local Roads and Community Infrastructure Program – Australian Government).
Stanbury Reserve	Morley	Pocket	No	Completed	
Wattle Reserve	Morley	Neighbourhood	No	Final concept design	Community engagement completed; construction due to start in August 2021 for completion December 2021 (Local Roads and Community Infrastructure Program – Australian Government).

**Table 3: 2021/22\* play space redevelopments identified in the PSS 10 Year Future Implementation Plan**

Update on individual Play Space Strategy 2019-29 actions for the year July 2020 to June 2021.

<b>Park name</b>	<b>Suburb</b>	<b>Classification</b>	<b>Dog off leash</b>	<b>Status</b>	<b>Comment</b>
Gibbney Reserve (East)	Maylands	District (Sporting)	Yes	Pending budget	Potential whole-of-park redevelopment
Riverside Gardens/Eric Singleton Reserve	Bayswater	Regional	Yes	Deferred to 2023/24	Master Plan of Riverside Gardens scope being prepared 2021/22
York Reserve	Bedford	Pocket	No	Pending budget	
Birkett Street Reserve	Bedford	Local	No	Pending budget	

\* Play space redevelopment programs are subject to funding allocation in the annual budget cycle.

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# Annual Progress Report

## Public Health and Wellbeing Plan 2019-24



This document provides an annual progress report for the implementation of the City of Bayswater Public Health and Wellbeing Plan 2019-24 for the year July 2020 to June 2021.

### Purpose

The Public Health and Wellbeing Plan 2019-24 was developed to promote and protect public health within the City of Bayswater community. It was developed using epidemiological data sourced from the WA Department of Health's North Metropolitan Health Service, and was adopted by Council in June 2019. It identifies actions to help reduce the incidence of identified public health issues within the community, and provides other strategies to improve health and wellbeing.

### Vision

The vision of the Public Health and Wellbeing Plan 2019-24 is simple: *a healthier Bayswater*. To achieve this, the objectives of the plan are:

- Identify public health needs within the community.
- Establish public health priorities.
- Promote, improve and protect public health.
- Provide appropriate local government public health services.
- Respond to public health concerns.

### Achievements

Since the last annual progress report in August 2020, the City has achieved the following:

- High commendation at the Injury Matters Awards in March for the Environmental Health branch's "Stay on Your Feet" program. The program was created for residents over 55 years to help reduce the risk of falls and improve the health of people within this at risk age group.
- The City's Waste Plan was endorsed by the Director General of the Department of Water and Environmental Regulation in January. The City was one of the first Local Governments to have their Waste Plan endorsed. The plan will ensure that the City responsibly and appropriately manages and reduces waste, as well as support behaviour change in the community in relation to waste. The plan will help the City achieve the objectives and targets set out in the Waste Avoidance and Resource Recovery Strategy 2030 (Waste Strategy).
- The City provided assistance to the WA Department of Health in relation to setting-up a COVID-19 testing clinic at The RISE in Maylands in February. This was in response to a positive COVID-19 test result from a hotel quarantine security guard who was residing in Maylands and also concerns about potential community transmission.
- The City worked closely with various community organisations to deliver a series of public health and wellbeing workshops and programs for residents to help increase physical activity and social connections, improve nutrition and support mental health. These included:
  - Spring fitness program (six weeks)
  - Nutrition workshops (four)

- Rusty Ryders workshops (two)
- Healthy at Home workshop (eight)
- Food Sensation for Parents workshop (one)
- Aqua Skill, (over 55s) program (one)
- Mozzie Wise online workshop (one).
- The City implemented a new FOGO (Food Organics Garden Organics) service in March.
- A series of waste education workshops and programs were held for residents to support the new FOGO service, help minimise waste generation, increase recycling and reduce the amount of waste being sent to landfill. These included:
  - Home Composting workshops (eight)
  - Garden workshops (two)
  - School composting workshops (three)
  - School recycling education (ongoing)
  - Bin Tagging Program (six weeks).
- The City held two food safety seminars for food businesses within the City to assist their staff in improving skills and knowledge about food handling and hygiene.
- The City developed a new Waste Local Law which aligned with the Western Australian Local Government Association (WALGA) template. The City's new Waste Local Law 2020 was gazetted on Tuesday 19 January 2021.

## Implementation

Council adopted the Public Health and Wellbeing Plan 2019-2024 in July 2019. Holistically, the Public Health and Wellbeing Plan 2019-2024 has been valuable in regards to capturing priority health areas and providing clear direction on the actions that are necessary to help improve public health standards within the community.

Strong partnerships have been established with external agencies and also amongst key internal stakeholders, which has assisted in the delivery of new public health initiatives to the community that align with the strategies within the plan.

**Tables 1-4** provide individual updates for each action in the strategy.

## COVID-19 implications

COVID-19 has presented challenges in relation to the delivery method for certain public health initiatives, the availability of facilities, the maximum participation numbers and the additional hygiene requirements.

## Priorities going forward

Moving into 2021/22, the City will be focusing on:

- Tailored program for culturally and linguistically diverse (CALD) groups.
- Exercise program for at risk youth.
- Community based nutrition program.

- User-driven exercise program.
- New mums nutrition and exercise classes.
- School holiday health and wellbeing program.
- Outdoor exercise equipment and redeveloped parks promotion.

### Review

It is considered that the actions and strategies within the plan are still appropriate. The plan is however considered to be a 'living document' that will continue to be reviewed on an annual basis, so that existing and emerging public health issues can be prioritised and addressed.

**Table 1: Healthy and Sustainable Environments**

Update on actions relating to healthy and sustainable environments for the year July 2020 to June 2021.

Strategy	Action	Status	Comment
Prepare for climate change	<p>Continue to implement the City's Local Climate Change Adaption Action Plan.</p> <p>The plan identifies nine risk areas citywide:</p> <ul style="list-style-type: none"> <li>• Infrastructure failure</li> <li>• Impacts on essential services</li> <li>• Watercourse damage and loss</li> <li>• Water decline and reduced water quality</li> <li>• Greenhouse gas emissions and related air pollution</li> <li>• Loss of ecosystems and provision of public open space</li> <li>• Decline in population health and wellbeing</li> <li>• Economic challenges and opportunities</li> <li>• Changing leadership and development requirements</li> </ul>	Ongoing	<p>Some of the recent achievements and current projects in line with the plan include:</p> <ul style="list-style-type: none"> <li>• Completion of Clarkson Foreshore Restoration project with joint funding from the Department of Biodiversity Conservation and Attractions (DBCA).</li> <li>• Developing a concept plan for Tranby foreshore erosion control.</li> <li>• Applied for \$200,000 DBCA Rivercare grants to support river restoration activity.</li> <li>• The recent development of the Waterwise Bayswater Strategy.</li> <li>• Community workshops on sustainability and community education via the Waterwise verge rebate program.</li> <li>• Draft Emission Reduction and Renewable Energy plan completed.</li> <li>• Draft Environment and Liveability Framework completed.</li> <li>• Continuing to develop management plans for the City's bushlands and wetlands, such as the 'Maylands Samphire Management Plan'.</li> </ul>
Prepare for significant emergency events affecting the community	<p>1. Continue to develop and maintain the Local Emergency Management Arrangements (LEMA).</p>	Ongoing	<p>The new LEMA were finalised and endorsed by Council on 24 March 2020. These continue to be reviewed and updated as required.</p>

Strategy	Action	Status	Comment
	2. Continue to develop and review management plans for Emergency Risk Management (ERM).	Ongoing	Risks assessments have been conducted through the City's Local Emergency Management Committee (LEMC).
	3. Continue to develop and maintain the Local Recovery Plan (LRP).	Ongoing	A Local Recovery Plan has been developed and endorsed by the City's LEMC. It will continue to be reviewed and updated as required.
	4. Improve skills and knowledge for staff regarding emergency management.	Ongoing	Various emergency management agencies have provided presentations at LEMC meetings, to help improve the skills and knowledge of staff.
	5. Consult with the Local Emergency Management Committee (LEMC) as required.	Ongoing	Quarterly LEMC meetings are held and documents are circulated to the committee members for review and feedback.
Maintain public health standards within the community	1. Continue to manage risks associated with handling and disposal of asbestos.	Ongoing	The City continues to monitor and promptly respond to asbestos related complaints.
	2. Liaise with the Department of Health; Department of Water and Environmental Regulation and Worksafe, as required, in regards to monitoring unsafe work practices.	Ongoing	The City continues to liaise with the relevant departments in regards to monitoring unsafe work practices.
	3. Promote safe working practices with demolition contractors.	Ongoing	The City places conditions on demolition licences which relate to safe work practices and also attend work sites and speak with contractors where it is evident that insufficient measures are in place.
	4. Liaise with DWER in regards to air quality issues where necessary	Ongoing	The City has liaised with the DWER Pollution Response Team in relation to the monitoring of air quality within the industrial area.

Strategy	Action	Status	Comment
	5. Address risk factors associated with contaminated sites and remediation in accordance with the Contaminated Sites Act 2003.	Ongoing	The City monitors contaminated sites in accordance with a risk matrix and where urgent issues are identified appropriate measures have been implemented to address the risk.
	6. Work in collaboration with the DWER.	Ongoing	The City has been undertaking joint inspections of the Bayswater industrial area with DWER Pollution Response Officers.
	7. Continue to regularly inspect food premises within the City of Bayswater to minimise the risk to public health.	Ongoing	The City continues to inspect food premises in accordance with an inspection schedule that aligns with the <i>Australia New Zealand Food Standards Code</i> .
	8. Continue to provide food safety training seminars; and online food safety training for food handlers	Ongoing	Food Safety seminars have been provided by the City and free online food handler training (FoodSafe Online) is available for food businesses operating within the City of Bayswater. City staff translated the FoodSafe Online into Vietnamese to assist local businesses and this is now being utilised by other local governments throughout WA.
	9. Continue to monitor, analyse and address noise pollution in accordance with statutory requirements.	Ongoing	The City has continued to investigate noise complaints in accordance with the <i>Environmental Protection (Noise) Regulations 1997</i> .
	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.	Ongoing	The City has continued to provide immunisation services at clinics and at local schools throughout 2020/21.

Strategy	Action	Status	Comment
	11. Liaise with the DoH and Allied Health Services to promote immunisation programs in the community.	Ongoing	The City continues to liaise with WA DoH and Allied Health Services to promote immunisation programs (including the COVID-19 vaccination rollout).
	12. Continue to offer the flu vaccination to City staff.	Ongoing	Staff flu vaccinations were administered in April and May.
	13. Update and maintain a Pandemic Plan as required	Ongoing	The City has developed a Crisis Management Plan, Business Continuity Plans and Local Emergency Management Arrangements, which are designed to deal with a range of potential risks, including but not limited to pandemics.
	14. Continue to investigate and address potential risks associated with vector-borne disease.	Ongoing	The City has continued to monitor and undertake treatments over the warmer months of 2020/21, in accordance with the City's Mosquito and Midge Management Plan to reduce the risk of vector borne disease.
	15. Continue to provide an allocation of rodent baits to residents to control rodent activity.	Ongoing	The City continues to provide residents with an allocation of rodent baits upon request to help minimise rodent activity.
	16. Continue to provide information about pest control on the City's website.	Ongoing	Information on pest control is available on the City's website

**Table 2: Planning and the Environment**

Update on actions relating to planning and the environment for the year July 2020 to June 2021.

Strategy	Action	Status	Comment
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).	In progress	Consideration is being given to these matters as a part of the review. The Town Planning Scheme review will not be completed until approximately 2022, subject to approvals from the Western Australian Planning Commission.
	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.	In progress	As above, consideration is being given to this matter as a part of the Town Planning Scheme review.
	3. Maintain a high quality fit for purpose green space.	In progress	As above, consideration is being given to this matter as a part of the Town Planning Scheme review.
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.	Ongoing	The City provides relevant waste minimisation information on the City's website. A waste and recycling guide is also delivered to residents and information has also been placed on social media (particularly in relation to the rollout of the Food Organics Garden Organics collection service - FOGO).
	2. Conduct regular audits of waste collection services and recommend changes as required.	Ongoing	An audit has been undertaken of the waste collection services within a large multi-unit development. The City has also undertaken a bin tagging program, following the rollout of FOGO.

Strategy	Action	Status	Comment
	3. Continue to provide waste education to local primary schools.	Ongoing	Waste education has been provided at local schools via the City's waste contractor.
	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.	Ongoing	The City continues to work with its waste contractor and also the Eastern Metropolitan Regional Council to minimise waste to landfill.
	5. Engage with community groups and the general public to promote waste management and recycling with the City of Bayswater.	Ongoing	The City has continued to run Home Composting Workshops for the community. A series of interactive waste education shows have also been run through local schools and childcare centres.

**Table 3: Promoting Health and Wellbeing**

Update on actions relating to promoting health and wellbeing for the year July 2020 to June 2021.

Strategy	Action	Status	Comment
Encourage the community to live sustainable lifestyles through participation in physical activity	1. Continue to implement the Local Bicycle Plan.	In progress	The City has implemented 56 of 88 recommendations within the plan. The City also secured funding as part of the 2021/22 budget for an external consultant to update the plan in accordance with the Department of Transport's new Long Term Cycle Network.
	2. Lobby for safe, accessible public transport, including a rail connection between Morley and the City.	Complete	The City has established a Major Project's Directorate to work closely with the State Government on the METRONET projects and other major projects within the City. The team have been working closely with the State Government on the redevelopment of the Bayswater train station and new Morley train station.
	3. Where possible, provide bicycle security areas and access to end of trip facilities	Ongoing	The City has installed facilities at all known points. As at May 2020, there has not been any further requests from the community.
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.	Ongoing	All installations and new assets developed in line with applicable codes and standards. All sites and facilities promoted and marketed through a variety of media including the City's website.
	2. Implement actions of the Disability Access and Inclusion Plan (DAIP) and review/report in accordance with State Government requirements.	Ongoing	During 2020/21 the City implemented 100% of the 28 actions listed in the Access and Inclusion Plan 2020-2024, which were scheduled for delivery in 2020/21. The implementation of the plan is also supported by the City's Community Access and Inclusion Advisory Committee. The DAIP annual progress report for 2020/21 was also completed for submission to the Department of Communities.

Strategy	Action	Status	Comment
	3. Develop and implement a reconciliation action plan with support from the Aboriginal Advisory Committee.	Complete	<p>The City's Reflect Reconciliation Action Plan (RAP), November 2019-2020 was successfully implemented from 1 July 2019 to 30 June 2021, as an extension was provided by Reconciliation Australia to deliver on the actions detailed within this plan due to COVID-19 disruptions. The implementation of the plan was supported and overseen by the City's Reconciliation Advisory Committee (RAC).</p> <p>In 2020/21 the City developed its Innovate Reconciliation Action Plan 2021-2023 in collaboration with the city's RAC and key internal and external stakeholders. The plan is currently with Reconciliation Australia for endorsement.</p>
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.	Complete	<p>In 2020/21 a series of 13 Community Upskiller workshops and webinars were delivered to improve the skills and knowledge of sporting group/agencies/clubs in a variety of different topics.</p> <p>The City's online Community Directory has been widely promoted to clubs, groups and individuals, as it offers a free listing to increase community awareness of sporting groups, clubs and organisations based in the City.</p>
	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.	No started	The City to investigate parameters for "community lease arrangements" as well as gauge potential interest from community and sporting groups.

Strategy	Action	Status	Comment
	3. Provide access to parks and reserves to junior sporting clubs free of charge.	Ongoing	The City is assessing the financial impacts of providing free access to junior sporting clubs and implications for grounds maintenance.
	4. Liaise with sporting facilities and community venues to promote accessibility and affordability for the public, especially during off peak periods.	Ongoing	The City continues to promote accessibility and casual rental of facilities during off-peak periods.
Reduce harmful alcohol use	1. Provide information on support services, as required.	Ongoing	Information on alcohol support services has been provided on the City's website.
	2. Collaborate with Department of Racing, Gaming and Liquor and WA Police (where required) to ensure licensed premises comply with legislative requirements.	Ongoing	The City continues to work with Department of RGL staff in relation to the licensing of certain premises.
	3. Review Section 39 applications under the Liquor Licence Act.	Ongoing	Section 39 applications continue to be reviewed to ensure they meet the relevant legislative requirements.
	4. Promote alcohol free areas within the City of Bayswater.	Ongoing	The City has promoted alcohol-free family friendly events throughout 2020/21. The City is continuing to investigate other opportunities for alcohol free areas.
Reduce the negative impact of smoking and passive smoking in the community	1. Enforce the <i>Tobacco Products Control Act 2006</i> (i.e. in alfresco areas, enclosed public places).	Ongoing	The City continues to monitor this during routine inspections and also in response to complaints from the community. Enforcement action is pursued where appropriate.
High quality Town Centre	1. Facilitate high quality town centres, high quality cycle and walk ways.	Ongoing	Based on annual budget allocation. The City has a number of plans and strategies in this area that are reported on separately.
	2. Install adequate street lighting.	Ongoing	Based on annual budget allocation.

Strategy	Action	Status	Comment
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.	In progress	A streetscape plan was prepared and subsequently approved in March 2020 for the Morley Activity Centre. Development of a detailed Streetscape design (ready for implementation) is scheduled to commence from early 2022.
	2. Prepare a Structure Plan for each Activity Area (Morley Activity Plan; Maylands Activity Centre Urban Design Framework, Bayswater Town Centre Structure Plan).	In progress	The Morley Activity Centre Plan and Bayswater Town Centre Structure Plan have been finalised and approved by the WAPC. Funding for other structure plans (now known as precinct plans) is not currently available.
<b>New actions added in FY2019/20</b>			
Encourage the community to live healthier lifestyles	1. Deliver programs that promote healthy eating habits and exercise	Ongoing	The City worked closely with community organisations to deliver the following programs/ workshops: <ul style="list-style-type: none"> <li>• Spring fitness program (six weeks)</li> <li>• Nutrition workshops (four)</li> <li>• Rusty Ryders workshops (two)</li> <li>• Healthy at Home workshop (eight)</li> <li>• Food Sensation for Parents workshop (one)</li> <li>• Aqua Skill, (over 55s) program (one).</li> </ul>
Support programs aimed at improving mental health	1. Partner with specialist organisations to deliver programs aimed at mental health.	Ongoing	The City worked closely with Act Belong Commit and Helping Minds in the delivery of the following programs aimed at mental health: <ul style="list-style-type: none"> <li>• Healthy at Home workshops (eight)</li> <li>• Spring fitness program (six weeks).</li> </ul>

**Table 4: Safe and Inclusive Community**

Update on actions relating to a safe and inclusive community for the year July 2020 to June 2021.

Strategy	Action	Status	Comment
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.	Ongoing	The City's Public Health Plan is available on the City's website. The City' continues to promote public health initiatives through social media and in the local press.
	2. Project Officer to work with Community Engagement Team to ensure a consistent approach across the City.	Ongoing	The City has an established Community Engagement Framework that promotes a consistent approach across the City.
Enhance community interaction and public safety and reduce crime levels	1. Implement the City's Community Crime Prevention Plan 2017 - 2021 actions.	Ongoing	The Rangers and Security branch continues to monitor actions and update progress. Progress against this strategy is reported against separately.
	2. Establish streetscapes which allow for community interaction in an urban environment.	Ongoing	The City continues to provide internal stakeholders with information to maintain and improve streetscapes and lighting to enhance community safety.
	3. Continue to provide 24/7 Security Watch Community Patrol.	Ongoing	The City continues to work closely with internal stakeholders to identify hotspots and retains flexibility to respond as necessary to minimise crime and anti-social behaviour. Daily crime mapping provided by WA Police directs patrol activities.
	4. Continue to provide Nyoongar Outreach Services.	Ongoing	The City continued its partnership with Nyoongar Outreach Support (NOS). NOS provide outreach services to Aboriginal people, particularly youth and people experiencing homelessness. NOS continues to partner with other organisations to deliver strategies which increase safety and harmony for the community.

Strategy	Action	Status	Comment
	5. Support external community safety programs.	Ongoing	This is via representation on the board of Neighbourhood Watch WA, committee membership of WA Rangers Association and daily liaison with WA Police.
Deliver community programs that encourage community interaction and participation	1. Implement the City's Community Events Program.	Ongoing	The City plans and delivers an annual calendar of events across the City, ranging from art exhibitions to family events and music concerts. There were 11 free community events held in 2020/21. The City also supported 27 groups to deliver their own events in the community during this time.
Deliver events which are safe	1. Continue implementation of the City's Events Management Guide in accordance with relevant legislation.	Ongoing	All relevant documentation is <a href="#">on the City's website</a> . Community compliance with the Guide is ongoing as events are planned and applied for.
	2. Develop partnerships with key community not-for-profit groups and organisations to enhance existing community services provided.	Complete	In 2020/21 the City developed various partnerships and strengthened working relationships with key stakeholders including but not limited to: <ul style="list-style-type: none"> <li>• Mentally Healthy - Act Belong Commit</li> <li>• Local homelessness providers</li> <li>• Aboriginal Elders and Whadjuk Noongar representatives</li> <li>• Principals of local schools</li> <li>• Various local community groups</li> <li>• Local artists</li> <li>• Local aged care providers</li> <li>• Local clubs</li> <li>• Historical societies</li> <li>• Injury Matters</li> <li>• Helping Minds</li> </ul> <p>The partnerships and working relationships have and will continue to contribute to positive outcomes for the community.</p>

Strategy	Action	Status	Comment
	3. Support community groups to build their capacity, funding and resourcefulness through the City's annual training program.	Complete	In 2020/21 the City delivered 13 community Upskiller workshops with 195 people registering their attendance. The aim of the program is to help build community capacity. All sessions were promoted through various channels to maximise community participation.
	4. Develop and implement a community grants program	Complete	The City continued to implement the Community Grants Program in 2020/21. A total of \$54,608 to 12 community groups was awarded through the City's Community Events and Better Bayswater grants. Donations, place making and other grant opportunities (such as Capital Works) also continued to be offered.
Facilitate initiatives which maintain and improve safety	1. Undertake a City wide Local Area Traffic Management Study.	In progress	The Citywide Traffic Management Study was adopted and the City is progressing through a number of recommendations each year subject to funding.
	2. Pursue opportunities for funding initiatives aimed at improving road safety.	Ongoing	Each year, external funding (State and Federal) is sought for all eligible City traffic improvement projects.
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.	Complete	A Healthy at Home Program specifically for older adults was run at community centres in Bayswater and Morley. Eight sessions ran over four weeks, focusing on: <ul style="list-style-type: none"> <li>• Health wellbeing</li> <li>• Mental health</li> <li>• Nutrition</li> <li>• Falls prevention</li> <li>• Cooking healthy</li> <li>• Movement and balance.</li> </ul> The City partnered with key organisations such as Injury Matters and Helping Minds to deliver the program. More than 150 older adults attended.

Strategy	Action	Status	Comment
	2. Implement the actions of the City's Aged Friendly Strategy 2017 -2021.	In progress	<p>As the City nears the completion of its Age Friendly Strategy 2017-2021, key highlights of 2020/21 include:</p> <ul style="list-style-type: none"> <li>• 20 free upskilling sessions for people aged 50+ delivered, with more than 500 people attending.</li> <li>• More than 3,500 copies of the Directory for Older Adults distributed.</li> <li>• The City received the WA Local Government Professionals Connecting Communities Award in December 2020 for the success of its Age Friendly Ambassadors Program.</li> </ul> <p>The City is now in the process of developing its second Age Friendly Strategy 2021-2025.</p>
	3. Support and facilitate the Youth Advisory Council.	Ongoing	<p>City of Bayswater Youth Advisory Council (YAC) currently has 10 members. YAC members continue to provide input into the implementation of the City's Youth Action Plan - The Platform 2019-2023. YAC members receive training and development opportunities to support them in their role. They were successful in attaining their first external grant in 2020 to deliver <i>Friendly Footprints</i> - an initiative aimed at raising awareness of sustainable practices and increasing participation of young people.</p>
	4. Implement the outcomes of the Senior Centre Review.	Complete	<p>In line with the outcomes of the Senior Centre Review 2018, the City's two seniors' centres in Bayswater and Morley were rebranded and launched as community centres, with a new operational model in January 2019. Members of the City's program for older adults (50+ years of age), have access to a range of social, fitness and craft activities, such as onsite hairdressing, podiatry and fortnightly bus trips. More than 800 members were registered in 2020/21.</p>

**8.2 Corporate Business Plan Quarterly Progress Report**

<b>Responsible Branch:</b>	Governance and Organisational Strategy
<b>Responsible Directorate:</b>	Corporate and Strategy
<b>Authority/Discretion:</b>	Information Purposes
<b>Voting Requirement:</b>	Simple Majority
<b>Attachments:</b>	1. Corporate Business Plan 2019-23 Progress Report - 1 April to 30 June 2021 [ <b>8.2.1</b> - 9 pages]
<b>Refer:</b>	Item 8.1: SCM 30.06.2021 Item 10.2.5: OCM 25.05.2021 Item 10.4.8: OCM 27.04.2021 Item 10.4.5: OCM 11.06.2019

**SUMMARY**

This report presents a progress update for action items contained within the City’s Corporate Business Plan 2019-23. This is the fourth and final quarterly report for the financial year 2020/21, covering activities between 1 April and 30 June 2021.

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

That Council note the Corporate Business Plan 2019-23 Progress Report for the quarter 1 April to 30 June 2021, as outlined in Attachment 1.

**Mr Phillip Draber Moved, Cr Dan Bull, Mayor Seconded**

**CARRIED UNANIMOUSLY: 4/0**

**For:** Cr Lorna Clarke, Mr Phillip Draber, Cr Dan Bull, Mayor and Cr Giorgia Johnson.

**Against:** Nil.

**BACKGROUND**

Section 5.56 of the *Local Government Act 1995* requires all local governments to effectively plan for the future. The components of this plan are contained in the Integrated Planning and Reporting Framework (IPRF) and include the Strategic Community Plan, the Corporate Business Plan and the Long-Term Financial Plan. The intent of the framework is to ensure the priorities and services provided by the City are aligned with community vision, needs and aspirations.

A minor review of both plans was completed in 2019, and Council adopted the Corporate Business Plan 2019-23 on 11 June 2019. The updated plan sets out 34 actions aligned with the Strategic Community Plan 2017-2027. This report presents the fourth and final progress report for the financial year 2020/21.

A major review of the Strategic Community Plan was undertaken in 2020-2021. Council adopted the new Strategic Community Plan 2021-2031 at the meeting 25 May 2021. It is expected that the new Corporate Business Plan 2021-2025 will be presented to Council in the first quarter of the 2021/22 financial year.

**EXTERNAL CONSULTATION**

No external consultation was undertaken in relation to this matter.

**OFFICER'S COMMENTS**

Twelve actions have been completed to date. A further 18 are on-track for targeted completion, and one has not yet commenced. Three actions have been reported as off track for this quarter.

It is noted that some actions are dependent on, or influenced by, the annual budget process. Council adopted the FY2021/22 budget at the Special Council Meeting 30 June 2021, which will have implications for some actions.

Complete

The following three actions were completed this quarter.

Action	Target	Comments
B1.1.1 Develop and implement a streetscape upgrade plan for Morley and Bayswater.	FY2020/21	Council adopted the Morley Activity Centre Streetscape Plan and Implementation Plan in March 2020. The implementation was not funded in the FY2020/21 budget. The project was resubmitted for consideration as part of the FY2021/22 budget and funds were approved to commence implementation, which will be ongoing. The Bayswater Streetscape Plan will not be prepared by the City now that DevelopmentWA are involved in the Bayswater town centre. The City will work with DevelopmentWA and the Public Transport Authority.
E1.1.1 Create precinct marketing plans that itemise the qualities of the town centres and transmits them to the public.	FY2020/21	The Destination Marketing Strategy was adopted by Council at the OCM 27 April 2021. Implementation has commenced, with banner design and costings. Considerations to continue implementation were included in the FY2021/22 budget. Implementation and outcomes will be reported annually as prescribed by action L3.1.3.
L2.1.1 Develop a public relations and marketing strategy, including online and social media.	FY2020/21	The development of a Public Relations and Marketing Strategy was a historic action in the CBP. In consultation with the CEO, the decision was made to instead develop a Strategic Communications Plan and Social Media Strategy. Both documents have now been completed and are currently being implemented. The Social Media Strategy includes the Baysie is My Home video campaign.

On track

Of the 18 actions that are on track this quarter, the following are of note.

Action	Target	Comments
C1.1.1 Implement the approved future option for the Maylands Waterland site.	FY2022/23	MG Group has been appointed as the main construction and landscape contractor. A smoking ceremony was held on 16 June to bless the land before construction commenced. Sewer and drainage will commence first, followed by splash pads, buildings and pathways. Play equipment and picnic BBQs will follow. Planting and landscaping will occur last while the water treatment system is tested for compliance. The facility is anticipated to open in December 2021.
N1.1.1 Develop and implement a City of Bayswater Environmental liveability framework including biodiversity, climate change, and urban	FY2022/23	The draft framework has been wordsmithed and will be presented to the Executive Leadership Team during the next quarter.

Action	Target	Comments
forest.		
B2.1.1 Partner with the Department of Transport to deliver strategic bicycle routes.	FY2022/23	The action plan for 2021 is complete. The City is awaiting grant funding and guidelines following a successful application to the Department of Transport to commence a review of the Bike Plan. Provision has been made in the FY2021/22 budget for matching funds.
L1.1.1 Investigate opportunities to simplify processes and reduce red tape in all areas of the City's business.	FY2022/23	The City recently went live with new minutes and agenda software. The previous software was laborious and unreliable. This change is saving staff time and reducing complication with the agenda build and minutes process.

Not started

Work on the following action has not yet commenced.

Action	Target	Comments
B1.1.2 Develop and implement a streetscape upgrade plan for Noranda.	FY2021/22	In accordance with the Corporate Business Plan, this will commence in 2021/22.

Off track

The below 3 actions have been reported as off track.

Action	Target	Comments
C2.1.1 Review of Aged Care assets.	FY2020/21	Tenders have been assessed for the management of the City's aged care sites, with view to negotiating with the selected proponent for acquisition of the sites. Recommendations have been provided to the City's Aged Care Divestment Committee in July 2021. While the project was notionally targeted to be completed by 30 June 2021, the issues to be resolved are complex, including negotiations with the current aged care service provider and the State Government, and those factors have delayed the project by several months. Further information will be provided on revised timeframes at the next Aged Care Divestment Committee meeting in August.
E2.1.3 Develop and implement a Public Art Strategic Plan.	FY2020/21	This project was not funded in the FY2020/21 budget, resulting in delays undertaking the work. A review of other local government's strategies has been undertaken. The review found that the majority were developed in-house. A draft table of contents has been developed to identify necessary content. This be investigated for inclusion in the team's FY2021/22 annual plan.
L2.1.2 Undertake a community perception survey every two years.	FY2020/21	Delivery of the Community Perception Survey 2020/21 is slightly off track, with the survey scheduled to be undertaken from 5 July to 28 July 2021. The final report containing results and outcomes from the survey is expected in late August. The initial schedule for this project was pushed out due to other commitments and team

Action	Target	Comments
		work load.

Impact of the COVID-19 pandemic

The COVID-19 pandemic has had varying impact on the City’s services and projects. In most cases, progress has been delayed or postponed due to business continuity needs, service disruption and/or recovery efforts. The City continues to work to mitigate these effects and the operational and community impacts of the pandemic.

Summary of FY2020/21 progress

This report presents the final progress report for the 2020/21 financial year. An additional five actions have been completed during the year, and most have commenced on schedule and remained on track. All off track actions have been disclosed to Council, with delays generally relating to the COVID-19 pandemic or budget constraints. As the Corporate Business Plan is currently under review, and the revised Corporate Business Plan 2021-25 is expected to be resented to Council in the coming months, this report is likely to be last for the Corporate Business Plan 2019-23.

**LEGISLATIVE COMPLIANCE**

The *Local Government Act 1995* requires that a local government creates a plan for the future of the district and that the local government reports on progress towards achieving this plan.

**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.

<b>Officer’s Recommendation</b>	<b>That Council note the Corporate Business Plan 2019-23 Progress Report for the quarter 1 April to 30 June 2021, as outlined in <u>Attachment 1</u>.</b>		
<b>Risk Category</b>	<b>Adopted Risk Appetite</b>	<b>Risk Assessment Outcome</b>	
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	
<b>Conclusion</b>	Noting this progress report presents low risk and reduces risk long-term by keeping Council informed of progress against the Corporate Business Plan 2019-23.		

**FINANCIAL IMPLICATIONS**

Financial implications for individual actions are detailed in their respective budgets and the annual budget for the respective financial year or years.

**STRATEGIC IMPLICATIONS**

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

- Theme: Leadership and Governance
- Goal L3: Provide good customer service.

- Respond to the needs of our community in a respectful and timely way.
- 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 Council with a progress report on actions identified in the Corporate Business Plan 2019-23 for the quarter 1 April to 30 June 2021. This is the final report for the 2020/21 financial year. Generally, progress against the plan is on track, with full disclosure made of any exceptions. The COVID-19 pandemic continues to impact the progress of several actions, and is expected to continue to impact actions moving into the 2021/22 financial year.

The revised Corporate Business Plan 2021-2025 is expected to be presented to Council early in the new financial year. Future reporting is likely to be against the revised plan.



# Corporate Business Plan 2019-23

Progress Report - 1 April 2021 to 30 June 2021

Following is an update for the actions set out in the City of Bayswater Corporate Business Plan 2019-2023 for the period of 1 April 2021 to 30 June 2021

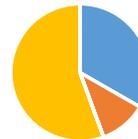
## At a glance...



### OUR COMMUNITY

**Aspiration:** An active and engaged community.

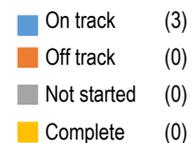
**Strategies:** C1 A strong sense of community through the provision of quality services and facilities.  
C2 Accessible services that recognise diversity.



### OUR NATURAL ENVIRONMENT

**Aspiration:** A quality and connected built environment.

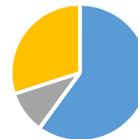
**Strategies:** N1 Natural environment and biodiversity that are conserved and protected.  
N2 A resilient community that responds to sustainability challenges.



### OUR BUILT ENVIRONMENT

**Aspiration:** An active and engaged community.

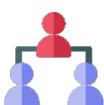
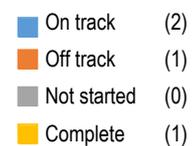
**Strategies:** B1 Appealing streetscapes.  
B2 A connected community with sustainable and well maintained transport.  
B3 Quality built environment.



### OUR LOCAL ECONOMY

**Aspiration:** An active and engaged community.

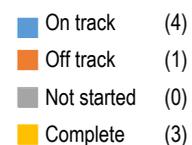
**Strategies:** E1 Support initiatives for local business.  
E2 Active and engaging town and city



### LEADERSHIP & GOVERNANCE

**Aspiration:** An active and engaged community.

**Strategies:** L1 Accountable and good governance.  
L2 Proactively communicates and consults.  
L3 Strong stewardship and leadership.





**OUR COMMUNITY**

Aspiration: An active and engaged community.

1 April 2021 to 30 June 2021

Outcomes	Strategies	Actions	Timeframes				Status	Comments
			19/20	20/21	21/22	22/23		
C1 A strong sense of community through the provision of quality services and facilities.	C1.1 Plan and provide a range of community facilities and services to meet current and future needs.	C1.1.1 Implement the approved future option for the Maylands Waterland site.	●	●	●	●	On Track	MG Group has been appointed as the main construction and landscape contractor. A smoking ceremony was held on 16 June to bless the land before construction commenced. Sewer and drainage will commence first, followed by splash pads, buildings and pathways. Play equipment and picnic BBQs will follow. Planting and landscaping will occur last while the water treatment system is tested for compliance. The facility is anticipated to open in December 2021.
		C1.1.2 Implement a library services strategy.	●	●	●	●	Complete	Report on recommended actions emanating from the Library Services Strategy document and an the actions completed, underway and planned delivered that are intended to satisfy the action delivered to ELT in December 2021. Supported actions will be implemented as part of ongoing operations. Outcomes will be reported annually as prescribed by action L3.1.3.
		C1.1.3 Investigate possible locations for permanent event stage structures within the City's Regional reserves.	●	●			Complete	In August 2020 Council resolved not to progress a community event stage.
	C1.2 Deliver community programs that encourage community interaction and participation.	C1.2.1 Develop and implement a Community Recreation Plan.	●	●	●	●	On Track	Desktop research and initial community engagement has been completed. An update was provided to Councillors at the Workshop 13 June 2021. This project has been delayed due to conflicting priorities, including the COVID-19 pandemic and other projects.
		C1.2.2 Deliver and implement a youth plan.	●	●	●	●	Complete	The City's Youth Action Plan, The Platform, was adopted by Council at the OCM 3 September 2019. The Plan is now available on the City's website and was launched to key external stakeholders at The RISE on 4 December 2019. Actions will be implemented as part of ongoing business as usual operations. Outcomes will be reported annually as prescribed by action L3.1.3.
		C1.2.3 Develop and implement a Public Health Plan.	●	●	●	●	Complete	The Public Health and Wellbeing Plan was completed and endorsed by Council in June 2019. It was reviewed in July 2020 and a progress report was provided to the Audit and Risk Committee in August 2020. Actions will be implemented as part of ongoing business as usual operations. Outcomes will be reported annually as prescribed by action L3.1.3.



**OUR COMMUNITY**

Aspiration: An active and engaged community.

1 April 2021 to 30 June 2021

Outcomes	Strategies	Actions	Timeframes				Status	Comments
			19/20	20/21	21/22	22/23		
		C1.2.4 Develop and implement a Culture Plan.	●	●	●	●	Complete	The City's inaugural Cultural Plan 2019-2024 was adopted by Council at the OCM of 23 July 2019. The Plan was launched to the wider workforce and community in September 2019. Actions will be implemented as part of ongoing business as usual operations. Outcomes will be reported annually as prescribed by action L3.1.3.
	C1.3 Deliver a safety service which builds a strong sense of community safety.	C1.3.1 Apply Crime Prevention Through Environmental Design principles in Town Centre developments.	●	●	●	●	On Track	Picked up through numerous projects being undertaken. A current examples is the Bedford North Project.
C2 Accessible services that recognise diversity.	C2.1 Ensure the City's services and facilities are accessible and inclusive.	C2.1.1 Review of Aged Care assets.	●	●			Off Track	Tenders have been assessed for the management of the City's aged care sites, with view to negotiating with the selected proponent for acquisition of the sites. Recommendations will be provided to the City's Aged Care Divestment Committee in July 2021. While the project was notionally targeted to be completed by 30 June 2021, the issues to be resolved are complex, including negotiations with the current aged care service provider and the State Government, and those factors have delayed the project by several months.



1 April 2021 to 30 June 2021

Outcomes	Strategies	Actions	Timeframes				Status	Comments
			19/20	20/21	21/22	22/23		
N1 Natural environment and biodiversity that are conserved and protected.	N1.1 Develop and implement management strategies to strengthen the resilience of the environment.	N1.1.1 Develop and implement a City of Bayswater Environmental liveability framework including biodiversity, climate change, and urban forest.	●	●	●	●	On Track	The draft framework has been wordsmithed and will be presented to the Executive Leadership Team during the next quarter.
N2 A resilient community that responds to sustainability challenges.	N2.1 Provide innovative waste and recycling services to reduce waste and empower the community to do the same.	N2.1.1 Review waste collection practices, investigate and implement alternative waste treatment technologies, including Food Organics and Garden Organics (FOGO).	●	●	●	●	On Track	The City and the EMRC are currently arranging for a Household Hazardous Waste drop-off point at the City's Transfer Station. Investigations are also underway into future waste recovery opportunities for the old material recovery facility shed at the City's Transfer Station.
		N2.1.2 Deliver waste education to the community in partnership with other stakeholders.	●	●	●	●	On Track	The City is continuing to provide waste education through local schools in conjunction with Cleanaway. The City is also working with the EMRC in relation to: - Implementing additional waste initiatives at the Bayswater Transfer Station - Delivering waste education to the community as a part of the FOGO rollout, which commenced in March 2021.



**OUR BUILT ENVIRONMENT**

Aspiration: A quality and connected built environment.

1 April 2021 to 30 June 2021

Outcomes	Strategies	Actions	Timeframes				Status	Comments
			19/20	20/21	21/22	22/23		
B1 Appealing streetscapes.	B1.1 Develop and maintain streetscapes.	B1.1.1 Develop and implement a streetscape upgrade plan for Morley and Bayswater.	●	●			Complete	Council adopted the Morley Activity Centre Streetscape Plan and Implementation Plan in March 2020. The implementation was not funded in the FY2020/21 budget. The project was resubmitted for consideration in the FY2021/22 budget and funds were approved to commence implementation, which will be ongoing. The Bayswater Streetscape Plan will not be prepared by the City now that DevelopmentWA are involved in the Bayswater town centre. The City will work with DevelopmentWA and the Public Transport Authority.
		B1.1.2 Develop and implement a streetscape upgrade plan for Noranda.			●		Not Started	In accordance with the Corporate Business Plan, this will commence in FY2021/22.
B2 A connected community with sustainable and well maintained transport.	B2.1 Advocate for safe and accessible public transport.	B2.1.1 Partner with the Department of Transport to deliver strategic bicycle routes.	●	●	●	●	On Track	The action plan for 2021 is complete. The City is awaiting grant funding and guidelines following a successful application to the Department of Transport to commence a review of the Bike Plan. Provision has been made in the FY2021/22 budget for matching funds.
		B2.1.2 Complete and implement a City wide Local Area Traffic Management Study.	●	●	●	●	Complete	The study was complete and endorsed by Council in 2018. The Citywide Traffic Management Implementation Plan was adopted by Council in March 2019. Actions will be implemented as part of ongoing business as usual operations. Outcomes will be reported annually as prescribed by action L3.1.3.
		B2.1.3 Develop remaining Parking Management Strategies for Town Centres.	●	●	●	●	On Track	Bayswater Short Term Car Parking Management Plan is complete. Additional plans are intended to be captured as a part of future Precinct Plans. See action B3.1.1 for more information.
		B2.1.4 Investigate a pedestrian friendly shared place in the Bayswater Town Centre.	●	●	●	●	On Track	This will be implemented with DevelopmentWA and PTA as part of the redevelopment of the Bayswater Station and the surrounding precinct. The City will seek to influence the detailed road and public realm design of these two agencies.



**OUR BUILT ENVIRONMENT**

Aspiration: A quality and connected built environment.

1 April 2021 to 30 June 2021

Outcomes	Strategies	Actions	Timeframes				Status	Comments
			19/20	20/21	21/22	22/23		
B3 Quality built environment.	B3.1 Develop plans, policies and guidelines for quality built form.	B3.1.1 Prepare a Structure Plan and built form policies for each town centre - Maylands, Morley, Noranda and Bayswater.	●	●	●	●	On Track	The City requested funds to develop a Precinct Structure Plan for the Noranda Town Centre as a part of the FY2021/22 budget process, but funding was not approved. The Bayswater Structure plan was endorsed by the WAPC in January 2021 and will now be implemented by Development WA. Structure Plans have previously been approved for Maylands and Morley.
		B3.1.2 Develop and implement a Local Planning Strategy and develop a new town planning scheme.	●	●	●	●	On Track	Awaiting comments from the Department of Planning, Lands and Heritage regarding the City's updated Local Planning Scheme.
		B3.1.3 Review and implement the Municipal Heritage Inventory and associated processes.	●	●	●	●	Complete	The Local Heritage Survey was adopted at the OCM 12 February 2020. The document has been finalised and is available on the City's website.
	B3.2 Facilitate the development of activity nodes.	B3.2.1 Facilitate the development of shopping precincts.	●	●	●	●	On Track	Survey responses from businesses in Bedford are being collated, and include information about their wishes for improvements in the precinct and their willingness to contribute financially. Engagement sessions are planned for July/August with local residents around each shopping precinct to gauge their views on their precinct. Following this, implementation plans will be developed for each precinct over the following months.

 **OUR LOCAL ECONOMY**  
Aspiration: A business and employment destination.

1 April 2021 to 30 June 2021

Outcomes	Strategies	Actions	Timeframes				Status	Comments
			19/20	20/21	21/22	22/23		
E1 Support initiatives for local business.	E1.1 Implement initiatives that support business growth.	E1.1.1 Create precinct marketing plans that itemise the qualities of the town centres and transmits them to the public.	●	●			Complete	The Destination Marketing Strategy was adopted by Council at the OCM 27 April 2021. Implementation has commenced, with banner design and costings. Considerations to continue implementation were included in the FY2021/22 budget. Implementation and outcomes will be reported annually as prescribed by action L3.1.3.
E2 Active and engaging town and city centres.	E2.1 Increase public amenity in town and city centres to enhance community interaction and public safety.	E2.1.1 Strengthen the Morley City Centre as a pedestrian friendly environment to meet the requirements of a Strategic Metropolitan Centre.	●	●	●	●	On Track	Following adoption of the final Morley Streetscape plan in March 2020, funding for the implementation of the plan was not allocated in the FY2020/21 budget. The project was resubmitted for consideration as part of the FY2021/22 budget and funds were approved to commence implementation.
		E2.1.2 Implement Town Centre Activation Plans.	●	●	●	●	On Track	Place Managers have now commenced implementing a number of stimulus projects, including: - Public space at The RISE - Shade structure and other works at Bert Wright Park - Painting of shopfronts in Bayswater town centre - Removal of planter boxes on Eighth Avenue - Morley Library Pocket Park - Noranda Nook additional infrastructure. Due to community engagement issues and other projects being combined, the funds for the Morley Library, Bert Wright Park shade structure and RISE improvements are being carried forward.
		E2.1.3 Develop and implement a Public Art Strategic Plan.	●	●			Off Track	This project was not funded in the FY2020/21 budget, resulting in delays undertaking the work. A review of other local government's strategies has been undertaken. The review found that the majority were developed in-house. A draft table of contents has been developed to identify necessary content. This be investigated for inclusion in the team's FY2021/22 annual plan.

 **LEADERSHIP & GOVERNANCE**  
Aspiration: Open, accountable and responsive service.

1 April 2021 to 30 June 2021

Outcomes	Strategies	Actions	Timeframes				Status	Comments
			19/20	20/21	21/22	22/23		
L1 Accountable and good governance.	L1.1 Ensure policies, procedures and practices are effective.	L1.1.1 Investigate opportunities to simplify processes and reduce red tape in all areas of the City's business.	●	●	●	●	On Track	The City recently went live with a new minutes and agenda software. The previous software was laborious and unreliable. This change is saving staff time and reducing complication with the agenda and minutes process.
	L1.2 Deliver long term financial planning.	L1.2.1 Develop a land asset disposal and acquisition strategy and program, including review of use.	●	●			Complete	Council adopted the Land Acquisition and Disposal Strategy and associated Policy at the OCM 23 June 2020.
L2 Proactively communicates and consults.	L2.1 Communicate and engage with the community.	L2.1.1 Develop a public relations and marketing strategy, including online and social media.	●	●			Complete	The development of a Public Relations and Marketing Strategy was a historic action in the CBP. In consultation with the CEO, the decision was made to instead develop a Strategic Communications Plan and Social Media Strategy. Both documents have now been completed and are currently being implemented. The Social Media Strategy includes the Baysie is My Home video campaign.
		L2.1.2 Undertake a community perception survey every two years.		●		●	Off Track	Delivery of the Community Perception Survey 2020/21 is slightly off track, with the survey scheduled to be undertaken from 5 July to 28 July 2021. The final report containing results and outcomes from the survey is expected in late August. The initial schedule for this project was pushed out due to other commitments and team work load.
	L2.2 Provide quality customer services to the community.	L2.2.1 Develop, review and implement processes and corporate systems to be more responsive to community needs and contemporary customer interaction.	●	●	●	●	On Track	The Customer Services team continues to develop content for the Knowledge Management System, LivePro, and apply it daily to provide first point resolution for customer enquiries. Preliminary work has also begun towards a comprehensive complaints register to support the strategic analysis of customer complaints.
L3 Strong stewardship and leadership	L3.1 Provide Council with information and support to enable informed decision making.	L3.1.1 Co-ordinate ongoing training programs for elected members.	●	●	●	●	On Track	Coordination of Councillor training programs is provided as required and updated upon request.
		L3.1.2 Undertake annual staff satisfaction surveys.	●	●	●	●	Complete	The FY2020/21 survey was completed as part of the City's COVID-19 staff survey. Work for the FY2021/22 survey will commence in late 2021.



**LEADERSHIP & GOVERNANCE**

Aspiration: Open, accountable and responsive service.

1 April 2021 to 30 June 2021

Outcomes	Strategies	Actions	Timeframes				Status	Comments
			19/20	20/21	21/22	22/23		
		L3.1.3 Provide an annual report on the implementation of approved strategies.	●	●	●	●	On Track	A Corporate Strategy Report is presented to each Audit and Risk Management Committee. The reports are received well by the Committee. The reports keep the Committee and Council informed of how the City is progressing against adopted strategies.

**8.3 Insurance Assurance Report**

<b>Responsible Branch:</b>	Business Strategy
<b>Responsible Directorate:</b>	Corporate and Strategy
<b>Authority/Discretion:</b>	Information Purposes
<b>Voting Requirement:</b>	Simple Majority
<b>Attachments:</b>	1. CONFIDENTIAL REDACTED - General Claims Statistics [8.3.1 - 1 page] 2. CONFIDENTIAL REDACTED - Workers Compensation Claims Statistics [8.3.2 - 1 page]
<b>Refer:</b>	Item 8.6: ARMC 11.05.21

**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**

To provide Council with pertinent information with regard to insurable risk issues and the recent changes to the City’s insurance arrangements.

**COMMITTEE RESOLUTION**

**That the meeting be closed to the public.**

**Cr Georgia Johnson Moved, Mr Phillip Draber Seconded**

**CARRIED UNANIMOUSLY: 4/0**

**For: Cr Lorna Clarke, Mr Phillip Draber, Cr Dan Bull, Mayor and Cr Georgia Johnson.**

**Against: Nil.**

*At 6:41 pm, the meeting closed to the public.*

**COMMITTEE RESOLUTION**

**That the meeting be reopened to the public.**

**Cr Georgia Johnson Moved, Mr Phillip Draber Seconded**

**CARRIED UNANIMOUSLY: 4/0**

**For: Cr Lorna Clarke, Mr Phillip Draber, Cr Dan Bull, Mayor and Cr Georgia Johnson.**

**Against: Nil.**

*At 6:51 pm, the meeting was reopened to the public.*

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

**That Council notes:**

- 1. The recent trends in insurance claims against the City.**
- 2. The recent changes to the City’s insurance arrangements.**

**Cr Georgia Johnson Moved, Mr Phillip Draber Seconded**

**CARRIED UNANIMOUSLY: 4/0**

**For:** *Cr Lorna Clarke, Mr Phillip Draber, Cr Dan Bull, Mayor and Cr Giorgia Johnson.*

**Against:** *Nil.*

## **BACKGROUND**

The role of the Audit and Risk Management Committee (ARMC) is to oversee the City's systems of Risk Management and Internal Controls. The Committee is also responsible for considering the adequacy and effectiveness of these controls by understanding the process of insurable risks and assessing whether the City has adequate insurance cover for these risks.

This report provides a six-monthly snapshot of insurance claims against the City and provides other pertinent information regarding insurance to provide assurance to the ARMC.

## **EXTERNAL CONSULTATION**

City officers work closely with Local Government Insurance Scheme (LGIS) in relation to the City's insurable risk profile and renewal terms, and communicate these to the Executive Leadership Team for review on a regular basis.

## **OFFICER'S COMMENTS**

The City classifies claims in relation to source and identifying trends over time. A six-month overview of the City's claims, along with recent historical claims information is provided in **Confidential Attachment 1** - City of Bayswater General Claims Statistics. The City also holds Workers Compensation (WC) Insurance to cover claims from staff and volunteers. A report showing claims for the last 2 financial years, is provided in **Confidential Attachment 2** - Workers Compensation Claims Statistics.

Financial consequences of claims received do not necessarily occur in the same period as the incident and can be received some time into the future. This is due to nature of insurance claims whose costs can grow over time or take some time to resolve. As a result, costs associated with the current and previous quarters may change between reports.

Local governments face WC, Public Liability (PL) and Professional Indemnity (PI) risks across a range of operations as they deliver services to their communities. It is therefore incumbent on them to understand sources of risks within their operations, and minimise and transfer risk.

The City is not receiving a large number of general insurance claims in comparison to some previous autumn and winter periods. At the time of writing this report, stronger winds and storms have commenced in July 2021 so more weather-based damage claims may be received next quarter. A slightly larger number of vehicle incidents have occurred for the last 2 quarters, this is seen to be primarily due to having increased traffic on the roads and increased staff back at the office and conducting site visits. Regardless of this, line leaders are having coaching conversations with involved staff in order to encourage greater driver care.

In addition to these assurance reports provided to the Audit and Risk Management Committee, the City's Executive Leadership Team (ELT) is provided with detailed reports on a quarterly basis, including claim details and various trends. This allows ELT to manage the City's operational controls and make adjustments as necessary to minimise both the volume and cost of claims.

### **Insurance Renewal**

Each year, the City undergoes an insurance renewal process with its insurer LGIS. The annual process involves the City providing up to date information with regard to current services and assets, and selecting options for excess levels and insurable limits. This whole process takes approximately 5 months from February through to June. This year several changes occurred to the City's insurance cover.

LGIS have two methods of paying workers compensation insurance, the traditional model and the blended model. The traditional model sees the local government pay the full amount of the insurance premium, with a rebate being paid to the local government if the value of claims is below a certain threshold. The blended model sees the local government receive the rebate as an upfront discount, with the discounted amount becoming due if the value of claims is over the threshold.

For the last two financial years the City has used the blended model and received an upfront discount. Unfortunately, the value of claims has been above the threshold and the City has had to make a further payment to reach the full premium amount. As a result, the policy has been changed back to the traditional model. This brings no additional cost to the City overall, it just simplifies budgeting processes.

Previously LGIS has used Zurich for motor vehicle claims. This year the motor vehicle cover has been brought in-house which will simplify City claim processes and reduce the number of people the City is required to communicate with.

The City has taken out major event insurance as a new coverage option this year in light of an increase in major unseasonal weather events. The City holds large outdoor events during summer months when there is a reduced risk of inclement weather. Due to the changing climate bringing an increased risk of major weather events in the summer period, the City has taken out insurance to cover any money lost if an event is cancelled due to extremely bad weather.

Contract works cover is being discontinued as a general policy cover option for local governments. This policy primarily covered damage to any work that is partially complete during a construction project. Coverage will still be available on an individual project basis and this will be considered by the City for major construction projects.

LGIS has also informed the City of a high likelihood of increasing premiums in the cyber insurance area. Both the frequency and cost of cyber-crime is increasing which is placing upwards pressure on premiums. The City is currently well placed to face this threat and has responded well to audits when compared with other like local governments. The City will keep LGIS informed of further developments in this space to ensure any premium increases are limited as much as possible.

**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.

<b>Officer’s Recommendation</b>	<b>That Council Notes:</b>	
	<ol style="list-style-type: none"> <li>1. <b>The recent trends in insurance claims against the City.</b></li> <li>2. <b>The recent changes to the City’s insurance arrangements.</b></li> </ol>	
<b>Risk Category</b>	<b>Adopted Risk Appetite</b>	<b>Risk Assessment Outcome</b>
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
<b>Conclusion</b>	Receiving regular updates on insurable risk, reduces risks to the organisation by supplying Council with current information to support decision making.	

### FINANCIAL IMPLICATIONS

The following financial implications are applicable:

**LTFP Impacts:** Current advice from the City's insurers indicate that insurance is likely to rise by 7-8% annually, for the next 3-5 years.

**Notes:** Insurance budget for the 2021/22 financial year appears in the table below.

ITEM NO.	CAPITAL / UPFRONT COSTS (\$)	ONGOING COSTS (\$)		INCOME (\$)	ASSET LIFE (YEARS)	WHOLE OF LIFE COSTS (\$)	CURRENT BUDGET (\$)
		MATERIALS & CONTRACT	STAFFING				
1	-	\$1,429,186	-	-	-	-	\$1,429,186

### 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

Receiving regular updates on insurable risk, reduces risks to the organisation by supplying Council with current information to support decision making.

**8.4 OAG Report 21 Regulation And Support Of The Local Government Sector**

<b>Responsible Branch:</b>	Business Strategy
<b>Responsible Directorate:</b>	Corporate and Strategy
<b>Authority/Discretion:</b>	Information Purposes
<b>Voting Requirement:</b>	Simple Majority
<b>Attachments:</b>	1. Report-21 Regulation and Support of the Local Government Sector [8.4.1 - 32 pages]

**SUMMARY**

An audit was recently conducted by the Office of the Auditor General (OAG) on the level of support provided to the local government sector by the Department of Local Government Sport and Cultural Industries (DLGSCI).

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

That Council notes the *OAG Report 21: Regulation and Support of the Local Government Sector*.

**Cr Dan Bull, Mayor Moved, Cr Giorgia Johnson Seconded**

**CARRIED UNANIMOUSLY: 4/0**

**For:** *Cr Lorna Clarke, Mr Phillip Draber, Cr Dan Bull, Mayor and Cr Giorgia Johnson.*

**Against:** *Nil.*

**BACKGROUND**

The role of the OAG is to audit the finances and other activities of state and local government entities, and report the findings to Parliament. The purpose of that is to reduce risk in the sector and to proactively encourage improvement.

The OAG also conducts audits which are not specific to local government, however the findings may be relevant for informing the general environment or for providing insight into emerging issues.

On 30 April 2021, the OAG released its *Report 21: Regulation and Support of the Local Government Sector (Report 21)* as per **Attachment 1**.

**EXTERNAL CONSULTATION**

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

**OFFICER'S COMMENTS**

The overall purpose of the recent audit was to determine whether DLGSCI is providing effective regulation and support to the local government sector.

A broad summary of the DLGSCI regulatory responsibilities to the local government sector are:

- Advising the Minister in exercising functions under the Act
- Processing of statutory approvals
- Conducting authorised inquiries into LG entity operations and affairs
- Developing policy and legislation
- Advising the LG sector on the operation of the Act

- Supporting the WA Local Government Grants Commission, the Local Government Advisory Board and the Local Government Standards Panel
- Managing the State Local Government Partnership Agreement.

Report 21 provides useful insight for local governments, including:

- Gaining further understanding into DLGSCI priorities
- Alignment of City activities to the future plans of the DLGSCI
- DLGSCI resourcing and decision making.

#### Key findings

The report made two key findings, summarised as:

##### Key finding 1

*“The Department is not targeting its regulation and support activities to key risks”*

This finding covers alignment to risks both in relation to sector risks, DLGSCI operational risks and planning activities to address risks. The report found that the Department failed to gather and understand information on key risks present to the sector, which reduces the Department’s ability to target support where it is most needed. DLGSCI was last audited in 2018, and many findings from that audit remaining outstanding, preventing it from operating to its potential.

Further to the above failure to address risk, the Department is not adequately forward planning in relation to risks. An example of this is the lack of a strategic plan for regulation and support activities outlining how the Department will achieve its overall objectives in supporting the sector.

##### Key finding 2

*“The Department does not effectively measure its performance in supporting and regulating LG entities”*

The level of early intervention and proactive support provided by DLGSCI to the sector has decreased in recent years, while resources were directed to other more reactive and high-profile activities. Without having accurate measures in place to assess this, the Department is unable to determine whether the higher level of reactive work is due to reduced proactive support being provided, or whether the higher level of reactive measures would have been required regardless.

The Department generally is seen to have insufficient measures to understand how effective its support is to build capacity of the sector. Performance measures overall, are also seen to be insufficient and to only measure certain aspects of the Department deliverables.

#### DLGSCI response

The Department has agreed with the findings and the report generally outlines their response to the various findings as follows:

- Resources have been directed to investigate breaches in order to shorten the investigation time per breach
- A number of key inquiries have required additional resources
- The Department has prioritised local government reform over other activities and intends to introduce more proactive support after reform is completed.

There are three recommendations in Report 21 that the DLGSCI has agreed to:

1. To review how it gathers, records and reports information to maintain an up-to-date sector risk assessment
2. Targeting its regulatory and support activities to areas of highest risk, with regard to the potential benefits to improved outcomes across the sector
3. Clearly defining its regulatory and support objectives, deliverables, and targets. This should include robust performance monitoring measures and reporting that are communicated to staff, local government entities and other key stakeholders.

The DLGSCI has committed to more clearly define its support objectives, deliverables and targets; and when released that information will be useful to the City when requesting support.

The DLGSCI also has a recommendation from a previous audit to release a Capacity Building and Compliance Framework. This framework has been drafted but is yet to be approved or published. Once released it will provide insight into the various mechanisms that they have in place to support the sector’s capacity building.

The DLGSCI has also committed to releasing a specific local government statement of purpose with key outcomes, based upon risk profiling. That document will guide local government understanding of the DLGSCI priorities and how they relate to the sector’s areas of need.

The City will monitor the DLGSCI website, newsletters and other notifications for further information as it is released.

**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.

<b>Officer’s Recommendation</b>	<b>That Council notes the OAG Report 21: Regulation and Support of the Local Government Sector</b>		
<b>Risk Category</b>	<b>Adopted Risk Appetite</b>	<b>Risk Assessment Outcome</b>	
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	
<b>Conclusion</b>	Noting this report from the OAG provides the Audit and Risk Committee and Council with insights into the DLGSCI and the current level of support provided to the local government sector. The City will monitor the DLGSCI’s releases of further information as it becomes available.		

**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.

**CONCLUSION**

This report from the OAG provides the Audit and Risk Committee and Council insights into the DLGSCI and the support currently provided to the local government sector. Being aware of this information will assist the City to make best use of Department support, including any changes following local government reform.

# Western Australian Auditor General's Report



## Regulation and Support of the Local Government Sector



Report 21: 2020-21

30 April 2021

**Office of the Auditor General  
Western Australia**

**Audit team:**

Jason Beeley  
Andrew Harris

National Relay Service TTY: 133 677  
(to assist people with hearing and voice impairment)

We can deliver this report in an alternative format for those with visual impairment.

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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.***

WESTERN AUSTRALIAN AUDITOR GENERAL'S REPORT

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**Regulation and Support of the Local  
Government Sector**

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Report 21: 2020-21  
April 2021



**THE PRESIDENT  
LEGISLATIVE COUNCIL**

**THE SPEAKER  
LEGISLATIVE ASSEMBLY**

**REGULATION AND SUPPORT OF THE LOCAL GOVERNMENT SECTOR**

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 whether the Department of Local Government, Sport and Cultural Industries effectively regulates and supports the local government sector.

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

A handwritten signature in black ink, appearing to read 'C Spencer'.

CAROLINE SPENCER  
AUDITOR GENERAL  
30 April 2021

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## Auditor General's overview

The local government (LG) sector provides a range of essential and valued services to the Western Australian community – more than simply “roads, rates and rubbish”.

Good governance and transparency are central to LG entities performing well and maintaining the confidence and support of the community, and have been a focus of attention as the legislative framework that establishes and supports the LG sector has been reviewed and reformed.



Given the diversity of LG entities across Western Australia – ranging from large city councils to very small remote shires – there is a range of maturity in governance and administration, and there are varying risks to service delivery and resource management. We see those risks in the interactions and findings from our financial, information systems and performance audits, and in the complaints and referrals my Office receives about the sector. The Parliament too sees those risks in the submissions to its Inquiries, and the issues raised with Members on a daily basis in their electorates.

While each LG entity is responsible for its own good governance, the Department of Local Government, Sport and Cultural Industries (Department) is charged with regulating and supporting the LG sector. It has a role for the LG sector that is similar to central agencies such as the Departments of Treasury and Finance in the State sector, which includes for example advising on, promulgating and overseeing the financial framework.

Like all State government entities, the Department has limited resources, and implementing the legislative reform agenda has been both a priority and significant workload. However, as this report shows, the Department's use of its limited resources is not underpinned by a good understanding of risk and clear objectives for the LG sector. Moreover, its performance in regulating and supporting the sector does not currently reflect the expectations of LG entities and their communities.

One impact of this has been an increase in reactive regulation – investigations and inquiries – which has absorbed resources at the expense of preventative earlier interventions such as education, guidance and monitoring. This is not cost-effective, and the Department needs to rebalance its regulatory activities if it is to make a significant contribution to improving good governance in LG entities.

I am pleased that the Department has already commenced steps to address some of the findings from this audit. Our recommendations will help the Department establish a more effective LG regulatory framework and help it to target resources to areas of greatest risk and impact.

## Executive summary

### Introduction

This audit assessed whether the Department of Local Government, Sport and Cultural Industries (Department) effectively regulates and supports the local government (LG) sector.

It focused on how the Department fulfils its regulatory functions under the *Local Government Act 1995* (Act) and the support activities it provides to Western Australian local governments and regional councils (LG entities).

### Background

The Department is established by legislation and funded by Parliament to regulate and support the LG sector. It has a statutory role to assist the Minister for Local Government in administering the Act and its associated regulations. In 2019-20, the Department allocated \$14.4 million to LG regulation and support activities.

Western Australia (WA) has 148 LG entities for a population of approximately 2.5 million people. LG entities make a significant contribution to the State's economy and provide a wide range of services and facilities to their communities. They spend more than \$4 billion a year, employ around 17,000 staff and administer approximately \$45 billion in assets.

LG entities range in size, governance capacity and levels of risk. For example, the City of Stirling has a population of more than 200,000 people and an operating expenditure of more than \$230 million. Whereas the Shire of Sandstone has a population of under 100 people and around \$7 million of operating expenditure. The Shire of Peppermint Grove is widely acknowledged as the smallest and wealthiest LG area in Australia.

The Department's stated strategic objective is to support the sector through a fit for purpose, sound legislative framework, that enables efficient and effective services to communities, good governance and compliance.

A full list of the Department's regulatory and support responsibilities is in Appendix 1. These include:

- advising the Minister in exercising functions under the Act
- processing of statutory approvals
- conducting authorised inquiries into LG entity operations and affairs
- developing policy and legislation
- advising the LG sector on the operation of the Act
- supporting the WA LG Grants Commission, the LG Advisory Board and the LG Standards Panel
- managing the State LG Partnership Agreement.

An effective and efficient LG policy agency and regulator provides timely advice and assistance to build capacity and conducts early intervention to prevent governance or relationship breakdowns. When there are breaches in the Act, the Department needs to investigate them in a timely way. Figure 1 summarises the key elements of a standard good practice regulatory framework, which we have adapted to suit the regulation and support of LG.



Source: OAG

**Figure 1: Key elements of a good practice regulatory framework**

## Audit conclusion

We recognise that there has been a significant LG reform agenda in recent years. However, the Department is not providing efficient and effective regulation and support to the LG sector and lacks fundamental aspects of a good regulatory framework.

It is not effectively using the information it has available to assess the risk of non-compliance in the LG sector or to identify the areas where support is most required. Internally the Department is not addressing risks to its own delivery of regulatory and support services, some of which were identified as having significant gaps in a 2018 internal audit report and remain unresolved. It does not have a plan that links its regulatory and support activities for LG entities into achieving its overall objectives for the sector and does not have targets and measures in place to track its delivery and performance.

This means that the Department’s regulatory intervention is largely reactive to emerging issues, rather than preventing breakdowns in governance. Not providing timely advice or effective capability-building increases the risk that LG entities will not provide good government and services to their communities.

## Key findings

### The Department is not targeting its regulation and support activities to key risks

*It does not have a structured approach to gathering intelligence and using it to understand key risks in the sector*

The Department is not using internal and annually reported information about the sector and individual LG entities effectively, and is not gathering external intelligence and linking it into its risk assessment. The Department’s LG risk assessment register, developed in 2017, has not been maintained since 2018.

The Department is therefore missing opportunities to identify and target areas of regulatory and support risk and inform its strategic and operational planning. This impacts its ability to provide effective and efficient proactive regulation and support and allocate resources to where they are most needed. This increases the risk that non-compliance and poor governance will not be addressed.

The Department has advised us that it has undertaken extensive consultations with the LG sector on legislative reform and that it has worked with a consultant over the last 6 months to develop a risk analysis tool for the LG sector that will be finalised in May 2021.

*Internal risks to effective and efficient delivery of regulation and support have not been addressed*

Significant risks to the delivery of regulation and support were identified in a 2018 internal audit of LG enforcement, investigations and authorised inquiries. Fourteen of the 17 audit recommendations to reduce these risks have not been fully implemented. This includes not finalising the Department's LG strategic priorities and draft Capacity Building and Compliance Framework. This increases the risk that:

- investigations will not be completed in a proactive manner
- serious breaches of the Act will not be identified and actioned in a timely manner
- education, advice and support may not provide appropriate support to the sector.

The Department has advised us that it will complete the outstanding recommendations by 30 June 2021.

*There is a lack of proactive input into financial framework matters, including timely guidance on a key financial reporting matter*

The Department does not effectively manage the LG financial framework, contributing to reporting uncertainty and inefficiency in the sector. For example, it has not updated financial management guidance for some years to address emerging reporting concerns and capability to support fit-for-purpose financial reporting.

Furthermore, it was recently very slow in providing guidance following changes to Australian Accounting Standards. The result of which meant that there was a risk that 2019-20 financial reporting of some assets by LG entities would not comply with the treatment of leases. Failure to comply with the new accounting standard would have a material impact on the financial statements of some LG entities. The lack of timely guidance has contributed to a delay in the finalisation of financial statements and audits for a significant number of LG entities. Although the changes were made in December 2018, the relevant Local Government (Financial Management) Amendment Regulations 2020 were not gazetted until 6 November 2020.

*There is no strategic plan for regulation and support activities that links into the achievement of overall objectives for LG entities or usefully guides departmental actions*

The Department's responsibilities for the regulation and support of LG entities are described in legislation and strategic documents available on its website. Although its *Strategic Directions: 2020-2023* document lists several programs in the LG sector, we found that the Department does not have a plan that links its LG regulation and support activities into the achievement of its overall objectives. Consequently, the Department cannot demonstrate how it prioritises its regulatory and support activities, determines what resources it needs and show how it allocated the more than \$14 million it spent on these functions in 2019-20.

The Department has advised us that a specific LG statement of purpose with key outcomes will be developed based on risk profiling by 30 June 2021.

### **The Department does not effectively measure its performance in supporting and regulating LG entities**

The Department has not set measures and targets to effectively assess how well it delivers its regulatory and support functions. This makes it hard for the Department and stakeholders to know how well it is doing and understand operational performance.

#### *The level of early intervention has reduced as resources were directed to other more reactive and high-profile activities*

Regulatory activities include proactive early intervention and reactive activities including authorised inquiries and investigations responding to minor and serious breach complaints. We found that:

- the level of early intervention has reduced in the last few years, in part because resources were directed to minor and serious breaches and authorised inquiries
- the trends in minor and serious breach complaints and authorised inquiries illustrate the imbalance between preventative and reactive regulatory activities
- finalising authorised inquiries and investigations into minor and serious breach complaints can take a long time.

This indicates that the Department's regulation has become more reactive and less preventative. Increased numbers of complaints and inquiries are both an indicator that standards in LG governance may not be being maintained and greater education and support is required.

In the absence of time targets and performance measures it is also hard to assess if these regulatory functions are managed efficiently and effectively. The Department has advised us that it has focused on completing long-standing authorised inquiries and minor and serious breach matters, reducing the resources available for preventative activities like guidance and support.

#### *The Department has limited understanding of how effectively its LG support functions build capability within the sector*

Support is provided through the LG advisory hotline, guidance documents and several projects to build capability within the sector. But the Department does not analyse which of these approaches is effective in supporting and improving good governance in LG entities. For example, a significant fall in the number of calls to the LG advisory hotline since 2015 could reflect improved capability within LG entities or it could indicate that LG entities believe they can no longer rely on the Department. Understanding the reasons for fewer calls could help improve the support provided to the sector.

The Department told us that it must manage expectations about the level of support it provides, as most of its resourcing is used for reactive regulation, resolving complaints and minor and serious breach investigations. It also told us that it intends to reallocate resources towards capacity building in the LG sector once the legislative reform process is completed. At the time of reporting, a new LG Act is expected to be completed in 2021.

#### *Audited key performance indicators only provide a limited view of the Department's regulation and support activities*

The Department's 3 audited key performance indicators (KPIs) that measure performance against LG business objectives provide high-level insights into operational aspects. Although the Department has discussed future KPIs with our Office and has proposed changes, that the Department believes would provide a more effective measurement of activities and functions, the KPIs need to be supported by robust performance measures and analysis to

examine the impact of the Department's LG activities. On their own, the KPIs do not inform where the Department should focus its strategies and resources, and rarely provide sufficient information for sound internal decision-making.

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## Recommendations

The Department should:

1. review how it gathers, records and reports information to maintain an up to date LG sector risk assessment

**Department response:** Agree

**Implementation timeframe:** by 31 August 2021

2. target its regulation and support activities to areas of highest risk, with regard to the potential benefits to improved outcomes across the LG sector

**Department response:** Agree

**Timeframe for implementation:** by 31 August 2021

3. clearly define its LG regulation and support objectives, deliverables, and targets. This should include robust performance monitoring measures and reporting that are communicated to staff, LG entities and other key stakeholders.

**Department response:** Agree

**Implementation timeframe:** by 31 August 2021

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

The Department is currently updating a risk-based approach to be able to align regulatory and compliance frameworks, and to direct resources, support and guidance towards the greatest threats to local government's ability to govern and function effectively in the interests of the community.

The updated risk analysis tool will be completed by May 2021. In addition, the Department's operational plan for 2020/21 includes all outstanding audit items which will be completed by 30 June 2021.

As part of normal operations, the Department monitors the local government sector through environmental scanning (including print and social media and intelligence from various sources), industry reviews and audits. This has informed the development of the risk analysis tool to better guide the prioritisation of targeted proactive regulation.

## Audit focus and scope

This audit assessed whether the Department of Local Government, Sport and Cultural Industries (Department) effectively regulates and supports the local government (LG) sector.

Our specific criteria were:

- Does the Department effectively regulate LG entities?
- Does the Department effectively support LG entities?

We focused on how the Department fulfils its regulatory functions under the *Local Government Act 1995* (Act), and the support activities it provides to LG entities.

During the audit we:

- reviewed relevant Department policies, procedures, strategic and operational planning documents, including its *Local Government Compliance Framework* and its draft Capacity Building and Compliance Framework
- interviewed key Department staff involved in regulation and support functions
- analysed calls to the LG advisory hotline over the period 2014 to 2020 and reviewed minor and serious breach complaints received from 2017 to 2020
- assessed the implementation status (on 6 October 2020) of recommendations from the Department's internal audit of enforcement, investigations and authorised inquiries
- met with the WA Local Government Association (WALGA) and Local Government Professionals Australia WA (LG Pro WA), the peak LG industry and representative bodies in the State, to discuss and examine the Department's role and responsibilities in regulating and supporting the LG sector from the perspective of key stakeholders
- drew on results of other OAG audit work in the LG sector.

We did not review as part of this audit:

- the assessment and outcomes of individual LG entity complaints, investigations and authorised inquiries
- the Department's role in managing other legislation within the LG portfolio, which includes the control and management of domestic animals and the regulation of caravanning, camping and off-road vehicle use
- the activities of the other oversight agencies (such as the Corruption and Crime Commission, Public Sector Commission and Ombudsman Western Australia) and the peak LG industry and representative bodies in the State.

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 \$341,000.

## Audit findings

### The Department is not targeting its regulation and support activities to key risks

#### The Department does not have a structured approach to gathering intelligence and using it to understand key risks in the LG sector

Information about the sector and individual LG entities is not being used effectively and the Department is not actively gathering external intelligence and linking it into its risk assessment. This increases the risk that LG entities' non-compliance and poor governance will not be addressed.

The Department's LG risk assessment register, developed in 2017, has not been maintained since 2018. The Department is therefore missing opportunities to identify areas of regulatory and support risk and use this to inform its strategic and operational planning. This impacts its ability to provide effective and efficient regulation and support and allocate resources to where they are most needed.

There is a range of information that could be used more effectively to maintain the risk assessment. For example:

- the Department's complaints database
- requests for advice received by the LG advisory hotline and other staff within the Department
- LG entity compliance audit returns
- non-compliance and control weaknesses identified in the Office of the Auditor General's (OAG) annual financial audits of LG entities
- information reported and able to be shared by various integrity agencies, who receive a significant number of minor misconduct allegations from the LG sector.

This information and intelligence can provide important insights into risks across the sector and identify areas where the Department's regulatory and support activities are needed most.

In 2018-19, OAG financial audits of 112 LG entities identified:

- 111 material matters of non-compliance at 52 entities such as non-compliance with specific sections of the Act or associated regulations. These included 11 instances where LG entities had not completed reviews of their systems and procedures for financial management or risk management, internal control and compliance as required at least once every 3 years under LG regulations
- 857 significant or moderate control weaknesses in financial management and information systems controls such as weak controls over accounting journal entries, bank reconciliation, procurement, financial ratios, changes to master files and management review.

The Department advised us that it is aware of these issues and that it will follow-up non-compliance where necessary. It also told us that it:

- has undertaken extensive consultations with the LG sector on legislative reform

- has worked with a consultant over the last 6 months to develop a risk analysis tool for the LG sector that will be finalised in May 2021. By updating the risk-based regulatory approach, the Department advised that it would understand the key risks and direct resources towards the greatest threats to the LG sector's ability to govern and function effectively in the interests of the community. The completed analysis tool will enable the Department to ensure that (staffing) structures and resources are effectively allocated to the key sector risks
- established a new Executive Director LG position in August 2020 to integrate the Department's 5 LG function areas to achieve cohesion and efficiencies, whilst retaining the separation between complaint investigations and general support and compliance.

### **Internal risks to effective and efficient delivery of regulation and support have not been addressed**

Significant risks to the delivery of regulation and support were identified in a 2018 internal audit of the Department's LG enforcement, investigations and authorised inquiries.<sup>1</sup> Three risks required immediate management action:

- the functional structure was under review and the overall objectives of its compliance program, structure and resourcing requirements had not been defined
- a draft Capacity Building and Compliance Framework had been prepared but had not been endorsed
- only limited resources had been allocated to LG advice, education and support.

Fourteen of the 17 audit recommendations to reduce these risks have not been fully implemented (Appendix 2 details the 17 recommendations and their implementation status). This increases the risk that:

- investigations will not be completed in a proactive manner
- serious breaches of the Act will not be identified and actioned in a timely manner
- education and advice may not provide appropriate support to the sector.

One of the recommendations was to finalise the Capacity Building and Compliance Framework that was drafted in August 2017. The new framework has not been approved or published. The draft framework:

- described the Department's proposed risk-based regulatory approach
- provided guidelines for LG entities to understand the Department's approach to improve the sector's performance
- acted as a diagnostic tool for the Department to identify and implement the most appropriate capacity building and compliance strategies for each LG entity.

Had it been finalised, the framework would have informed the LG sector of the Department's approach and helped target support to known capability, accountability and legislative compliance risks.

The Department has advised us that it will complete all 14 outstanding recommendations by 30 June 2021. Completing these should be a management priority.

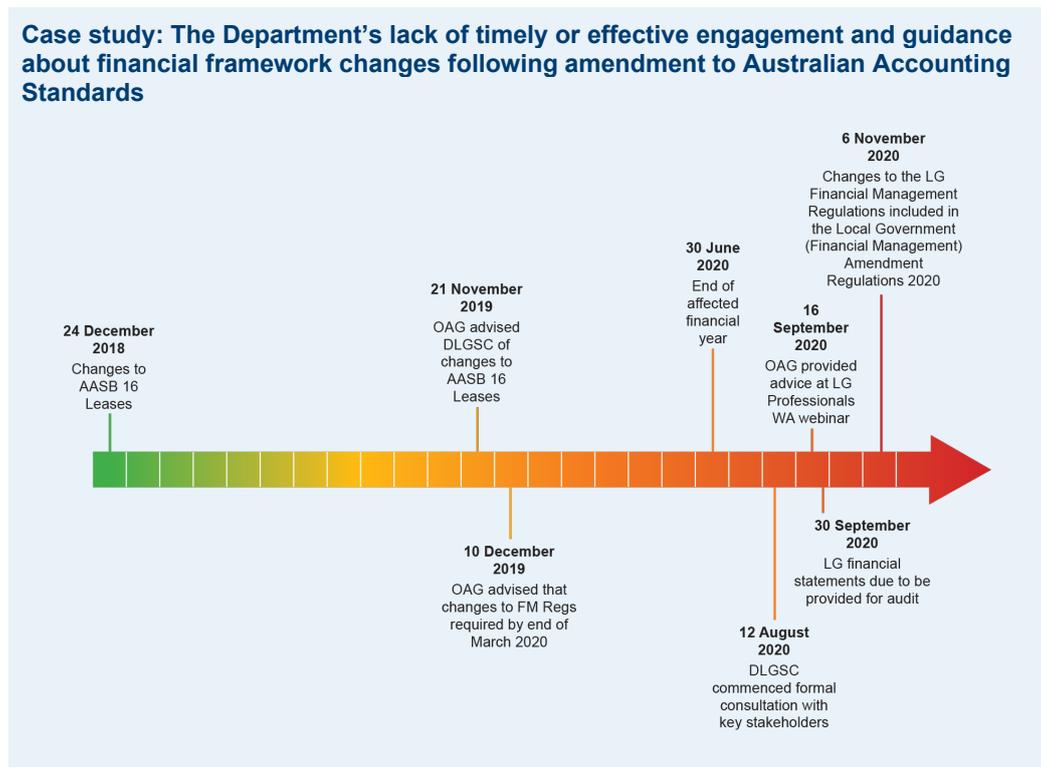
<sup>1</sup> Department of Local Government, Sport and Cultural Industries internal audit report *Enforcement, Investigations & Authorised Inquiries*, June 2018.

**There is a lack of proactive input into financial framework matters, including timely guidance on a key financial reporting matter**

The Department does not effectively manage the LG financial framework, contributing to reporting uncertainty and inefficiency in the sector. For example, it has not updated financial management guidance for some years to address emerging reporting concerns or to build capability to support fit-for-purpose financial reporting for LG entities.

The Department is responsible for advising the Minister and sector on the financial framework, but it has been largely absent from this space in recent years. The LG accounting manual for the sector has not been fully updated and 2 sections have been under review since 2012. Furthermore, the Department was recently very slow in determining its position and amending regulations following changes to Australian Accounting Standards.<sup>2</sup> The result of which meant that there was a risk that 2019-20 financial reporting of some assets by LG entities, if they complied with the LG financial management regulations, would not comply with Australian Accounting Standards.

Failure to comply with the new accounting standard would have a material impact on many LG entities’ reported asset values, and therefore financial statements and compliance status. The lack of timely guidance and appropriate regulatory change by the Department has contributed to a delay in the finalisation of financial statements and audits for a significant number of LG entities for the year ended 30 June 2020. Moreover, the level of effort required by the OAG in supporting the Department on this matter strongly indicated a lack of capability and engagement by the Department in routine financial framework matters affecting the LG sector. Further information on this matter is highlighted in the case study below.



<sup>2</sup> Australian Accounting Standard AASB 16 Leases dated February 2016, Australian Accounting Standard AASB 2018-8 Amendments to Australian Accounting Standards – Right-of-Use Assets of Not-for-Profit Entities dated December 2018.

Following the change to the accounting standard, key stakeholders and LG entities contacted the OAG for advice and cited a lack of guidance and support from the Department, and uncertainty as to the impact on their financial reporting obligations. These extensive inquiries were not just an impost on OAG audit planning resources for the 2019-20 LG financial audit cycle but, more concerning, demonstrated an absence of participation in these matters by the Department.

During the 2019 audit season, we advised the Department that there had been a change to the financial reporting (accounting) standards. We asked whether it had considered the impact of the change on LG entities' reporting of assets, and the possibility of amending the Local Government (Financial Management) Regulations 1996 (FM Regulations) to reduce the reporting requirements relating to the change.

Ultimately, the Department did not commence formal consultation with the sector, through WALGA and LG Pro WA, about proposed changes to the FM Regulations until 12 August 2020, after the end of the relevant financial year. Our Office was then asked to present at a LG Pro WA webinar to explain the proposed changes and how they might apply to LG 2019-20 financial statements. We also distributed a draft position paper to assist LG entities understand the issues and facilitate discussion.

The relevant changes to the FM Regulations were included in the Local Government (Financial Management) Amendment Regulations 2020 which were gazetted on 6 November 2020, over 4 months after the end of the relevant financial year. We issued a position paper to provide guidance to LG entities on the application of the changes to the FM Regulations.

While we are working actively to support enhanced financial management and capability across the LG sector, the level of OAG involvement required to progress this particular financial framework matter was surprising, and we would consider excessive for the independent auditor. The momentum and action on this should more appropriately have been driven by the central policy agency for the sector, the Department, as part of the regulation and support role for which it is funded.

### **The Department does not have a LG strategic plan to guide its regulatory and support functions**

The Department's responsibilities for the regulation and support of the LG sector are described in legislation, its strategic intent and a *Local Government Compliance Framework* which are available on its website.

Although the Department's *Strategic Directions: 2020-2023* document lists several programs in the LG sector, the Department does not have a LG plan that sets out how it will achieve its overall objectives for LG and guide its regulatory and support functions. Consequently, the Department cannot demonstrate how it prioritises its regulatory and support activities, how it determines what resources it needs to deliver those functions, or show the appropriateness and outcomes of the more than \$14 million allocated to these functions in 2019-20.

The Department has advised us that a specific LG statement of purpose with key outcomes will be developed based on risk profiling by 30 June 2021.

The Department's *Strategic Intent 2019-21* and *Local Government Compliance Framework* outlined the Department's overall objectives and approach to the regulation and support of LG. The strategic intent focused on improving LG capability and outcomes and listed 8 LG initiatives. These included LG Act reform, developing a risk assessment model, performance framework and vision for LG, and conducting better practice reviews.

In October 2020, the Department published its new *Strategic Directions 2020-2023* document which reiterates a focus on improving LG capability and outcomes. The Department has also recently established a *Local Government Operational Plan 2020-2021*. Although the plan provides transparency over the delivery of 65 projects, it is not clear how the projects link to the achievement of its overall objectives for the sector.

The *Local Government Compliance Framework* was established in 2011. It provides a summary of how the Department aims to ensure a high-level of integrity in the LG sector, structured around 4 key strategies (Figure 2). The compliance framework’s pyramid approach is consistent with recognised risk management frameworks, which apply higher levels of intervention and treatments to escalating risks.



Source: OAG and the Department

**Figure 2: The Department’s compliance framework’s pyramid approach, with examples of regulatory and support activities**

## The Department does not effectively measure its performance in supporting and regulating LG entities

Apart from 3 high-level KPIs the Department has not set measures and targets to assess how well it delivers its regulatory and support functions. This makes it hard for the Department and stakeholders to know how well it is doing and understand operational performance. It also limits informed operational and strategic decision-making.

LG entity regulation involves proactive early intervention and reactive activities including authorised inquiries and investigations in response to minor and serious breach complaints. In the absence of time targets and performance measures, it is hard to assess if these regulatory functions are managed efficiently and effectively.

Key stakeholders WALGA and LG Pro WA have publicly raised concerns regarding the Department’s regulation and support of LG entities in submissions to Parliament’s recent Select Committee into Local Government.<sup>3</sup> Among the issues raised were the Department’s ability to respond to issues and the time it takes to complete authorised inquiries. We have

<sup>3</sup> WALGA’s submission to the 40th Parliament’s Select Committee into Local Government dated September 2019 and LG Pro WA’s submission to the 40th Parliament’s Select Committee into Local Government dated 19 August 2019.

also received several responses through the Have Your Say form on our website indicating concerns about the management of minor breach complaints.

**The level of early intervention has reduced as resources were directed to other more reactive activities**

Early intervention is an effective and efficient way to prevent breakdowns in governance and help build capability within the sector. We found that the level of early intervention by the Department has reduced in the last few years, in part because resources were directed to minor and serious breaches and authorised inquiries. This indicates that the Department’s regulation is becoming more reactive and less preventative.

Between 2015 and 2017, 18 better practice reviews were completed. The Department also previously conducted probity audits at LG entities. We found that no better practice reviews have been conducted since 2017 and no probity audits have been conducted since the 2018-19 financial year.

Better practice reviews and probity audits are important elements of proactive regulation. If these activities are not carried out there is a risk that breakdowns in governance will not be addressed. Early intervention through targeted proactive compliance and capacity building is also likely to be more cost efficient and effective than reactive regulation involving lengthy investigations and authorised inquiries.

The Department advised us that expectation of the levels of support that can be provided need to be considered in the context of resourcing and priorities, specifically much of the Department’s support and capacity building resources being applied to the resolution of complaints and minor and serious breaches.

**The trends in minor and serious breach complaints and authorised inquiries illustrate the imbalance between preventative and reactive regulatory activities**

Increased numbers of complaints and inquiries are both an indicator that standards in LG entity governance may not be being maintained and greater education and support is required. In addition, increased complaints also require a greater proportion of regulatory resources to try and provide timely resolution. This presents the risk of a negative cycle as growing complaints absorb preventative capacity building resources leading to continued higher levels of complaints. There are strong indications that this risk is being realised.

The number of minor breach complaints referred to the LG Standards Panel<sup>4</sup> has increased significantly since 2017. However, we recognise that the Department has reduced the time it takes to finalise minor breach complaints (Table 1). This is in part because the panel has been meeting more frequently than it did in the past but is also because resources have been diverted from education and support to reactive complaint resolution.

Calendar year	Number of minor breach complaints received	Number of minor breach complaints finalised	Median time taken (days)	Shortest (days)	Longest (days)
2017	62	78	205	37	513
2018	133	68	183	8	280
2019	125	168	156	0	346
2020	154	119	112	0	873

Source: OAG using Department data

**Table 1: Number of minor breach complaints received and the length of time to finalise**

<sup>4</sup> The [LG Standards Panel](#) makes binding decisions to resolve allegations of minor misconduct submitted by a LG.

The pattern with serious breach complaints is less clear, but the overall trend is for increasing numbers of complaints and time taken to resolve them. Again, this absorbs increased resources, and reduces the Department’s capacity to deliver preventative activity. Table 2 shows how many serious breach complaints were received in the last 4 years and how long it took to finalise investigations.

Calendar year	Number of serious breach complaints received	Number of serious breach complaints finalised	Median time taken (days)	Shortest (days)	Longest (days)
2017	46	34	54	0	197
2018	78	36	109	0	336
2019	36	70	357	0	665
2020	57	59	184	8	736

Source: OAG using Department data

**Table 2: Number of serious breach complaints received and the length of time to finalise**

The most resource intensive part of complaint resolution are authorised inquiries. The 6 authorised inquiries finalised in the last 2 years took between 13 and 32 months to complete. There are 5 authorised inquiries into LG entities underway that have been ongoing for between 10 and 27 months.

Lengthy authorised inquiries and investigations into minor and serious breach complaints increase the risk that poor governance will continue and generally involve significant costs to the Department and LG entities. We recognise that the time to complete authorised inquiries, and minor and serious breach complaints can depend on the complexity of issues and the need to provide LG entities with time to respond to information requests and recommendations. An example of this is an inquiry under Part 8 Division 1 of the Act where the Department is required to provide LG entities up to 35 days (or longer if the Minister allows) to respond to report recommendations.

However, the Department does not currently have timeliness targets for complaints and inquiries. Setting targets would manage stakeholder expectations and enable the Department to identify the levels of resources it needs to meet its reactive regulatory obligations. In turn this would also allow it to identify the level of resource needed for preventative activities and potentially demonstrate the impact of those activities.

Other regulatory and oversight entities have timeliness targets which measure the time taken to complete investigations. The Department also has targets and performance indicators that measure the time it takes to approve applications processed under delegation from the Minister for Local Government. These include applications under the Act to determine the method of valuation of land to be used by a LG entity as the basis for a rate and for differential general rates.

We have recommended that the Department should clearly define its LG regulation and support objectives, deliverables and targets. This should include robust performance monitoring measures. The Department has advised that the development of a risk analysis tool for the LG sector will help it define objectives, deliverables and targets.

**The Department has limited understanding of how effectively its LG support functions build capability within the sector**

Support is provided through the LG advisory hotline, guidance documents, and several projects to build capability within the sector. But the Department does not analyse which of these approaches to build capability is effective in supporting and improving good governance in LG. This means the Department and the LG sector do not understand if the level of support provided is adequate.

There are varying perceptions and trends around the Department's effectiveness, some of which were highlighted in WALGA and LG Pro WA's submissions to the recent Select Committee into Local Government. Without good measures and analysis, it is hard for Parliament and other stakeholders to understand if the sector is improving or not.

The Department told us that it must manage expectations about the level of support it provides, as most of its resourcing is used for reactive regulation, resolving complaints and minor and serious breach investigations. It also told us that it intends to reallocate resources towards capacity building in the LG sector once the legislative reform process is completed. At the time of reporting, a new LG Act is expected to be completed in 2021.

Examples of the support the Department provides include:

- guidance, advice, and support on legislative changes through governance bulletins, operational guidelines, and the *WA Local Government Accounting Manual*
- operation of the LG advisory hotline to support LG officers and elected members
- online LG council candidate induction
- attendance at meetings and workshops with WALGA, LG Pro WA and LG entities
- providing administrative support to the WA LG Grants Commission under the *Local Government Grants Act 1978*, the LG Advisory Board and managing the WA State LG Agreement.

The Department also provides funding to support several WALGA and LG Pro WA activities. In 2019-20 these included:

- \$133,250 payment to WALGA to build capability within the LG sector supporting the LG Corporate Partnership Agreement. This helped delivery of key outcomes relating to State Government priorities. The funding supported the promotion of diversity within councils, research, and delivery of capacity building strategies, and the 2019 LG Convention
- \$169,000 to LG Pro WA to improve content and performance of LG integrated planning and reporting. The agreement was increased by an additional \$100,000 in response to COVID-19
- a total of \$104,100 to LG Pro WA to support the Corporate Partnership Agreement and CEO Support Program, Emerging Leader Award and Standardised Chart of Accounts.

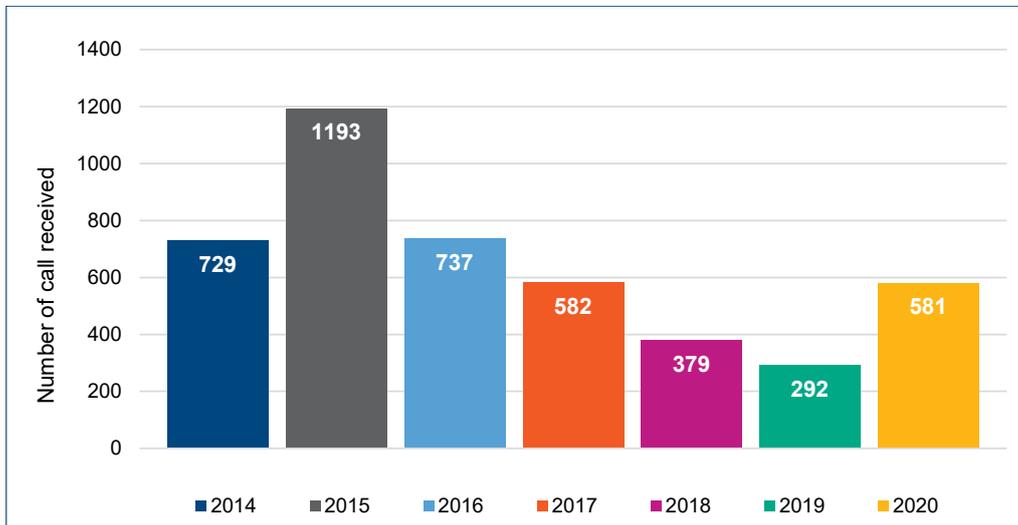
### **There has been a decrease in the number of calls to the LG advisory hotline, but the Department is not clear if this indicates improved LG capability**

There has been an overall decline in the number of calls to the LG advisory hotline. For example, in 2015, the hotline received approximately 4 times as many calls as it did in 2019. There was then an increase in calls in 2020, albeit at a level lower than during 2014-17 (Figure 3).

The overall downward trend in requests for advice and support could reflect improved capability within LG entities, or it could indicate that LG entities believe they can no longer rely on the Department. The Department's Legislative Reform team informed us they also receive calls from LG entities seeking advice, however these calls are not recorded in the hotline register.

We saw no evidence that the Department had sought to identify the reasons for the significant fall in the number of calls received. Understanding the reasons for fewer calls could help improve the support provided.

The Department advised that a sector education and capability building framework is due to be completed by the end of April 2021. This framework will guide the development of sector educational materials and includes a toolkit of proactive strategies (e.g. revised better practice reviews and governance health checks).



Source: OAG using the Department’s data

Figure 3: LG advisory hotline calls received 2014 to 2020

**Audited KPIs only provide a limited view of the Department’s regulation and support activities**

The Department’s 3 audited KPIs that measure performance against LG business objectives provide high-level insights into operational aspects. Although the Department has discussed future KPIs with our Office and has proposed changes, that the Department believes would provide a more effective measurement of activities and functions, the KPIs need to be supported by robust performance measures and analysis to examine the impact of the Department’s LG activities. On their own, the KPIs do not inform where the Department should focus its strategies and resources, and rarely provide sufficient information for sound internal decision-making.

In 2019-20, the Department achieved its target in 2 of the 3 KPIs (Table 3).

KPI	Description	2018-19 actual	2019-20 target	2019-20 actual	Variance 2019-20
<b>Effectiveness Measure LG1</b>	Percentage of LG entities that did not have an action taken against them under the Department’s framework	49%	55%	61%	6%
<b>Effectiveness Measure LG2</b>	Percentage of LG entities with integrated planning and reporting plans reviewed	87%	25%	100%	75%
<b>Efficiency Measure 1.1</b>	Average cost per LG entity for regulation and support	\$76,743	\$90,129	\$99,795	\$9,666

Source: OAG

Table 3: The Department’s performance against its LG KPIs in 2019-20

We considered what the 3 KPIs reveal about the operational performance of the Department in the context of what we found during this audit.

The first KPI (Effectiveness Measure LG1) provides a high-level indication of how LG entities perform in fulfilling their statutory requirements. This measure is designed to allow the Department to understand how LG entities are performing their governance to fulfil their statutory requirements. The KPI shows that in 2019-20, 61% of LG entities did not have an action taken against them under the Department's regulatory framework. The Department reports that the increase in KPI performance in 2019-20 has been attributed to some compliance actions not being undertaken in 2019-20, as well as an overall decrease in the number of new complaints.

By itself, the KPI provides limited insights into where the Department should focus its resources to build capability in the sector. Other information could be used to inform decision-making. For example, how long the actions took, if LG entities had multiple actions, or if there were common issues within or across LG entities. This information is critical to target proactive regulation and support and build capacity within the sector. This in turn, should contribute to increasing good governance and a fall in the number of minor breach complaints, investigations, and authorised inquiries.

We reviewed the actions that made up the 2019-20 KPI (Effectiveness Measure LG1). In total, 122 actions were taken against 54 LG entities (Table 4). Some LG entities had several different actions taken against them.

Category	Number of actions
Authorised inquiries	9
Serious breach investigations	85
Recurrent breach	3
General non-compliance	14
Offence (non-elected member)	5
Other	6
<b>Total</b>	<b>122</b>

Source: OAG using Department information

**Table 4: Actions taken against LG entities in 2019-20**

The second KPI (Effectiveness Measure LG2) provides information about the support provided by the Department to review LG entities' integrated planning and reporting plans. This measure allows the Department to assess the level and currency of LG integrated planning. Although the Department reviewed all LG entity plans in 2019-20, there is no evidence that the Department used this review process to inform its approach to regulatory and support strategies for the sector, and we note this KPI provides limited insights into the Department's performance against its regulatory and support strategies.

The third KPI (Efficiency Measure 1.1) assesses the efficiency of the Department's resources. It is calculated by dividing the total cost allocation to regulatory and other services for LG by the total number of WA LG entities.<sup>5</sup> In 2019-20, the cost was \$9,666 (11%) higher than the target. The Department has attributed this to its continued focus to support and build the capacity of the sector, however the efficiency and effectiveness of delivery of specific actions for the LG sector, and any improvements over time, remains undemonstrated by the Department.

<sup>5</sup> 137 – the number of WA LG entities used to calculate the cost. It excludes the 2 Indian Ocean Territory LGs and 9 regional LGs.

## Appendix 1: The Department’s responsibilities to regulate and support LG entities

During our audit, the Department provided us with the following description of its roles and responsibilities to regulate and support LG entities. It is included in this report to help inform the LG sector and other stakeholders.

Area of responsibility	Function	Roles and responsibilities
<b>Administration and management of LG system</b>	Legislative interpretation and advice	<p>Departmental interpretation only (not legal advice) on legislation within the LG portfolio, provided to the Minister, sector stakeholders and the general public, in the form of:</p> <ul style="list-style-type: none"> <li>• responses to telephone, email and written enquiries or complaints</li> <li>• Ministerial briefing notes and draft correspondence</li> <li>• guidelines and other advisory publications</li> <li>• information bulletins and circulars</li> <li>• website content on portfolio legislation</li> <li>• in person seminars and workshops with sector stakeholders</li> <li>• presentations including live and recorded online seminars (webinars).</li> </ul> <p>Special support is also provided to the Indian Ocean Territory Shires of Christmas Island and Cocos (Keeling) Islands under a Service Delivery Agreement between the State and Commonwealth Governments.</p>
	Legislative development	<p>Ongoing review and amendment of Acts (and associated regulations) in the LG portfolio, including the following:</p> <ul style="list-style-type: none"> <li>• <i>Local Government Act 1995 and Local Government (Miscellaneous Provisions) Act 1960</i></li> <li>• <i>Local Government Grants Act 1978</i></li> <li>• <i>City of Perth Act 2016</i></li> <li>• <i>Caravan Parks and Camping Grounds Act 1995</i></li> <li>• <i>Cat Act 2011</i></li> <li>• <i>Cemeteries Act 1986</i></li> <li>• <i>Control of Vehicles (Off-road Areas) Act 1978</i></li> <li>• <i>Dog Act 1976 (and Dog Amendment Act 2013).</i></li> </ul> <p>The Department is currently in Phase 2 of the review to develop a new LG Act.</p>
	Legislative assistance to LG entities	<p>Assessment of draft local laws, providing advice and assistance on correct drafting, and statutory processes for consultation and gazettal.</p>
	Policy advice	<p>Policy advice provided to the Minister on all portfolio legislation, and proactive engagement with the LG sector to achieve the Act's intent and objectives.</p>
	Data collection and performance reporting	<p>Collation of data from strategic plans for the future prepared under the Act and Local Government (Administration) Regulations 1996, as well as annual budgets, budget reviews and annual financial reports prepared under the Act and Local Government (Financial Management) Regulations 1996.</p>

Area of responsibility	Function	Roles and responsibilities
		<p>The Department collates this data from its online Smart Hub portal and assesses it for the purposes of advising the Minister on issues of interest or concern. It also uses the information to provide comparative data for LG entities on the MyCouncil website.</p>
	<p>Active role in local government elections</p>	<p>Provision only of a support role in elections, as Part 4 of the Act gives each LG entity direct authority to conduct its own council elections or to engage the Western Australian Electoral Commission to conduct them. Departmental support has traditionally included:</p> <ul style="list-style-type: none"> <li>• telephone, email and written advice on compliance with legislative requirements for the electoral process</li> <li>• presentations at LG entity induction sessions for prospective candidates and newly elected councillors</li> <li>• elections fact sheets and timetables, including information for prospective candidates</li> <li>• promotional publications and website content</li> <li>• CEO support materials, including bulletins and a regularly revised manual for returning officers</li> <li>• Ministerial reports and briefing notes on vacancies, nominations, voter participation and final results.</li> </ul>
<p><b>Investigation and compliance</b></p>	<p>Compliance audits</p>	<p>Assessment of compliance audit returns lodged on the online Smart Hub portal in accordance with the Local Government (Audit) Regulations 1996, to assess general legislative compliance in the sector.</p> <p>The Department periodically conducts probity audits into individual LG entities. These are not mandated by legislation but are sometimes prompted by ongoing Departmental monitoring of the sector in areas such as legislative compliance and financial management. They can sometimes be requested by the Minister for a particular LG entity, or by the council of a LG entity itself, to assist in achieving good governance.</p>
	<p>Investigation of councils</p>	<p>Under Parts 8 and 9 of the Act, the Minister and Department have authority to inquire into the affairs and performance of LG entities, suspend or dismiss council members, and hold employees accountable for misapplication of LG funds or property. The Minister and Department have power to:</p> <ul style="list-style-type: none"> <li>• order a LG entity, council member, CEO or employee to provide any information concerning the LG entity or its operations or affairs</li> <li>• inquire into any aspect of a LG or its operations or affairs</li> <li>• prosecute for any offence under the Act.</li> </ul>
	<p>Support of other (external) review mechanisms</p>	<p>The Department liaises as necessary with, and monitors the findings of, a number of other government agencies including:</p>

Area of responsibility	Function	Roles and responsibilities
	Advice and implementation on findings from external bodies	<ul style="list-style-type: none"> <li>• Western Australian Ombudsman (for complaints regarding LG administrative processes and customer service)</li> <li>• Public Sector Commission (for complaints regarding minor misconduct by LG employees)</li> <li>• Corruption and Crime Commission (for investigation of serious misconduct by LG elected members or employees)</li> <li>• Office of the Auditor General (for issues arising from LG audits and legislative compliance).</li> </ul> <p>Findings by these agencies inform the Department in planning sector wide education and, where warranted, Departmental or Ministerial intervention.</p>
	Investigation of council members (including code of conduct complaints)	<p>Departmental jurisdiction over the general conduct of council members derives from the Local Government (Model Code of Conduct) Regulations 2021. Departmental investigative functions include:</p> <ul style="list-style-type: none"> <li>• investigation of minor breaches of the Act and enforceable provisions of the Local Government (Model Code of Conduct) Regulations 2021</li> <li>• investigation of recurrent and serious breaches of the Act</li> <li>• administrative support for the Minister’s Local Government Standards Panel.</li> </ul>
	Training and education (sector wide)	<p>Part of the Department's role in assisting with the administration of the Act is to build capacity in the sector. The Department generally facilitates training rather than providing it directly, engaging external providers to provide training sessions and programs on both a metropolitan and regional basis. In the case of elected members, some training is a regulatory requirement, and must be undertaken with approved providers.</p>
	Training and education (individual councils)	<p>Departmental training for individual LG entities tends to target those with identified issues or problems. Depending on the content, external parties may be engaged to provide the service because of relevant expertise in problem areas. The Department also facilitates mentors for LG CEOs as part of the CEO Support Program.</p>
	Direct involvement in council management (e.g. placement of an officer in a council)	<p>The Department does not become directly involved in LG administration, but Departmental officers may work closely with a particular LG entity’s elected members and employees when conducting targeted probity audits or better practice reviews.</p>
<b>Grants management</b>	State Local Government Grants Commission	<p>The Department provides administrative support to the Western Australian Grants Commission under the <i>Local Government Grants Act 1978</i> and is also responsible for review or amendment of that legislation.</p>
	Grants to councils	<p>Grants are allocated to LG entities by the Western Australian Grants Commission.</p>

Area of responsibility	Function	Roles and responsibilities
<p><b>Functional responsibilities</b></p>	<p>Administration of other legislation</p>	<p>In addition to statutory approvals (see below), the Department performs administrative functions under other legislation in the LG portfolio including:</p> <ul style="list-style-type: none"> <li>• administrative support when required to the Minister's Caravan Parks and Camping Grounds Advisory Committee - <i>Caravan Parks and Camping Grounds Act 1995</i></li> <li>• administrative support to the Minister on the constitution and appointment of members to cemetery boards - <i>Cemeteries Act 1986</i></li> <li>• establishment and closure of off-road vehicle permitted and prohibited areas - <i>Control of Vehicles (Off-road Areas) Act 1978</i></li> <li>• administrative support when required to the Minister's Off-road Vehicle Advisory Committee - <i>Control of Vehicles (Off-road Areas) Act</i>.</li> </ul>
	<p>Statutory approvals</p>	<p>Processing of statutory approvals includes:</p> <ul style="list-style-type: none"> <li>• approvals to reduce requirements for quorums and majority votes at council and committee meetings in particular cases, to allow participation by someone declaring an interest, or to exempt someone from declaring an interest</li> <li>• approvals for LGs to change land valuation methods for rates, or impose certain differential rates or minimum payments</li> <li>• granting of exemptions from rates</li> <li>• revestment of land in the Crown</li> <li>• granting of exemptions from requirements of the Caravan Parks and Camping Grounds Regulations</li> <li>• approvals for burials outside proclaimed cemeteries and orders for exhumations</li> <li>• variations to off-road vehicle registration requirements and approvals for off-road vehicle use outside permitted areas</li> <li>• appointment of authorised officers for off-road vehicle enforcement</li> <li>• approvals for assistance dogs, and appointment of public access test assessors.</li> </ul>
<p><b>Other</b></p>	<p>Management of council boundaries and representation</p>	<p>The Department provides administrative support to the LG Advisory Board which monitors and makes recommendations to the Minister on LG boundaries, ward structures and representation numbers.</p> <p>It also processes applications for Ministerial approvals for regional LG entities and regional subsidiaries, and amendments to their establishment agreements or charters.</p>
	<p>Management of council information website</p>	<p>The Department maintains the MyCouncil website, which collates data from sources including LG budgets, budget reviews, annual reports and annual financial reports, to provide comparative data for all LG entities in WA.</p>

Source: Department and OAG

## Appendix 2: Status of the Department’s 2018 internal audit recommendations

The table below provides a status update for the recommendations from the Department’s 2018 internal audit of processes and practices for managing LG enforcement, investigations and authorised inquiries. The status was provided by the Department and represents the position in late 2020. The Department has advised us that all outstanding recommendations will be completed by 30 June 2021.

Recommendations	Risk rating	Implementation status
<p>The Department should finalise its draft capacity building and compliance framework, should establish strategic priorities for the compliance function and should use this to establish resourcing requirements and structure. This should include allocating appropriate resources to ensure the Department:</p> <ul style="list-style-type: none"> <li>• has an effective, responsive LG education function that ensures common areas of risk are identified and supported, advice and education is provided to LG entities in those key areas</li> <li>• has an effective sector monitoring and compliance function that proactively monitors CARs (compliance audit returns) and LG financial reporting to identify and report risks of non-compliance</li> <li>• has an effective investigations functions that ensures all investigations and inquiries commence and conclude in a timely manner</li> <li>• should ensure staff members in the Department’s compliance function have appropriate training to ensure they have contemporary skills and knowledge to ensure best practice in investigation, monitoring and education.</li> </ul>	Extreme	Open
<p>The Department should review and update existing policies and procedures and should consolidate these into a comprehensive manual for LG legislative compliance, covering all aspects of the compliance framework providing a full policy and procedure guide. This should include the process involved in issuing show-cause notices, including the roles and responsibilities of the Department in pre-assessment prior to decisions being made, collecting evidence to support the case, processes involved during the show-cause notice period, and processes to be followed after the show-cause-notice is issued.</p>	High	Open
<p>The end-to-end policy and procedures should also capture the process for authorised inquiries, including timelines, key stakeholders, escalation processes, evidence gathering, reporting and follow up and enforcement.</p>	High	Closed
<p>The Department should develop a mechanism for rating compliance risks based on data derived from the CAR. This should include allocating a compliance risk rating of high, medium or low which could be used as an input to the LG entity’s overall risk assessment. This could be included as a function of the SMART Hub portal used by LG entities to report CAR data.</p>	High	Open
<p>The Department should issue a non-compliance risk rating report or letter to the CEO of the respective LG entities where high or medium</p>	High	Open

Recommendations	Risk rating	Implementation status
overall risk ratings are established. The Department should also make recommendations to LGs to manage compliance risks.		
The Department should use the risk ratings derived from CARs to escalate compliance risks to complete probity audits, integrity audits and investigations.	High	Open
The Department should monitor CAR data trends to determine the improvements in LG compliance and identify key risk areas.	High	Open
The Department should establish a process for random audits of LG entities to validate CAR data reported by LG entities.	High	Open
The Department should ensure decisions taken whether to investigate complaints are reviewed and endorsed by a second officer before the investigation commences.	High	Open
The Department should promote the need for a formal, agreed information sharing framework with other regulatory bodies including the CCC, WA Police and the OAG.	High	Open
A formal and documented conflict of interest process should be performed for each investigation. This could be incorporated in the investigation database, as part of a mandatory checklist prior to commencement of investigations by the respective investigations officer.	Moderate	Open
The Department should establish achievable target driven KPIs that are aligned to the objectives of the LG compliance function. KPI based performance reporting should be established and this should be regularly reported and reviewed.	Moderate	Open
The Department should ensure investigations are allocated in a timely manner to ensure there are no undue delays in the investigation process. Any investigations that are not allocated in a timely manner should be reported to management.	Moderate	Closed
The Department should also establish a more stringent screening process for complaints made by members of the public. This should include developing criteria for the escalation of complaints to the Manager Sector Governance and the initiation of an investigation.	Moderate	Open
The Department should introduce a mechanism for complainant feedback, including a short survey containing questions asking the complainant to rate the Department's service on a scale of 1-10.	Low	Open
A target timeframe for completion of each investigation should be established within the CRM. Investigations that remain open past that target time frame should be highlighted to management to reassess resourcing requirements for the investigation. Statistics on average hours taken for investigations should be used to inform broader resourcing requirements for the LG compliance function.	Low	Open
The Department should promote a mediation process between the complainant and the LG entities prior to complaint lodgement with the Department. At the end of the mediation process, the complainant would have the option to decide whether to lodge their complaint with the Department.	Low	Closed
<p><b>Risk rating (defined by the internal audit report)</b></p> <p>Extreme – immediate management action required.                      Moderate – management action required.</p> <p>High – urgent management action required.                              Low – some management action required.</p>		

Source: Department and OAG

## Auditor General's 2021-22 reports

Number	Title	Date tabled
20	Opinions on Ministerial Notifications – Policing Information	28 April 2021
19	Opinion on Ministerial Notification – Bennett Brook Disability Justice Centre	8 April 2021
18	Regulation of Consumer Food Safety by the Department of Health	1 April 2021
17	Department of Communities' Administration of Family and Domestic Violence Support Services	11 March 2021
16	Application Controls Audits 2021	8 March 2021
15	Opinions on Ministerial Notifications – Tax and Funding Information Relating to Racing and Wagering Western Australia	26 February 2021
14	Opinion on Ministerial Notification – Hotel Perth Campaign Reports	24 February 2021
13	Opinion on Ministerial Notification – Release of Schedule of Stumpage Rates	24 February 2021
12	Grants Administration	28 January 2021
11	COVID-19 Relief Fund	21 December 2020
10	COVID-19: Status of WA Public Testing Systems	9 December 2020
9	Western Australian Registry System – Application Controls Audit	26 November 2020
8	Regulating Minor Pollutants	26 November 2020
7	Audit Results Report – Annual 2019-20 Financial Audits of State Government Entities	11 November 2020
6	Transparency Report: Major Projects	29 October 2020
5	Transparency Report: Current Status of WA Health's COVID-19 Response Preparedness	24 September 2020
4	Managing the Impact of Plant and Animal Pests: Follow-up	31 August 2020
3	Waste Management – Service Delivery	20 August 2020
2	Opinion on Ministerial Notification – Agriculture Digital Connectivity Report	30 July 2020
1	Working with Children Checks – Managing Compliance	15 July 2020



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 Office of the Auditor General for  
Western Australia

**8.5 Debtors Write-Off**

<b>Responsible Branch:</b>	Financial Services
<b>Responsible Directorate:</b>	Corporate and Strategy
<b>Authority/Discretion:</b>	Legislative
<b>Voting Requirement:</b>	Simple Majority Required
<b>Attachments:</b>	1. CONFIDENTIAL REDACTED - Infringement Debtors List - for Debts Under \$500.00 [8.5.1 - 1 page]

**Confidential Attachment(s) - in accordance with Section 5.23(2)(b) of the Local Government Act 1995 - the personal affairs of any person.**

**SUMMARY**

This report presents and notifies Council of a list of bad debts that have been written off under delegated authority in accordance with the Sundry Debt and Recovery Policy.

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

**That Council notes an amount of \$3,385.00 of bad debts as outlined in Attachment 1 and Rate penalty interest amount of \$244.45 as outlined in this report has been written off under delegated authority.**

**Cr Giorgia Johnson Moved, Mr Phillip Draber Seconded**

**CARRIED UNANIMOUSLY: 4/0**

**For: Cr Lorna Clarke, Mr Phillip Draber, Cr Dan Bull, Mayor and Cr Giorgia Johnson.**

**Against: Nil.**

**BACKGROUND**

This report provides an overview of bad debts accrued and requiring write off under the Sundry Debt Collection and Recovery Policy.

Australian Accounting Standards and the provisions of the *Local Government Act 1995* and Financial Management Regulations require, inter alia, ongoing assessment of the likelihood that debts recognised in the organisation's accounts will be collected.

Sundry debtors are managed in accordance with the City's Sundry Debt Collection and Recovery Policy. While all reasonable efforts are made to recover aged debts, there are also some that, for practical purposes, require write off.

These can be monies due for user charges, infringements, fees and other services rendered, and the process for collection is dependent on the type of debt raised and the mechanisms available under various legislation for recovery. Section 6.12 (1) of the *Local Government Act 1995* allows for debts to be written off by Council, and the Sundry Debt and Recovery Policy gives delegated authority to the Chief Executive Officer to write off any uncollectable bad debts under \$500 per account, and advise Council accordingly.

Any amount in excess of \$500.00 requires approval from Council to write off.

**EXTERNAL CONSULTATION**

Not applicable.

**OFFICER'S COMMENTS**

Infringement Debtors

The infringement write-off list (**Attachment 1**) refers to current infringements where either the City cannot acquire the offender's details from the Department of Transport or the Fines Enforcement Registry (FER) has advised that the debt is not recoverable or economical to enforce. The amount written off under Delegated Authority is \$3,385.00.

Rates Debtors

Rates debtors with an account balance that is \$5.00 or less are written off under Delegated Authority.

For the period 1 June 2021 to 30 June 2021, 221 properties had a small balance of penalty interest totalling \$244.45, which was written off under Delegated Authority.

There is no debt exceeding the Delegated Authority threshold that is required to be written off by Council during this reporting period.

**LEGISLATIVE COMPLIANCE**

The Sundry Debt Collection and Recovery Policy applies and section 6.12 (1) of *the Local Government Act 1995* states:

*"Subject to subsection (2) and any other written law, a local government may —  
 ... (c) write off any amount of money, which is owed to the local government."*

**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.

<b>Officer's Recommendation</b>	That Council notes an amount of \$3,385.00 of bad debts as outlined in <b>Attachment 1</b> and Rate penalty interest amount of \$244.45 as outlined in this report has been written off under delegated authority.	
<b>Risk Category</b>	<b>Adopted Risk Appetite</b>	<b>Risk Assessment Outcome</b>
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
<b>Conclusion</b>	By writing off these debts, the outstanding debtors account will reflect amounts that are deemed recoverable.	

**FINANCIAL IMPLICATIONS**

Bad debts are reflected in the end-of-year operating result. The ongoing review of the City's revenue collection and debt recovery practices is considered to be an important feature of risk management and strengthening corporate governance.

**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.

**CONCLUSION**

It is recommended that Council notes an amount of \$3,629.45 of bad debts has been written off under delegated authority.

**9 PREVIOUS MATTERS DEALT WITH NOT ON THE AGENDA**

Reconciliation arising from past meetings:

Nil.

**10 GENERAL BUSINESS**

Nil.

**11 BRIEFING NOTES**

Nil.

**12 CONFIDENTIAL ITEMS**

**12.1 Audit Log**

<b>Responsible Branch:</b>	Governance and Strategy
<b>Responsible Directorate:</b>	Corporate and Strategy
<b>Authority/Discretion:</b>	Executive/Strategic
<b>Voting Requirement:</b>	Simple Majority

**REASON FOR CONFIDENTIALITY**

*Item 12.1 Audit Log is a CONFIDENTIAL REPORT in accordance with section 5.23(2) of the Local Government Act 1995 (WA), which permits the meeting to be closed to the public for the business relating to:*

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

**COMMITTEE RESOLUTION**

That the meeting be closed to the public.

Mr Phillip Draber Moved, Cr Dan Bull, Mayor Seconded

**CARRIED UNANIMOUSLY: 4/0**

*For: Cr Lorna Clarke, Mr Phillip Draber, Cr Dan Bull, Mayor and Cr Giorgia Johnson.*

*Against: Nil.*

*At 07:05 pm, the meeting closed to the public.*

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

That the recommendation as contained in the “Confidential Report” be adopted.

Mr Phillip Draber Moved, Cr Giorgia Johnson Seconded

**CARRIED UNANIMOUSLY: 4/0**

*For: Cr Lorna Clarke, Mr Phillip Draber, Cr Dan Bull, Mayor and Cr Giorgia Johnson.*

*Against: Nil.*

**12.2 OAG Annual Information Systems Audit Update**

<b>Responsible Branch:</b>	Information Services
<b>Responsible Directorate:</b>	Corporate and Strategy
<b>Authority/Discretion:</b>	Executive/Strategic
<b>Voting Requirement:</b>	Simple Majority

**REASON FOR CONFIDENTIALITY**

*Item 12.2 OAG Annual Information Systems Audit Update is a CONFIDENTIAL REPORT in accordance with section 5.23(2) of the Local Government Act 1995 (WA), which permits the meeting to be closed to the public for the business relating to:*

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

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

That the recommendation as contained in the “Confidential Report” be adopted.

**Cr Georgia Johnson Moved, Mr Phillip Draber Seconded**

**CARRIED UNANIMOUSLY: 4/0**

**For: Cr Lorna Clarke, Mr Phillip Draber, Cr Dan Bull, Mayor and Cr Georgia Johnson.**

**Against: Nil.**

**COMMITTEE RESOLUTION**

That the meeting be reopened to the public.

**Cr Georgia Johnson Moved, Mr Phillip Draber Seconded**

**CARRIED UNANIMOUSLY: 4/0**

**For: Cr Lorna Clarke, Mr Phillip Draber, Cr Dan Bull, Mayor and Cr Georgia Johnson.**

**Against: Nil.**

*At 07:36 pm, the meeting was reopened to the public.*

**13 NEXT MEETING**

The next meeting of the Audit and Risk Management Committee will take place in the Embleton Room, 61 Broun Avenue, Morley, on Tuesday, 9 November 2021 commencing at 6:00pm.

**14 CLOSURE**

There being no further business to discuss, the Chairperson, Cr Lorna Clarke, declared the meeting closed at 7:37 pm.