

Agenda

Audit and Risk Management Committee

Tuesday 14 December 2021

Notice of Meeting

The next Audit and Risk Management Committee will take place in the Embleton Room, City of Bayswater Civic Centre, 61 Broun Avenue, Morley on ***Tuesday 14 December 2021*** commencing at ***5:30 pm***.

Yours sincerely



ANDREW BRIEN
CHIEF EXECUTIVE OFFICER

13 December 2021

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1 OFFICIAL OPENING**2 ACKNOWLEDGEMENT OF COUNTRY**

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

Noongar Language

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

English Language Interpretation

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

3 ATTENDANCE**Members**

Cr Giorgia Johnson	Chairperson
Cr Filomena Piffaretti	Mayor
Cr Josh Eveson	
Cr Michelle Sutherland	

Officers

Mr Andrew Brien	Chief Executive Officer
Ms Lorraine Driscoll	Director Corporate and 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	Senior Director, Financial Audit, Office of the Auditor General
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Leave of Absence

Nil.

Apologies

Nil.

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.

5 DELEGATED AUTHORITY BY COUNCIL

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

This meeting is open to the public.

6 TERMS OF REFERENCE

TERMS OF REFERENCE Audit and Risk Management Committee	
Purpose	The purpose of the Committee is to provide independent oversight so that Council can be satisfied with the performance and effectiveness of the City's financial reporting, governance systems, risk management and internal control practices.
Elected Member membership	Four Elected Members*. <i>*minimum three required under legislation</i>
External Member membership	Up to two external members.
Non-Voting Members	The Chief Executive Officer or his/her nominee is to be available together with the Director Corporate and Strategy or his/her nominee, to attend all meetings to provide advice and guidance to the Committee. Other Council officers may attend meetings as and when required. The City shall provide such administrative support to the Committee as may be required from time to time.
Powers	<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 Local Government (Financial Management) Regulations 1996 ('the financial regulations').</p> <p>The Committee may request such access to members of management, employees and all relevant information as it considers necessary to discharge its duties. This includes being entitled to request access to records, data, reports and explanatory information as the Committee deems necessary to discharge its responsibilities for providing independent oversight.</p>
Roles and Functions	<p>The roles and functions of the Committee are to:</p> <p>(a) Guide and assist the City in carrying out its functions under Part 7 of the Act which covers the essential requirements for appointment of auditors and conducting audits, and in particular, oversee implementation of any action under section 7.12 of the Act which covers financial audits, supplementary audits and performance audits by the Auditor General.</p> <p>(b) Guide and assist the City in carrying out its functions under regulation 17 of the audit regulations and, in particular, monitor and advise the CEO when undertaking a review under regulation 17 (1) of the audit</p>

	<p>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;</p> <p>(c) Support the City's auditors, both external (including the financial and performance audits conducted by the Office of the Auditor General) and internal when conducting an audit or carrying out other duties under the Act and associated regulations;</p> <p>(d) Perform any other function conferred on the Committee by these regulations or another written law.</p> <p>(e) In addition to the above functions, the Committee also has the following responsibilities:</p> <ul style="list-style-type: none"> • To review the scope of the Internal Audit plans and to consider their effectiveness; • Support the implementation of a risk management culture. Consider reports at least annually on the City's Risk Management Framework. <p>(f) May guide and assist the City in carrying out its functions under part 6 of the Act which deals with the annual budgeting process, financial accounting, and management and reporting of municipal and trust funds and the requirements for rates setting and land valuation general.</p> <p>(g) Review the quarterly performance reports of the Corporate Business Plan and annual reviews of the Corporate Strategies.</p>
Delegated Authority	Nil.
Meetings:	Committee meetings are to be in accordance with the <i>City of Bayswater Standing Orders Local Law 2021</i> .
Meeting Frequency:	The Committee shall meet at least quarterly**. ** <i>minimum annually under legislation</i>
Meeting Date and Time:	Quarterly or as required.
Location	City of Bayswater Civic Centre
Liaison Officer	Director Corporate and Strategy or nominated officer.

7 CONFIRMATION OF MINUTES

The Minutes of the Audit and Risk Management Committee held on 16 November 2021 which have been distributed, be confirmed as a true and correct record.

8 REPORTS**8.1 Corporate Business Plan 2019-23 Progress Report - 1 July To 30 September 2021**

Responsible Branch:	Governance and Strategy
Responsible Directorate:	Corporate and Strategy
Authority/Discretion:	Information Purposes
Voting Requirement:	Simple Majority
Attachments:	1. Corporate Business Plan 2019-23 Progress Report - 1 July to 30 September 2021 [8.1.1 - 9 pages]
Refer:	Item 10.2.5: OCM 25.05.2021 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 first quarterly report for the financial year 2021/22, covering activities between 1 July and 30 September 2021.

OFFICER'S RECOMMENDATION

That Council notes the Corporate Business Plan 2019-23 Progress Report for the quarter 1 July to 30 September 2021, as outlined in Attachment 1.

BACKGROUND

Section 5.56 of the *Local Government Act 1995* (WA) 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 Strategic Community Plan and Corporate Business Plan was completed in 2019 and Council adopted the Corporate Business Plan 2019-2023 at the OCM 11 June 2019. The updated plan sets out 34 actions aligned with the Strategic Community Plan 2017-2027. This report presents the first progress report for the financial year 2021/22.

A major review of the Strategic Community Plan was undertaken during 2020 and 2021. Council adopted the new Strategic Community Plan 2021-2031 at the OCM 25 May 2021. It is expected that the new Corporate Business Plan will be presented to Council in late 2021 or early 2022.

EXTERNAL CONSULTATION

No external consultation was undertaken to prepare this report. The community engagement was undertaken to develop the Corporate Business Plan 2019-2023 and to inform of the major review.

OFFICER'S COMMENTS

Twelve actions have been completed to date. A further 14 are on track for targeted completion, and three are considered to be off track. One action has not yet commenced and four are on hold due to lack of funding or external consultation.

The following information is current as at 30 September 2021.

Complete

The following four actions were completed this quarter.

Action	Target	Comments
C1.1.2 Implement a library services strategy.	30 June 2023	A report on recommendations from the Library Services Strategy, and the actions completed, underway and planned was presented to the Executive Leadership Team in December 2020. Supported actions will be implemented as part of ongoing operations.
E1.1.1 Create precinct marketing plans that itemise the qualities of the town centres and transmits them to the public.	30 June 2021	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 2021/22 budget. Implementation and outcomes will be reported annually as prescribed by action L3.1.3.
L2.1.2 Undertake a community perception survey every two years.	30 June 2021	The final Community Perception Survey report was received from the consultant in September 2021, with a presentation on the methodology and high-level results provided to the Operational Leadership Team.
L3.1.3 Provide an annual report on the implementation of approved strategies.	30 June 2023	Annual progress reports are presented to the Audit and Risk Management Committee. Different strategies are reported each quarter, to spread the workload for Council and the City. The reports have been well received by the Committee. The reports keep Council informed of how the City is progressing against adopted strategies. As this process is now established, this action is considered complete.

On track

Of the 14 actions that are on track this quarter, the following are considered of note.

Action	Target	Comments
B2.1.1 Partner with the Department of Transport to deliver strategic bicycle routes.	30 June 2023	The City has agreed in principle to an agreement with the Department of Transport to commence a review of the Bike Plan. The City is currently awaiting the formal funding agreement from the Department. Funding to match the Department's contribution was included in the 2021/22 budget.
B3.2.1 Facilitate the development of shopping precincts.	30 June 2023	The City is developing Implementation Plans for the Grand Promenade and Walter Road West shopping precincts. Community consultation to develop the plans is set to commence in November 2021.
L1.1.1 Investigate opportunities to simplify processes and reduce red tape in all areas of the City's business.	30 June 2023	Last quarter the City launched a new minutes and agenda software, delivering a number of efficiencies for managing Council and committee meetings. To complement this, live streaming Council meetings commenced in October 2021.
L3.1.3 Provide an annual report on the implementation of approved strategies.	30 June 2023	The City has engaged a consultant to undertake the 2021/22 staff survey. Preliminary discussions have been completed, with a view to undertake the survey in late 2021 or early 2022.

Off track

The following three actions are considered off track this quarter.

Action	Target	Comments
C1.2.1 Develop and implement a Community Recreation Plan.	30 June 2021	A desktop review and preliminary engagement have been completed and draft action plans are under review. The delivery was delayed six months due to the impact of the COVID-19 pandemic during 2020.
C2.1.1 Review of Aged Care assets.	30 June 2021	A report has been prepared for the November 2021 Aged Care Asset Divestment Committee on options for progressing the divestment.
E2.1.3 Develop and implement a Public Art Strategic Plan.	30 June 2021	No funding has been allocated to this project. A project plan has been prepared to develop the strategy in-house. A budget request will be considered at mid-year review to engage specialists for peer review to ensure the strategy will deliver valuable outcomes for the Community.

Not started or on hold

The following action is yet to commence.

Action	Target	Comments
B1.1.2 Develop and implement a streetscape upgrade plan for Noranda.	30 June 2022	No funding has been allocated to this projected. Therefore it is not scheduled to commence in FY2021/2022. The project will be reconsidered as part of the FY2022/23 budget process.

The following actions are currently on hold. Three actions are on hold as they have not been funded and one is on hold awaiting comments from an external agency.

Action	Target	Comments
B1.1.1 Develop and implement a streetscape upgrade plan for Morley and Bayswater.	30 June 2022	Council adopted the Morley Activity Centre Streetscape Plan and Implementation Plan in March 2020. The City is currently seeking qualified consultants to developed detailed (construction ready) designs and costings for the upgrades of the streets identified in the Streetscape plan. 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.
B2.1.3 Develop remaining Parking Management Strategies for Town Centres.	30 June 2023	Noranda is the only town centre without an endorsed Parking Management Plan. The City intended to develop the plan as a part of the Noranda District Centre Precinct Plan, which was not funded in the 2021/22 budget. Therefore, this project is not progressing at this time.
B3.1.1 Prepare a Structure Plan and built form policies for each town centre - Maylands, Morley, Noranda and Bayswater.	30 June 2023	Noranda is the only town centre without an endorsed Precinct Structure Plan. The project was not funded in the FY2021/2022 budget and is not progressing at present. The project will be reviewed as part of the FY2022/23 budget process.
B3.1.2 Develop and implement a Local Planning	30 June 2023	The City has been awaiting comments from the Department of Planning, Lands and Heritage regarding the updated Local Planning Scheme. During the last quarter the City was advised the WA

Strategy and develop a new town planning scheme.		Planning Commission's Statutory Planning Committee would consider the draft Scheme in late October for approval to advertise.
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Impact of the COVID-19 pandemic

The COVID-19 pandemic has had varying impact on the City's services and projects. While most services and projects have continued unhindered (except in lockdown), in cases where there has been an impact, 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.

LEGISLATIVE COMPLIANCE

The *Local Government Act 1995* (WA) 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.

Officer's Recommendation	That Council note the Corporate Business Plan 2019-23 Progress Report for the quarter 1 July to 30 September 2021, as outlined in Attachment 1.	
Risk Category	Adopted Risk Appetite	Risk Assessment Outcome
Strategic Direction	Moderate	Low
Reputation	Low	Low
Governance	Low	Low
Community and Stakeholder	Moderate	Low
Financial Management	Low	Low
Environmental Responsibility	Low	Low
Service Delivery	Low	Low
Organisational Health and Safety	Low	Low
Conclusion	Accepting this progress report presents low risk and reduces risk long-term by keeping Council informed of progress against the Corporate Business Plan 2019-23.	

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

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

CONCLUSION

This report provides Council with a progress report on actions identified in the Corporate Business Plan 2019-23 for the quarter 1 July to 30 September 2021. This is the first report for the 2021/22 financial year. Generally, progress against the plan is on track, with full disclosure made of any

exceptions. The COVID-19 pandemic has affected the progress of several actions, and is expected to have a continuing effect on this financial year and beyond.

Following the major review of the Strategic Community Plan, the Corporate Business Plan is currently under review. This review is being undertaken in line with the review of the Long-Term Financial Plan, as it is critical that these plans are integrated.

Corporate Business Plan 2019-2023


Progress Report - 1 July 2021 to 30 September 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 July 2021 to 30 September 2021


NOTE: The Corporate Business Plan 2019-2023 aligns with the aspirations, outcomes and strategies of the superseded Strategic Community Plan 2017-2027. For consistency and clarity, the alignment has been retained for this report. The new Corporate Business Plan will align with the Strategic Community Plan 2021-2031, and reports updated accordingly.

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.





- On track (2)
- Off track (2)
- Not started (0)
- Complete (0)

 **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.





- On track (3)
- Off track (0)
- Not started (0)
- Complete (0)

 **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.

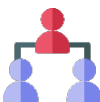



- On track (3)
- Off track (0)
- Not started (0)
- Complete (4)

 **OUR LOCAL ECONOMY**
Aspiration: An active and engaged community.
Strategies: E1 Support initiatives for local business.
 E2 Active and engaging town and city



- On track (2)
- Off track (1)
- Not started (0)
- Complete (0)

 **LEADERSHIP & GOVERNANCE**
Aspiration: An active and engaged community.
Strategies: L1 Accountable and good governance.
 L2 Proactively communicates and consults.
 L3 Strong stewardship and leadership.



- On track (4)
- Off track (0)
- Not started (0)
- Complete (0)



OUR COMMUNITY

Aspiration: An active and engaged community.*

1 July 2021 to 30 September 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. Construction work commenced June 2021 following a cultural smoking ceremony to bless the land and work to be completed. Sewer, drainage and soakwells have been installed. Aquatic plant room and underground tanks are under construction, with buildings, pathways, play equipment, BBQ's etc. to follow. At the time of writing this report, work on pathways, ramps and stairs, and some landscaping commenced in early October.
		C1.1.2 Implement a library services strategy.	●	●	●	●	Complete	A report on recommendations from the Library Services Strategy, and the actions completed, underway and planned was presented to the Executive Leadership Team in December 2020. Supported actions will be implemented as part of ongoing operations.
		C1.1.3 Investigate possible locations for permanent event stage structures within the City's Regional reserves.	●	●			Complete	Options were identified and presented to Council. 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.	●	●			Off track	A desktop review and preliminary engagement have been completed and draft action plans are under review. The delivery was delayed six months due to the impact of the COVID-19 pandemic during 2020.
		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 July 2021 to 30 September 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	CPTED principles are applied through projects as they arise.
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	A report has been prepared for the November 2021 Aged Care Asset Divestment Committee on options for progressing the divestment.

* The Corporate Business Plan 2019-2023 aligns with the aspirations, outcomes and strategies of the superseded Strategic Community Plan 2017-2027. For consistency and clarity, the alignment has been retained for this report. The new Corporate Business Plan will align with the Strategic Community Plan 2021-2031, and reports updated accordingly.



1 July 2021 to 30 September 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 Environment and Liveability Framework document was presented to the Executive Leadership Team during the quarter. The document has been updated per feedback and is expected to be presented to Councillors during the first half of 2022.
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 underway into future waste recovery opportunities for the old material recovery facility shed at the City's Transfer Station. City officers have also started rolling out FOGO to some multi-unit developments based on readiness and infrastructure
		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 working with the EMRC in relation to: 1. Implementing additional waste initiatives at the Bayswater Transfer Station 2. Delivering waste education to the community as a part of the FOGO rollout, which commenced in March 2021.

* The Corporate Business Plan 2019-2023 aligns with the aspirations, outcomes and strategies of the superseded Strategic Community Plan 2017-2027. For consistency and clarity, the alignment has been retained for this report. The new Corporate Business Plan will align with the Strategic Community Plan 2021-2031, and reports updated accordingly.



1 July 2021 to 30 September 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.	●	●			On hold	Council adopted the Morley Activity Centre Streetscape Plan and Implementation Plan in March 2020. The City is currently seeking qualified consultants to developed detailed (construction ready) designs and costings for the upgrades of the streets identified in the Streetscape plan. 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	No funding has been allocated to this projected. Therefore it is not scheduled to commence in FY2021/2022. The project will be reconsidered as part of the FY2022/23 budget process.
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 City has agreed in principle to an agreement with the Department of Transport to commence a review of the Bike Plan. The City is currently awaiting the formal funding agreement from the Department. Funding to match the Department's contribution was included in the FY2021/2022 budget.
		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 hold	Noranda is the only town centre without an endorsed Parking Management Plan. The City intended to develop the plan as a part of the Noranda District Centre Precinct Plan, which was not funded in the FY2021/2022 budget. Therefore this project is not progressing at this time.
		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 by these two agencies.



1 July 2021 to 30 September 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 hold	Noranda is the only town centre without an endorsed Precinct Structure Plan. The project was not funded in the FY2021/2022 budget and is not progressing at present. The project will be reviewed as part of the FY2022/23 budget process.
		B3.1.2 Develop and implement a Local Planning Strategy and develop a new town planning scheme.	●	●	●	●	On hold	The City has been awaiting comments from the Department of Planning, Lands and Heritage regarding the updated Local Planning Scheme. During the last quarter the City was advised the WA Planning Commission's Statutory Planning Committee would consider the draft Scheme in late October for approval to
		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. It is anticipated that a minor review will be undertaken in FY2024/25, and a major review as needed or up to five years following.
	B3.2 Facilitate the development of activity nodes.	B3.2.1 Facilitate the development of shopping precincts.	●	●	●	●	On track	The City is currently developing Implementation Plans for the Grand Promenade and Walter Road West precincts. Community consultation to develop the plans is set to commence in November 2021.

* The Corporate Business Plan 2019-2023 aligns with the aspirations, outcomes and strategies of the superseded Strategic Community Plan 2017-2027. For consistency and clarity, the alignment has been retained for this report. The new Corporate Business Plan will align with the Strategic Community Plan 2021-2031, and reports updated accordingly.

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

1 July 2021 to 30 September 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 2021/22 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	As part of the recent grant funding from RAC, the City is investigating wayfinding signage for pedestrians to provide greater access across the town centre.	
		E2.1.2 Implement Town Centre Activation Plans.		●	●	●	●	On track	The City is implementing a number of projects within the town centres, including the recently completed public space at The RISE and the place space at the Noranda Nook, expected to be completed at the end of November. Preliminary works have commenced for upgrades at Bert Wright Park, which will be staged to limit impact on the park users. Final concept plans for the activation of the front of Morley Library, enabled by the RAC grand funding, are expected to be released for community consultation in November.
		E2.1.3 Develop and implement a Public Art Strategic Plan.		●	●			Off track	No funding has been allocated to this project. A project plan has been prepared to develop the strategy in-house. A budget request will be considered at mid-year review to engage specialists for peer review to ensure the strategy will deliver valuable outcomes for the

* The Corporate Business Plan 2019-2023 aligns with the aspirations, outcomes and strategies of the superseded Strategic Community Plan 2017-2027. For consistency and clarity, the alignment has been retained for this report. The new Corporate Business Plan will align with the Strategic Community Plan 2021-2031, and reports updated accordingly.

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

1 July 2021 to 30 September 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	Last quarter the City had launched a new minutes and agenda software, delivering a number of efficiencies for managing Council and committee meetings. To compliment this, work is now underway to begin live streaming Council meetings. This is expected to launch later in 2021. At the time of writing this report, live streaming of Council meetings successfully commenced following the October 2021 election.
	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.		●		●	Complete	The final Community Perception Survey report was received from the consultant in September 2021, with a presentation on the methodology and high level results provided to the Operational Leadership Team.
	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 City continues to update IT infrastructure to improve facilities and service delivery. The new corporate digital strategy is also nearing completion. The strategy will provide strategic direction for upgrading key corporate system. In addition to internal business needs, the strategy also considers how the City could respond to changing customer needs.
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	Training for elected members is provided as required and updated upon request. No training was undertaken during the quarter 1 July to 30 September due to the October 2021 election.
		L3.1.2 Undertake annual staff satisfaction surveys.	●	●	●	●	On track	The City has engaged a consultant to undertake the 2021/22 staff survey. Preliminary discussions have been completed, with a view to undertake the survey in late 2021 or early 2022.



LEADERSHIP & GOVERNANCE

Aspiration: Open, accountable and responsive service.*

1 July 2021 to 30 September 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.		●	●	●	●	Complete	Annual progress reports are presented to the Audit and Risk Management Committee. Different strategies are reported each quarter, to spread the workload for Council and the City. The reports have been well received by the Committee. The reports keep Council informed of how the City is progressing against adopted strategies. As this process is now established, this action is considered complete.

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9 PREVIOUS MATTERS DEALT WITH NOT ON THE AGENDA

Reconciliation arising from past meetings:

Nil.

10 GENERAL BUSINESS**11 BRIEFING NOTES****12 CONFIDENTIAL ITEMS****12.1 Audit Log**

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

REASON FOR CONFIDENTIALITY

This 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;

OFFICER'S RECOMMENDATION

That the recommendation as contained in the "Confidential Report" be adopted.

12.2 Response To Expressions Of Interest For External Member/S Of Audit And Risk Management Committee

Responsible Branch:	Corporate & Strategy
Responsible Directorate:	Corporate and Strategy
Authority/Discretion:	Legislative
Voting Requirement:	<i>ABSOLUTE MAJORITY REQUIRED</i>

REASON FOR CONFIDENTIALITY

This 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:

- (e) *a matter that if disclosed, would reveal —*
- (iii) *information about the business, professional, commercial or financial affairs of a person,*

OFFICER'S RECOMMENDATION

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

13 NEXT MEETING

14 CLOSURE