

Minutes

AUDIT AND RISK MANAGEMENT COMMITTEE

9 February 2021

By signing these minutes I certify that they were confirmed at the Audit and Risk Management Committee meeting held on Tuesday, 11 May 2021.

**CR LORNA CLARKE
CHAIRPERSON**

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MINUTES

MINUTES of the meeting of the Audit and Risk Management Committee which was held in the Embleton Room, City of Bayswater Civic Centre, 61 Broun Avenue, Morley on **9 February 2021** commencing at 6:00pm.

Committee Recommendations to Council are subject to adoption, or otherwise, at the following Ordinary Meeting of Council, as recorded in Minutes of that Council Meeting.

1. OFFICIAL OPENING

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

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 koora koora, 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	
Cr Michelle Sutherland	
Mr Phillip Draber	External Member

Officers

Mr Andrew Brien	Chief Executive Officer
Ms Lorraine Driscoll	Director Corporate and Strategy
Ms Linnet Solomons	Manager Financial Services
Mr Darren Beltman	Manager Governance and Organisational Strategy
Ms Cassandra Flanigan	Executive Support/Research Officer
Ms Karen D'Cunha	PA/Director Corporate and Strategy

Observers

Mr Jordan Langford-Smith	Office of the Auditor General
Ms Joanne Clarke	Office of the Auditor General

3.1 Apologies

Cr Stephanie Gray

3.2 Approved Leave of Absence

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.

The following disclosures of interest were made at the meeting:

Nil.

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.	Objectives	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.	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,</p>

		data, reports and explanatory information as the Committee deems necessary to discharge its responsibilities for providing independent oversight.
3.	Membership	<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 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>
4.	Meetings	<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>
5.	Order of Business	<p>The order of business for Committee meetings shall be, or as near thereto as practicable:</p> <ul style="list-style-type: none"> • Official Opening • Acknowledgment of Country • Attendance <ul style="list-style-type: none"> - Apologies - Approved Leave of Absence • Disclosure of Interest Summary • Delegated Authority by Council • Terms of Reference • Confirmation of Minutes • Presentations <ul style="list-style-type: none"> - Presentations - Deputations • Reports • Previous Matters Dealt with Not on the Minutes • General Business • Confidential Items • Next Meeting • Closure
	Duties and Responsibilities (to be amended to 'Roles and Functions')	<p>The roles and functions of the Committee are to:</p> <ol style="list-style-type: none"> (a) Guide and assist the City in carrying out its functions under part 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. (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. (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,

		<p>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>(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;</p> <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"> • To review the scope of the Internal Audit plans and to consider their effectiveness; • 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. • Consider recommendations for practice improvement as may be made from time to time through the City's Internal Audit process. • Support the implementation of a risk management culture. Consider reports at least annually on the City's Risk Management Framework.
	Location	City of Bayswater Civic Centre
	Liaison Officer	Director Corporate and Strategy or nominated officer.

7. CONFIRMATION OF MINUTES

COMMITTEE RESOLUTION

The Minutes of the Audit and Risk Management Committee held on 10 November 2020 which had been distributed, are to be presented for confirmation as a true and correct record.

**CR DAN BULL, MAYOR MOVED, CR MICHELLE SUTHERLAND SECONDED
CARRIED UNANIMOUSLY: 5/0**

PROCEDURAL MOTION

That in accordance with section 11.1 of the City of Bayswater *Standing Orders Local Law 2018*, the order of business be changed to discuss confidential items 12.1 and 12.2 first.

**CR DAN BULL, MAYOR MOVED, CR MICHELLE SUTHERLAND SECONDED
CARRIED UNANIMOUSLY: 5/0**

8. REPORTS

8.1 Internal Audit - Financial Sustainability

Responsible Branch:	Governance and Organisational Strategy	
Responsible Directorate:	Corporate and Strategy	
Authority/Discretion:	<input type="checkbox"/> Advocacy <input checked="" type="checkbox"/> Executive/Strategic <input type="checkbox"/> Legislative	<input type="checkbox"/> Review <input type="checkbox"/> Quasi-Judicial <input type="checkbox"/> Information Purposes
Voting Requirement:	Simple Majority Required	
Attachments:	1. Internal Audit Report - Financial Sustainability – Management Response and Action Plan	

SUMMARY

For the Audit and Risk Management Committee (ARMC) to consider the key management actions in response to recommendations arising from the Paxon Group internal audit on 'Financial Sustainability' (**Attachment 1**). This is the final audit topic in the City's inaugural 2017-2019 Internal Audit Program.

OFFICER'S RECOMMENDATION

That Council:

1. Endorses the agreed management actions and timeframes in response to the Paxon Group audit on 'Financial Sustainability' as contained in Attachment 1 to this report.
2. Notes that the management actions in response to the 'Financial Sustainability' Audit will be monitored and tracked via the City's Audit Log.

COMMITTEE RECOMMENDATION

That Council:

1. **Notes the proposed management actions and timeframes in response to the Paxon Group audit on 'Financial Sustainability' as contained in Attachment 1 to this report.**
2. **Notes that the proposed management actions in response to the 'Financial Sustainability' Audit will be monitored and tracked via the City's Audit Log.**

CR GORGIA JOHNSON MOVED, MR PHILLIP DRABER SECONDED

CARRIED UNANIMOUSLY: 5/0

REASON FOR CHANGE

The Committee changed the Officer's Recommendation as the Committee believed some audit findings and recommendations were not consistent with current City practices.

BACKGROUND

The City has had an Internal Audit Program in place since 2017/18 in anticipation of financial and performance audits of the local government sector under the amended *Local Government (Audit) Regulations 1996* and in recognition of the complexity and variety of risks facing local governments.

At the start of 2017, Paxon Group was appointed as the independent auditor to this program of work, and its findings and recommendations have been reported through the ARMC to Council. The final audit topic to be completed as part of this program is the financial sustainability topic.

EXTERNAL CONSULTATION

Paxon Group is an advisory and consulting audit firm and independently conducted the audit on 'Financial Sustainability'.

OFFICER'S COMMENTS

In March 2020, Paxon Group attended the City and met with staff across Finance, Asset Management, Governance and Organisational Strategy branches to conduct an audit on 'financial sustainability' and close out the City's 2017-2019 Internal Audit program of work.

The overall objective of the audit was to provide assurance that effective and efficient controls were in place for financial sustainability. In June 2020 Paxon Group provided their final report (**Attachment 1**) including observations on the City's strengths, weaknesses and recommendations for improvement in the following areas.

Topic	Key Recommendations
Rate Setting	<ul style="list-style-type: none"> The implementation of rate setting that ensures the creation of intergenerational equity.
Formalised Framework for Financial Planning	<ul style="list-style-type: none"> The creation of a formalised framework that seeks integration for the development of budgeting, long-term strategic and financial plans. It is imperative that input within this framework is provided by both Elected Members and management.
Formalised Framework for Commercial Activities	<ul style="list-style-type: none"> The development of a framework to support the City's commercial activities. The framework would include a business case for each proposal that contains stringent metrics that can demonstrate the social and economic benefit to the City both in the short term and long term.
Cost Reduction Strategies	<ul style="list-style-type: none"> The implementation of cost reduction strategies that seek to utilise partnerships with neighbouring local governments.
Exit of Aged Care	<ul style="list-style-type: none"> Continuing to exit aged care and related assets.
Provision of Adequate Resourcing	<ul style="list-style-type: none"> The provision of adequate resourcing within the Finance area to support the increased compliance burden, improve inter-directorate share of financial data and analytics and ensure assessment and reporting against the long-term financial plans.

This audit report has been circulated to key managers involved in the 'financial sustainability' audit who have addressed audit recommendations within **Attachment 1 – Management Response and Action Plan**.

LEGISLATIVE COMPLIANCE

The legislative changes to bring local government under the Office of the Auditor General [WA] (OAG) audit program were introduced by way of the *Local Government Amendment (Auditing) Bill 2017* which amended part 7 of the *Local Government Act 1995* to treat local government as an agency of State government under the examination provisions of s.18 of the *Auditor General Act 2006*.

While internal audit is not a legislative requirement for local governments, the Department of Local Government, Sport and Cultural Industries has recognised the relationship between audit

committees and internal audit in its *Local Government Operational Guidelines Number 9 - Audit in Local Government - The appointment, function and responsibilities of Audit Committees*.

On 25 June 2020 the OAG released its *Better Practice Guide – Public Sector Audit Committees*. The purpose of the guide is to provide better practice principles and guidance to accountable authorities, audit committee members and senior managers with responsibility for audit committee activities. The report includes specific guidance to help public sector entities implement simple, yet effective, practices to strengthen the effectiveness of their audit committees.

OPTIONS

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

Option 1	That Council:	
	<ol style="list-style-type: none"> Endorses the agreed management actions and timeframes in response to the Paxon Group audit on 'Financial Sustainability' as contained in <u>Attachment 1</u> to this report. Notes that the management actions in response to the 'Financial Sustainability' Audit will be monitored and tracked via the City's Audit Log. 	
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	This option will provide confidence to the Audit and Risk Management Committee (ARMC) that the City is addressing all audit actions in an adequate and timely manner.	

Option 2	That Council:	
	<ol style="list-style-type: none"> Endorses the agreed management actions and timeframes in response to the Paxon Group audit on 'Financial Sustainability' as contained in <u>Attachment 1</u> to this report, subject to the following amendment/s: <ol style="list-style-type: none"> _____ Notes that the management actions in response to the 'Financial Sustainability' Audit will be monitored and tracked via the City's Audit Log. 	
	Adopted Risk Appetite	Risk Assessment Outcome
Strategic Direction	Moderate	Risks dependent on amendments determined by Council.
Reputation	Low	
Governance	Low	
Community and Stakeholder	Moderate	
Financial Management	Low	
Environmental Responsibility	Low	
Service Delivery	Low	
Organisational Health and Safety	Low	
Conclusion	ARMC may have differing views on how audit actions are to be addressed and closed out. The City's ability to address and close out audit actions in a timely manner should be considered. The risks are dependent on amendments determined by Council.	

Option 3	That Council does not endorse the agreed management actions and timeframes in response to the Paxon Group audit on ‘Financial Sustainability’ as contained in Attachment 1 to this report.	
Risk Category	Adopted Risk Appetite	Risk Assessment Outcome
Strategic Direction	Moderate	Moderate
Reputation	Low	Moderate
Governance	Low	Moderate
Community and Stakeholder	Moderate	Moderate
Financial Management	Low	Low
Environmental Responsibility	Low	Low
Service Delivery	Low	Low
Organisational Health and Safety	Low	Low
Conclusion	This option has the above moderate risks as it impedes the City's ability to provide confidence to the ARMC that it is addressing all audit actions in an adequate and timely manner.	

FINANCIAL IMPLICATIONS

Nil.

STRATEGIC IMPLICATIONS

In accordance with the City of Bayswater Strategic Community Plan 2017-2027 (as amended), the following applies:

- Theme: Leadership and Governance
- Aspiration: Open, accountable and responsive service.
- Outcome L1: Accountable and good governance.

CONCLUSION

The Internal Audit Program is an independent and objective assurance activity designed to add value to, and improve on the City’s services and operations.

The Paxon Group audit on ‘financial sustainability’ is the final topic in the City’s inaugural audit program. The audit report outlines key recommendations around rate setting, implementation of formalised frameworks, cost reduction strategies, exit of aged care and provision of adequate resourcing to improve on how the City achieves ‘financial sustainability’.

This audit report has been circulated to key relevant managers involved in the ‘financial sustainability’ audit. Agreed management actions and timeframes for implementation in response to audit recommendations have been outlined in this report and will be tracked and monitored in the City’s Internal Audit Log.

William Buck has been appointed as the audit firm to the City’s new and expanded internal audit program for 2021-2023.

Attachment 1

Internal Audit Report- Financial Sustainability (Paxon Group, June 2020) - MANAGEMENT RESPONSE AND ACTION PLAN

1. REVIEW OF LIMITATIONS IN REVENUE GROWTH			
	Recommendation	Agreed Management Action	Ownership/Timing
1.1	<p>Rate Setting</p> <p>The City should follow a balanced approach when setting rates, however rates cannot be set based on the funding needs for the ensuing financial year only. It is imperative the City obtains traction at present for the creation of intergenerational equity. The City should consider:</p> <ul style="list-style-type: none"> • Making optimal use of the legal parameters for setting rates as per the <i>Local Government Act 1995</i>, including: <ul style="list-style-type: none"> ○ Section 6.33 - differential general rates; and ○ Section 6.34 – limits on revenue or income from general rates (estimated general rate amount may not be more than 110% of the amount of the budget deficiency). • Balance such increases with the financial capacity of ratepayers to accept rate increases and the political will of Council to approve such increases. <p>It is imperative that Council demonstrates to ratepayers that any proposed changes to the Rate Setting platform provides direct benefit to the community by adequately funding community services both from recurrent and future spending, which allows the accumulation of reserves (intergenerational equity).</p>	<p>A report was presented to the 6 October 2020 Budget Review and Expenditure Committee meeting.</p> <p>The Committee's recommendation to Council was for the CEO to prepare a rating strategy which includes</p> <ul style="list-style-type: none"> • Differential rating; • Uniform rating; and • Waste Avoidance and Resources Recovery Levy. <p>It was noted at the committee meeting that imposing a specified area rate (SAR) would be unreasonable given owners were not advised they could be charged an SAR at time of purchase.</p> <p>A further report is planned to be presented to the 8 December 2020 Budget Review and Expenditure Committee meeting providing additional information pertaining to Differential and Uniform rating methodologies.</p> <p>The Financial Services team is currently in the process of drafting a rating strategy based on the direction provided by Council.</p>	<p>Manager Finance March 2021</p>
1.2	<p>Accumulation of Reserves</p> <p>Paxon endorses the "<i>Cash-Backed Reserves Policy</i>", as recommended for Council's approval. However, to help ensure the financial sustainability of the City, the mere approval and implementation of the policy in isolation will be insufficient. The City should consider increasing its revenue base by means other than rate revenue, including:</p> <ul style="list-style-type: none"> • Better diversification of investments; • Grant funding; and • Broadening commercial activities. <p>The City should, as a priority, start accumulating reserves now to fund future expenditure - both capital and operational. Future service delivery to the community will demand:</p> <ul style="list-style-type: none"> • Capital expenditure (for example: asset purchases) and ensuing operational expenditure (for example: asset maintenance & replacement); and • New operational expenditure for services without cost recovery <p>Linking Rate Increases to the CPI</p> <ul style="list-style-type: none"> • The City cannot continue the current practice to limit rate increases to the CPI. The City should commission a review to ensure future rate increases are directly linked to the current inflation rate that is associated with the direct costs that make up the City's 'basket' of services to the community. <p><u>'Annual Budget to Annual Budget' Practice</u></p> <p>The City cannot afford to apply 'tunnel vision' in its approach to budget compilation. The integrated planning and reporting structure for the City should steer budget preparation. In particular, the LTFP which should include "<i>robust forecast budgets for the four years accompanying the Corporate Business Plan</i>".</p>	<p>A major review of the City's Long-Term Financial Plan (LTFP) is currently underway and the review will consider these recommendations.</p>	<p>Manager Finance June 2021</p>

1. REVIEW OF LIMITATIONS IN REVENUE GROWTH			
	Recommendation	Agreed Management Action	Ownership/Timing
	<p><u>Low Rate base for the City</u> The City should consider reviewing the benefits of amending its current general rate to a rate which is equivalent to neighbouring councils. Obviously, such an increase should occur:</p> <ul style="list-style-type: none"> • Within the legal parameters for setting rates as included in section 6.34 of the <i>Local Government Act 1995</i>; and • As balanced with the financial capacity of ratepayers to accept rate increases and the political will of Council to approve such increases. • It is imperative to demonstrate to ratepayers and Council the need to apply a higher rate base, amongst others, to help accumulate reserves (intergenerational equity) and to fund current and future programs. <p><u>Short-term financial outlook of Councils</u> The City should seek to develop and formalise the integration framework between Council and Management in terms of the annual and long-term financial planning process. To develop this framework the areas to consider:</p> <ul style="list-style-type: none"> • Councils and management must have a mutually-inclusive perspective of community expectations, irrespective of when those expectations will materialise, to help ensure the City's financial sustainability. Specific activities to help ensure this: <ul style="list-style-type: none"> ○ Understanding the long-term perspective disclosed in the Strategic Documents steers the annual budget process (and not vice versa); ○ Annual planning and reporting cycle; ○ Facilitation of the integration of the Strategic Documents; and ○ Integration of the annual budget across Directorates and elected members. • Council should participate in the proposed annual planning and reporting cycle to be introduced to help ensure the Strategic Documents remain relevant. 		
1.3	<p>COVID-19 The City should consider the impact of COVID-19 on all its Strategic Documents and make appropriate changes where applicable.</p>	<p>Strategic Community Plan, Corporate Business Plan, Long-Term Financial Plan, Asset Management Plan and Workforce Plan – The City is currently undertaking a review of these strategic documents and the previous, current and future possible impacts of COVID-19 are being considered.</p> <p>The City provides a report on each of its supporting plans annually to the Audit and Risk Management Committee. These reports are to outline any impacts and further implications of COVID-19 on the implementation of the strategy.</p>	<p>Manager Governance and Organisational Strategy 30 June 2021</p>
1.4	<p>Service Charges/Fees and Charges The City should undertake a formal review of all current fees and charges levied for service delivery to ensure as a bare minimum that full cost recovery takes place.</p>	<p>A review of the fees and charges will commence with the development of the 2021/22 Budget in January 2021. Once the information is collated, the Finance team will complete its review by December 2021.</p>	<p>Manager Finance December 2021</p>
1.5	<p>Differential General Rates The City should consider undertaking a formal cost/benefit analysis of utilising differential rating as a legitimate tool to assist in increasing rate revenue and supporting the financial sustainability of the City.</p>	<p>Differential Rating is being considered as part of the development of the Rating Strategy.</p>	<p>Manager Finance March 2021</p>
1.6	<p>Specified Area Rates (SAR) The City should consider undertaking a formal cost/benefit analysis of utilising specified area rates as a legitimate tool to assist in increasing rate revenue and supporting the financial sustainability of the City.</p>	<p>At the 6 October 2020, Budget Review and Expenditure Committee meeting, the committee recommended that the rating strategy does not consider a SAR, and that recommendation was endorsed by Council at its Ordinary Meeting on 27 October 2020.</p>	<p>Manager Finance No action. Subject to further direction from Council.</p>

1. REVIEW OF LIMITATIONS IN REVENUE GROWTH			
	Recommendation	Agreed Management Action	Ownership/Timing
1.7	<p>Services of a Private Nature The formal integration of financial data across directorates should be investigated to allow for efficient sharing of financial data. This will also assist with achieving resourcing efficiency within Finance.</p> <p>Finance should play a role in collaboration with the responsible directorate in setting the amount of service charges for service of a private nature to ensure:</p> <ul style="list-style-type: none"> • Full cost recovery takes place; and • A fair profit margin is recovered in the service fee. 	<p>Services of a private nature are minimal for the City, however rates will be reviewed along with the fees and charges review.</p>	<p>Manager Finance December 2021</p>
1.8	<p>Grant Funding The City should investigate the needs of an adequate resource to support grant funding opportunities. The success of additional grants will support the broadening nature of increasing the revenue 'pie' of the City.</p>	<p>The City has a decentralised model to seek grants. Relevant Officers apply for grants when opportunities arise. The City has been successful in grant applications in the past.</p> <p>The City's Advocacy Strategy is used to target Government for specific projects.</p>	<p>Manager Finance No action is required.</p>
1.9	<p>Commercial Activities For the City to diversify its Revenue risk, it should consider measures in extending its Commercial Activities program.</p> <p>A framework should be developed which includes the following key elements:</p> <ul style="list-style-type: none"> • Determination on how proposed commercial activity will provide long-term benefit to the City's ratepayers (from both financial and service delivery perspectives); • Incorporating commercial decisions into its Strategic and Long-Term Planning; • Undertaking business cases for proposed commercial activities that demonstrate the community and financial benefit to the City, with predetermined metrics to ensure suitability; and • The use of financing for such initiatives if and where required. 	<p>A project to investigate this further will be considered for listing in the revised Corporate Business Plan as part of the current review.</p>	<p>Chief Executive Officer</p>

2. SHIFTING RESPONSIBILITY FOR SOCIAL AND INFRASTRUCTURE PROGRAMS			
	Recommendation	Agreed Management Action	Ownership/Timing
2.1	<p>Cost Shifting Trends The City should follow a pro-active approach to addressing the current trend of shifting responsibility for social and infrastructure programs from Federal and State governments to local governments.</p> <p>Government proposals for future cost shifting should be obtained and its effect on the financial sustainability of the City should be assessed.</p> <p>The City should actively pursue government funding or government contractor funding for assets to be transferred (even if only for the short term). Such funding will provide the City with reaction time within which to address the funding challenges presented by such asset transfer.</p> <p>The estimated costs for projects earmarked to be completed by government and transferred to the City should be identified, quantified, and included in long-term financial plans and annual budgets.</p>	<p>All proposals from other levels of Government that have cost implications for the City are reported to Council at that time and the implications are included in the Long-Term Financial Plan.</p>	<p>Manager Finance Ongoing</p>
2.2	<p>Cost Recovery These following suggested measures will help assist the financial sustainability of the City:</p> <ul style="list-style-type: none"> • All services provided by the City exclusively for the benefit of the community or other government tiers should be identified, quantified, and appropriately included in annual budgets and long-term financial plans; and • The City should consider recovering the cost of providing services to the community or other government tiers from the beneficiaries of these services. 	<p>The review of the City's LTFP will consider existing and future services along with funding options.</p>	<p>Manager Finance June 2021</p>
2.3	<p>Partnerships The City should examine opportunities for cooperation and cost sharing with other local governments regarding service delivery. Specifically, the identified opportunities regarding partnerships for procurement, rangers, and security should be investigated.</p>	<p>A project to investigate this further will be considered for listing in the revised Corporate Business Plan as part of the current review.</p>	<p>Chief Executive Officer</p>

3. LONG-TERM FINANCIAL PLANNING			
	Recommendation	Agreed Management Action	Ownership/Timing
3.1	<p>Outdated Long-Term Financial Plan</p> <p>The project plan for the review of the LTFP should be approved and implemented without delay. A detailed recommendation for the update of the LTFP was included in section 5 of this Report.</p>	<p>The LTFP review is underway with a project update to be presented to the Budget Review and Expenditure Committee on 8 December 2020.</p>	<p>Manager Finance June 2021</p>
3.2	<p>Investment Revenue</p> <p>The City should optimise its returns on cash investments whilst complying with the objectives to:</p> <ul style="list-style-type: none"> • Safeguard the City's cash and investments portfolio; and • Ensure liquidity for the City's business objectives over the long, medium and short term. 	<p>The City currently has an investment policy, which outlines the City's risk rating in relation to investing.</p> <p>The LTFP will consider cash required for short, medium and long term.</p>	<p>Manager Finance No action required</p>
3.3	<p>Sale of Assets</p> <p>The City should expedite its consideration of the sale of its aged care facilities. The City should consider the options of outright sale or long-term lease to any purchaser.</p>	<p>Council initially resolved to divest the assets through direct negotiations with the current operator.</p> <p>Subsequent to that, Council adopted a recommendation to go to open market and that is in progress, pending resolution of land title issues related to the divestment and analysis of all operational information.</p> <p>The Information Memorandum (IM) has been developed to seek non-binding indicative offers. An update report is being provided to the Aged Care Asset Divestment Committee in October 2020.</p>	<p>Manager Strategic Projects 27 October 2020</p>
3.4	<p>Infrastructure Renewal Gaps</p> <p>The City should as a first step, quantify infrastructure renewal gaps across all its asset classes. This process should be undertaken without delay; and once quantified, the City's Strategic documents should be updated to appropriately address the estimated infrastructure renewal gaps specifically strategies to fund these gaps.</p>	<p>Quantification of infrastructure renewal gaps across asset classes occurs as part of the Asset Management Plan review and is now updated annually.</p>	<p>Manager Asset and Mapping Services No action required</p>
3.5	<p>Cost Savings</p> <p>The City should commission a review of all its operational costs. This review should be a formalised process and be undertaken regularly either on a two or three-year cycle. This review should include quantification of the following:</p> <ul style="list-style-type: none"> • Operative Costs; • Cost to operate City's assets; • Regulatory compliance costs; and • Identify opportunities for partnerships with neighbouring Councils regarding service-sharing models. 	<p>The City undertook a service review in 2018 of which a number of recommendations are currently still being implemented.</p> <p>The City is currently focusing on developing and implementing COVID-19 recovery plans, therefore a review is not recommended at this time.</p>	<p>Manager Finance No action required</p>
3.6	<p>Borrowings</p> <p>To support diversification of the Revenue source to the City and to ensure financial sustainability, loan borrowings should be considered as part of any strategy planning. To support maintenance of the City's reserves, certain investments which meet strict criteria can be acquired with the use of borrowings; and</p> <ul style="list-style-type: none"> • The City should consider loan borrowings to form part of its long-term plans to assist with: <ul style="list-style-type: none"> ○ Major capital works including infrastructure renewal gaps; and ○ Investments to assist diversification of its revenue base. 	<p>A report is planned to be presented to the 8 December 2020, Budget Review and Expenditure Committee Meeting which will seek direction for loan funding to be considered a funding source for strategic projects and in turn included in the LTFP.</p>	<p>Manager Finance December 2020</p>

4. RESOURCING OF FINANCIAL REPORTING FUNCTION			
	Recommendation	Agreed Management Action	Ownership/Timing
4.1	<p>Resourcing of Financial Reporting Function Financial information will be needed on a continuous basis in order to manage the City's financial sustainability. Thus, additional resources will be necessary on a permanent basis for this purpose. This additional resource(s) should also incorporate the following:</p> <ul style="list-style-type: none"> The LTFP is but a single document within the City's portfolio of Strategic Documents. The relevance of the City's Strategic Documents demands continuous effort and extends far beyond compilation of these documents and annual updates of specific documents (Corporate Business Plan and annual budget). Key performance measures are needed to monitor progress and help ensure the City stays on track. This will require information gathering, assessment and reporting on a perpetual basis. Resources will most probably be required across all the City's directorates. The City has to establish whether skilled resources are available to undertake these tasks and appoint additional resources as and when required; and Paxon recommends a formalised financial integration between all directorates and Council regarding budget setting and long- term financial planning. This will allow all stakeholders to provide input and observe how current decisions will affect the City's financial sustainability. Finance should be one of the major custodians of delivering this recommendation. 	<p>Resourcing of the financial reporting function is to be considered as part of the 2021/22 budget development process.</p>	<p>Manager Finance June 2021</p>

5. INTEGRATED PLANNING AND REPORTING			
	Recommendation	Agreed Management Action	Ownership/Timing
5.1	<p>Integrated Planning and Reporting Based on the review cycle for the Strategic Documents (see section 5.1.3 above) the following documents must be updated without delay:</p> <ul style="list-style-type: none"> • "Strategic Community Plan - 2017-2027"; • "Corporate Business Plan 2019-2023"; and • "Long-Term Financial Plan 2017-18 to 2026-27." <p>Based on the fact the Strategic Documents are not integrated at present, a review of all these documents is essential to ensure a clear and cohesive vision for the City.</p> <p>A specific policy document should be introduced which sets principles for the integrated planning and review process. Guidance is provided in the suite of documents published by the DLGSC (see section 5.1.4 above).</p>	<p>Document reviews – Each of the key strategic documents is currently under review, to be completed in the 2020/21 financial year.</p> <p>A policy document based upon the principles in the suite of documents provided by DLGSC will be provided to Council for consideration this financial year.</p>	<p>Manager Governance and Organisational Strategy</p> <p>30 June 2021</p> <p>30 June 2021</p>
5.2	<p>Contrasting Financial Perspectives Council should strengthen their focus on the long-term vision of the City's future. Council should participate in the proposed annual planning and reporting cycle to be introduced to help ensure the Strategic Documents remain relevant.</p> <p>City management should be more pro-active in communicating their vision of the City's future to Council; and Internal stakeholders, at least, should be provided with the opportunity to provide input to draft Strategic Documents prior to its approval by Council.</p>	<p>The administration will concurrently update long-term financial planning documents, while short-term planning is being undertaken. Up-to-date long-term financial implications will be provided to decision makers to demonstrate the implications of variances to the LTFP.</p> <p>Providing the above information to Council during budget development will provide the tools required to effectively plan in the short and long term concurrently.</p>	<p>Manager Finance</p>

6. FINANCIAL MANAGEMENT			
	Recommendation	Agreed Management Action	Ownership/Timing
6.1	<p>Forward Vision The City should implement the proposed integrated corporate reporting system without delay.</p>	<p>As noted in 5.1 each of the City's key strategic documents is currently under review, to be completed in the 2020/21 financial year.</p> <p>A policy document based upon the principles in the suite of documents provided by DLGSC will be provided to Council for consideration this financial year.</p>	<p>Manager Governance and Organisational Strategy 30 June 2021</p>
6.2	<p>Policies The City should consider the introduction of policies which deal with:</p> <ul style="list-style-type: none"> Accounting policy; Budget variations; Contract variations - authority to incur a liability; Payments under section 5.50 of the <i>Local Government Act 1995</i> (Payments to employees in addition to contract or award). <p>The City does have several financial policies, but policies for essential financial matters are outstanding.</p>	<p>The City's Accounting Policy is currently in draft form and will be presented to the Audit and Risk Management Committee Meeting following the gazettal of the Financial Management Regulations in November 2020.</p> <p>It is recommended the budget variations either be included in the Strategic Policy or a new policy developed. This will be considered as part of the next policy review.</p> <p>The City has a Contract Management Policy which augments the Procurement Policy and is reviewed periodically in line with best practice. Contract variations will be considered during the next policy review.</p> <p>The City adopted a Community Facility Lease and Licence/User Agreement Policy in April 2019. A Commercial Lease Policy will be considered in the future if the City leases more facilities on a commercial basis.</p> <p>The City adopted a Land Acquisition and Disposal Policy in July 2020.</p> <p>The City receives very few contributed assets as few large developments occur. A Contributed Assets Policy is not considered required at this time.</p>	<p>Manager Finance June 2021 or outlined in management action Manager People, Culture and Safety.</p>
6.3	<p>Cash Flow The City should expand its liquidity focus to include the risk of liquidity shortfalls in the medium to long-term. Thus, for expenditure beyond creditor and payroll requirements.</p> <p>Cash flow should be made on an annual basis to facilitate the roll forward of both the:</p> <ul style="list-style-type: none"> LTFP; and Corporate Business Plan, which should be reviewed annually. 	<p>Cash flow is considered as part of the budget development process and expected cash flows are outlined in the Cash Flow Statement in the City's statutory budget.</p> <p>It is recommended the LTFP include a Cash Flow Statement and be captured as part of this review.</p>	<p>Manager Finance June 2021</p>

7. ASSET MANAGEMENT			
	Recommendation	Agreed Management Action	Ownership/Timing
7.1	<p>Asset Planning Documents The Asset Planning documents should:</p> <ul style="list-style-type: none"> • Be updated and resubmitted for approval; • Provide a holistic and integrated strategy across all the different asset classes; • Interfaces with the City's suite of Strategic Documents to ensure a clear and cohesive vision for the City; and • Shared with other stakeholders prior to approval to obtain their contributions. <p>Asset management plans should be finalised without delay for:</p> <ul style="list-style-type: none"> • Property; • Recreation; • Plant and Equipment; and • Information and Communication Technology (ICT). <p>These asset management plans are needed to:</p> <ul style="list-style-type: none"> • Assist in maintaining the relevance and accuracy of the City's suite of Strategic Documents; and • Comply with the City's "Asset Management Policy". 	<p>The City has developed comprehensive asset strategy plans and service plan documents in the areas of transport, recreation and property, which are complete and awaiting final review and approval.</p> <p>The Plant and Equipment Asset Management Plan is in development.</p> <p>The Information and Communication Technology Asset Management Plan review is due to commence, with the review and approval process to be completed by June 2021.</p>	<p>Manager Asset and Mapping Services</p> <p>Asset Planning documents are expected to be approved by the end of 2020.</p> <p>Manager Engineering Works June 2021</p> <p>Manager Information Services June 2021</p>
7.2	<p>Life-cycle Management Asset management service plans should be completed for all the asset classes of the City; and records should be kept of the decisions taken when assets reached their 'service condition intervention level'.</p>	<p>Asset Management service plans have been completed for transport, recreation and property and are in draft form nearing approval.</p>	<p>Manager Asset and Mapping Services</p> <p>Life-cycle Management Plans are expected to be approved by the end of 2020.</p>

8. GOVERNANCE			
	Recommendation	Agreed Management Action	Ownership/Timing
8.1	<p>New Budget Review and Expenditure Committee The City should consider investment in software tools and techniques, which will enable it to expedite the gathering of relevant information (external and internal) and the actual writing of reports. This investment will enhance the effectiveness and efficiency of all reports produced by the City.</p>	<p>Since implementing the new Chart of Accounts in July 2018, the reporting functionality of the City has significantly increased.</p> <p>The City has commenced an enterprise resource planning software review, which will consider reporting tools.</p>	<p>Manager Finance No action required</p>
8.2	<p>Governance Framework The City should introduce a Governance Framework. The City should consider the Governance Frameworks of the:</p> <ul style="list-style-type: none"> • City of Wanneroo; and • City of South Perth. 	<p>A Governance framework is being developed and implemented.</p>	<p>Manager Governance and Organisational Strategy 31 December 2020</p>
8.3	<p>Budget Review and Expenditure Committee Paxon is satisfied with the establishment of this Committee and its term of reference. The Committee should be utilised more, particularly with the recommendations that are present within this report for the City to develop an integration framework for long-term planning that includes all levels of the City.</p>	<p>The Budget Review and Expenditure Committee will provide a recommendation to Council for the development of a rating strategy and will be updated on the Long-Term Financial Plan review.</p>	<p>Manager Finance June 2021</p>

8.2 Audit Log

Responsible Branch:	Governance and Organisational Strategy	
Responsible Directorate:	Corporate and Strategy	
Authority/Discretion:	<input type="checkbox"/> Advocacy <input checked="" type="checkbox"/> Executive/Strategic <input type="checkbox"/> Legislative	<input type="checkbox"/> Review <input type="checkbox"/> Quasi-Judicial <input type="checkbox"/> Information Purposes
Voting Requirement:	Simple Majority Required	
Attachments:	1. Audit Log	
Refer:	Item 8.5 - ARMC 04.08.2020 Item 10.5.2.4 - OCM 25.08.2020 Item 8.7 - ARMC 11.02.2020 Item 10.5.1.7 - OCM 25.02.2020	

SUMMARY

The City has commenced a new and expanded Internal Audit Program for 2021-2023 with William Buck auditors.

The City remains subject to the external audit program of the Office of the Auditor General (OAG), which has the mandate to conduct annual financial, and performance or focus area audits of any Western Australian local government at notice.

The key management actions arising from the City's internal and external audits are collectively addressed in **Attachment 1**. The Audit Log is an important source of information and assurance about the City's audit performance and risk management activities. The Audit and Risk Management Committee (ARMC) has a key role to play in oversight of the City's Audit Log to ensure that agreed actions are being completed in a timely manner in a way that adequately addresses underlying issues.

OFFICER'S RECOMMENDATION

That Council receives the City of Bayswater Internal Audit Log, as contained in **Attachment 1** to this report, which addresses the key recommendations arising from the City's internal and external (OAG) audit programs.

ADDITIONAL INFORMATION

At the Audit and Risk Management Committee held on 10 November 2020, the Committee resolved as follows:

"That due to the requirements to attend the Special Council Meeting the remainder of the items be referred to the next Audit and Risk Management Committee meeting."

The attachment referred to in the original report has since been updated as per **Attachment 1** in this addendum as is to be considered as part of the original report.

RECOMMENDATION IMPLICATIONS

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

COMMITTEE RECOMMENDATION**(OFFICER'S UPDATED RECOMMENDATION AS PER ADDENDUM)**

That Council receives the City of Bayswater Internal Audit Log – February 2021 Update, as contained in the addendum to this report, which addresses the key recommendations arising from the City's internal and external audit programs.

MR PHILLIP DRABER MOVED, CR DAN BULL, MAYOR SECONDED

CARRIED UNANIMOUSLY: 5/0

BACKGROUND

The *Local Government Amendment (Auditing) Act* was enacted in October 2017 and allows the OAG to conduct financial, performance and focus area audits of the local government sector.

The City has had an internal audit program in place since 2017/18, partly in preparation for the audit of local government by the Office of the Auditor General (OAG), and in recognition of the complexity and variety of risks facing local government.

The City has established an Audit Log in order to track the status of management actions on significant or material findings and recommendations arising from the City's internal and external audits, which the City is subject to.

EXTERNAL CONSULTATION

No external consultation has been undertaken in relation to this matter.

OFFICER'S COMMENTS

As part of this report, audit actions were disseminated to relevant branches who were asked to provide a status update of agreed management actions arising from each audit.

Progress has been noted in relation to the majority of audit recommendations and some audit actions have been completed since the last reporting period. Where audit action timeframes have been extended, there is a strikethrough and explanation as to why a revised date has been provided.

Of note, key management actions arising from the Paxon Group Internal Audit in relation to 'financial sustainability' are dealt with in a separate report at this meeting and will be added into the Audit Log at next reporting period.

Work will commence to merge audit recommendations from the City's financial and other audits, into the City's Audit Log for future reporting purposes. To date, these recommendations from other various audits have been managed by the relevant branch separately.

LEGISLATIVE COMPLIANCE

The *Local Government (Audit) Regulations 1996* prescribe the general statutory requirements to be met in an audit environment. The legislative changes to bring local government under the OAG audit program were introduced by way of the *Local Government Amendment (Auditing) Bill 2017* which amended part 7 of the *Local Government Act 1995* to treat local government as an agency of State Government under the examination provisions of s.18 of the *Auditor General Act 2006*.

On 25 June 2020, the OAG released its *Better Practice Guide – Public Sector Audit Committees*. The purpose of this guide is to provide better practice principles and guidance to accountable authorities, audit committee members and senior managers with responsibility for audit committee activities.

Importantly, the report notes that poorly-governed entities often have common characteristics including a lack of an accountability culture that can be evident in such areas as long overdue internal and external audit recommendations. By ensuring that management promptly addresses weaknesses identified in internal and external audits and by rigorously overseeing internal audit, risk management and compliance functions, audit committees can help to establish the right tone and culture within entities.

OPTIONS

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

Option 1	That Council receives the City of Bayswater Internal Audit Log, as contained in Attachment 1 to this report, which addresses the key recommendations arising from the City’s internal and external (OAG) audit programs.	
Risk Category	Adopted Risk Appetite	Risk Assessment Outcome
Strategic Direction	Moderate	Moderate
Reputation	Low	Low
Governance	Low	Low
Community and Stakeholder	Moderate	Moderate
Financial Management	Low	Low
Environmental Responsibility	Low	Low
Service Delivery	Low	Low
Organisational Health and Safety	Low	Low
Conclusion	The internal audit log is a source of information and assurance about the City’s ability to close out key recommendations arising from the City’s audit programs. Progress was noted against the majority of agreed management actions and it is expected that some actions will close out by next reporting period. Key management actions arising from the Paxon Audit Report on ‘financial sustainability’ will be merged into the next Audit Log report.	

FINANCIAL IMPLICATIONS

Nil.

STRATEGIC IMPLICATIONS

In accordance with the City of Bayswater Strategic Community Plan 2017-2027 (as amended), the following applies:

- Theme: Leadership and Governance
- Aspiration: Open, accountable and responsive service.
- Outcome L1: Accountable and good governance.

CONCLUSION

Key recommendations arising from the City’s internal and external (OAG) audit program are recorded and tracked within the City’s Audit Log. ARMC has a key role in monitoring the adequacy and timeliness of the City’s response to recommendations it receives when an audit is conducted.

Audit recommendations and key management actions arising from the Paxon Group internal audit on ‘financial sustainability’ will be added to the audit log at the next committee meeting.

For future purposes it is proposed that audit recommendations arising from the City’s financial and other targeted audits, such as IT, also be included.

Attachment 1

Internal Audit Log, February 2021 Update

Audit 1: Internal Audit Report (Paxon Group) – Corporate Record Keeping and Performance Reporting (November 2018)					
	Audit Recommendation	Agreed Management Action	Ownership/Timing	Status Update	Closed Out (Y/N?)
1.1	<p>Strategic Community Plan</p> <p>There should be a greater alignment of the Strategic Community Plan (SCP) to the community survey process to demonstrate that community feedback is being accepted by the City and acted upon.</p> <p>There should be more accurate quantification of community feedback and quantifying of community desires.</p> <p>The City should align measures of success in the SCP to aspirations. The measures of success should be reviewed for relevance, aligned to aspirations and completely cover all aspects rather than a single element. For example 'Leadership and Governance' aspirations are currently linked to the measure of success 'increased participation in City's social media and e-newsletter'.</p> <p>Reporting and monitoring of progress against IPR documentation to the Audit and Risk Management Committee would greatly enhance the effectiveness of internal reporting.</p>	<p>Outcomes for community consultation were outlined in the minor review roadmap of the SCP. This approach and learnings will be applied to the next major review.</p> <p>The learnings from the minor review will be applied to the next major review, including greater focus on quantifying the feedback from the community engagement sessions.</p> <p>Measures of success have been addressed and improved in the minor review of the SCP.</p> <p>CBP reports have been tabled at the Audit and Risk Management Committee. New measures in SCP are intended to be reported to the Audit and Risk Management Committee annually. The major review of the CBP will consider how all documentation captured in the Integrated Planning Reporting Framework aligns and how those documents should be reported upon in the future.</p> <p>A major review of the CBP will occur at the end of next financial year in accordance with the Organisational Strategy branch plan. Additional focus on measurement to be placed on SCP Major review.</p> <p>The major review process will consider how well the CBP and IPR are aligned and this will be reported back to the Audit and Risk Management Committee.</p>	<p>Manager Governance and Organisational Strategy 31 December 2020 30 June 2021</p>	<p>The Strategic Community Plan is undergoing a major review previously scheduled for completion June 30 2020. Due to delays caused by the COVID-19 pandemic, this project intended to finish by 31 December 2020.</p> <p>This review will improve the document response to community engagement and measures of success.</p> <p>A draft SCP was approved by Council in 2020 with a public comment period scheduled for February 2021.</p>	N
1.2	<p>Corporate Business Plan</p> <p>More detail should be provided in the CBP regarding performance measures, monitoring and means of progress.</p>	<p>Additional measures have been identified in the minor review of the CBP recently adopted by Council. Additional measures have been identified and the scope broadened. The major review of the CBP will also capture this recommendation and any further improvements. Major review of the CBP will occur at the end of next financial year (in accordance with the Organisational Strategy Branch Plan).</p>	<p>Manager Governance and Organisational Strategy 30 September 2020 30 June 2021</p>	<p>This document was previously scheduled for completion 30 June 2020. Due to delays caused by the Covid-19 pandemic, this project is targeted to be completed by the conclusion of this 2020/21 financial year.</p> <p>It is intended that measures be improved as part of this review.</p>	N

Audit 1: Internal Audit Report (Paxon Group) – Corporate Record Keeping and Performance Reporting (November 2018)					
	Audit Recommendation	Agreed Management Action	Ownership/Timing	Status Update	Closed Out (Y/N?)
1.3	<p>Asset Management Plans</p> <p>All asset planning documents need to be revised, updated and regularly reviewed.</p> <p>Asset consumption, sustainability and renewal ratios should all be reported in the updated asset documents.</p> <p>Tasks and targets in the Asset Management Plan need to be reviewed and updated, after which they should be monitored and reported against more rigorously.</p>	<p>The draft 2019 Asset Management Strategy has been modelled on IPWEA standards and will replace the 2013 Asset Management Plan.</p> <p>The Asset Management Strategy was addressed in a workshop to Council in February 2019 which introduced the purpose and methodology behind the strategy, outlining the City's assets, current replacement and depreciation costs and focus areas for the plan (Transport, Recreation, Property, Plant and Equipment, ICT). Following on from the workshop the Asset Management Policy was endorsed by Council in May 2019.</p> <p>Drafting of Asset Plans and Service Plans are underway within each service area.</p> <p>Asset consumption, sustainability calculation and renewal ratios have been included within the draft Asset Management Strategy and service area asset plans. Planning combines modelling and financial ratios. Tasks and Targets considered within draft (Asset Plan – Transport, Recreation, Property, Plant and Equipment, ICT). Once documentation is endorsed these plans will inform annual budgets and set programs for work. A reporting and review component is included in the draft plan.</p>	<p>Manager Engineering Services June 2019 December 2020</p>	<p>The 2019 draft Asset Management Strategy are currently with management for review.</p> <p>The City's Asset Management Strategy and Asset Management Policy have been completed and endorsed by Council.</p> <p>Draft Transport Asset Plan and area Service Plans are currently with management for review. The City's Recreation Asset and Property Asset Plan and accompanying Service Plans are progressing and almost complete.</p> <p>The City Asset Management Strategy will need to be reviewed by the end of 2020.</p> <p>All major strategies and plans in this space are now complete and being reviewed annually. Some minor asset management plans are now being finalised such as Plant and Equipment and ICT Infrastructure.</p>	<p>Y</p> <p>Y</p> <p>Y</p> <p>Y</p>
1.4	<p>Corporate Record Keeping</p> <p>There is a need for a stronger compliance program to review and ensure compliance with the Record Keeping Plan.</p> <p>There was also absent and unavailable documentation. Key Performance Indicators have not been developed in accordance with the City's RKP section 6.2.</p> <p>Need for further training and promotion of awareness of recordkeeping requirements. Absence of staff feedback on the value and impact of training.</p>	<p>Information Services (Records) has committed to conducting a proactive program of compliance audits through the City-wide Audit Program. The City has identified that effective management of emails that are State records requires a coordinated effort, shared responsibility and support of all staff including the Chief Executive Officer (CEO).</p> <p>A 'Management of Email Records' guideline has been developed to assist staff and elected members to ensure that records created or received in email systems are managed in accordance with State Records Commission (SRC) Standard 8: Digital Recordkeeping.</p> <p>This guideline outlines the methods for identifying and capturing relevant business email records and includes a checklist for identifying email correspondence that should be saved into ECM. This guideline has been incorporated into the records management new starter induction and forms part of the City's ongoing records management training.</p> <p>Information Services has committed to conducting a proactive program of compliance audits through the City-wide Audit Program. The results of these audits documented to identify higher risk areas i.e. FOI applications and facilitate the focusing of future audit resources on areas of greatest risk.</p> <p>Information Services has committed to development of useful and meaningful KPI's as intended in section 6.2 of the RKP. Performance</p>	<p>Coordinator of Information Management to commence City-wide Audit Program by end of 2020. 30 June 2021.</p> <p>Information Services to partner with People, Culture and Safety and investigate use of City's Learning Management System (LMS) to initiate training and track compliance by end of 2020. 30 June 2021.</p>	<p>Audit Actions remain within projected timeframes for completion by end of 2020. City-wide Audit Program document has been drafted but not implemented at present. Audit survey release was delayed, however it is expected to be released and completed by 30 June 2021.</p> <p>It has been determined that the Technology One University is insufficient for the City's needs, as a result course work is currently being developed instead which will take a little longer.</p>	<p>N</p>

Audit 1: Internal Audit Report (Paxon Group) – Corporate Record Keeping and Performance Reporting (November 2018)					
	Audit Recommendation	Agreed Management Action	Ownership/Timing	Status Update	Closed Out (Y/N?)
		<p>against the KPI's to be measured as part of the compliance audit program, documented and reported to management on a regular basis.</p> <p>More precise recordkeeping compliance target is required in relation to Managers' position descriptions and this will be discussed with the City's Manager of People, Culture and Safety.</p> <p>Information Services is investigating the engagement of an external ECM consultant to improve the City's standard of records and information management, to train staff on their obligations and responsibilities. Refresher training to be mandatory where examples of regular non-compliance with recordkeeping requirements are identified and managers to sign off on this training. The City's record keeping obligations will be emphasised through the on-boarding process by including it in job position descriptions, i.e. registration of documents and compliance with the RKP will be noted as part of that position's role.</p> <p>Information Management will develop feedback forms to be included with record keeping induction and refresher training courses to assess the impact of training provided. A subsequent survey will be undertaken shortly after staff have attended the training and had the opportunity to confirm areas of difficulty have been addressed and to identify any residual training needs.</p> <p>A survey will be undertaken of staff satisfaction with the ECM recordkeeping system and to identify training needs.</p>	<p>Survey and Feedback forms to be developed by Information Services to follow LMS training by end of 2020. 30 June 2021</p>	<p>Feedback document drafted, Survey Monkey to be utilised but not yet developed.</p>	<p>N</p>

Audit 2: Internal Audit Report (Paxon Group) – Fraud Resilience (October 2019)					
Audit Recommendation		Agreed Management Action	Ownership/Timing	Status Update	Closed Out (Y/N?)
2.1	<p>Public Interest Disclosure Register.</p> <p>Auditors recommend that a detailed PID register be compiled and put to use as soon as possible.</p>	<p>The PID register access is restricted to the Coordinator of Information Services and CEO for privacy purposes and to ensure confidence should employees wish to disclose matters.</p> <p>The City's PID guidelines put in place a process for escalation of incidents. The City has not had the volume of incidents to warrant trend analysis, however, in the future, we may consider if there is an increased frequency in reporting.</p> <p>The City's PID officers work in accordance with the City's PID Guidelines to investigate matters, note corrective actions and refer to outside agencies i.e. PSC, CCC where relevant.</p>	Senior Governance Advisor, January 2020.	The PID Register is in use and training and appointment of a third PID Officer has been implemented.	Y
2.2	<p>Complete documentation of the recruitment process should be verified and retained.</p> <p>The audit identified absent documentation and omissions including panel members' guides, drivers licence and qualifications checks.</p>	<p>Certificates, qualifications and professional memberships to be pursued with the issuing educational or professional organisation to verify accuracy.</p> <p>Certificates and qualifications in foreign languages should be translated and verified. People, Culture and Safety (HR) to update recruitment process in Promapp. Recruitment practices will be captured within relevant procedure by March 2020.</p> <p>The City already has a process in place for authentication (external provider capabilities are also being explored i.e. Seek service) and HR staff are aware of the requirements to verify qualifications directly with institution (enrolment and graduation).</p> <p>PCS have created 'Job Files' within ECM creating a central location for all recruitment materials to be captured. Checklist and recruitment summaries are included in these files. Noted review March 2020. PCS will conduct spot checks twice per year to ensure HRO's compliant with procedure, and report to ELT.</p>	Manager People, Culture and Safety December 2020 30 June 2021	<p>Draft Recruitment Management Plan has been completed covering many of the agreed management actions. Additional time has been allocated to this audit action to allow the document to be endorsed.</p> <p>Work has been delayed due to COVID-19. Draft Recruitment MP and procedures, now to be finalised by March 2021.</p> <p>Qualification checks / verification processes have been added to recruitment checklists used by HR staff. Efficient and low cost certificate and memberships validation solutions are being investigated. Current resourcing constraints and the volume of certificates and limited public data access make this task a challenge. A process or alternate is anticipated to be in place for this by 30 June 2021.</p>	N

Audit 2: Internal Audit Report (Paxon Group) – Fraud Resilience (October 2019)				
Audit Recommendation	Agreed Management Action	Ownership/Timing	Status Update	Closed Out (Y/N?)
2.3	<p>The large scale of cash receipts taken by the City required more detailed procedures, training and documentation.</p>	<p>Manager Customer Services July 2020</p>	<p>Cash handling processes have been reviewed and improvements made in relation to two-part authentication and physical aspects of cash handling.</p>	Y
		<p>August 2020</p>	<p>Drafting of new cash handling procedures have been completed. Procedures include improvements required following the OAG's recent audit.</p>	Y
		<p>September 2020</p>	<p>Cash in transit arrangements are currently the subject of a request for quotation process. Process delayed by the COVID-19 closed down and changes to Tender value limits.</p>	Y
		<p>September 2020</p>	<p>All Customer Service team member to receive training in the revised cash handling processes.</p>	Y

Audit 3: OAG Performance Audit – Contract Extensions and Variations (December 2019)				
Audit Recommendation	Agreed Management Action	Ownership/Timing	Status Update	Closed Out (Y/N?)
<p>3.1 Procurement Policy and Procedures</p> <p>The City's Procurement Policy should be updated to include:</p> <ul style="list-style-type: none"> • A requirement to maintain a comprehensive summary or database of all its contracts, with details of the key information to be included. • The dollar value above in which contracts are to be recorded in the database and the custodian responsible for the regular review and update of the database. • Guidance on the definition of contract variations (including clarification that when variations, considered cumulatively, significantly change the scope of the original contract, then a separate procurement process may be required). • A requirement for the custodian of the contract database to regularly review the database for contracts nearing expiry, so that negotiations can commence well before the expiry of the contract. This will ensure continuity in the supply of goods and services as well as provide best value for money. • A requirement for evidence to be retained when contractor performance is assessed prior to exercising a contract renewal or extension option. 	<p>The City's current Procurement Policy is based on a model policy developed by the WA Local Government Association in accordance with the specific legislative requirements. In that respect, it is consistent with other local government policies.</p> <p>The City has a separate Contract Management Policy, and that will be updated to include a requirement to maintain a comprehensive summary or database of all its contracts, with details of the key information to be included.</p> <p>The City's Contract Management Policy will be updated to cover the dollar value above, which contracts are to be recorded in the database, and the custodian responsible for the regular review and update of the database. The City's Contract Management Policy will be updated to cover the review process for contracts nearing expiry, with a requirement for timely renewal action.</p> <p>Council adopted the City's Contract Management Policy in May 2019 and, in respect to performance reviews of contractors, the policy already requires the following:</p> <p>"Reviews should be consultative and clearly communicated with contractors, who shall be given the opportunity to comment and rectify any concerns within a reasonable time period. Considerations should include the contractor's commitment to the City's Work, Health and Safety principles, the quality or specification, and program timeframes. The outcomes of such reviews shall be recorded and used to inform corrective actions and guide future contracting decisions."</p> <p>However, the above wording will be amended to specifically require that evidence of the process is to be retained.</p>	<p>Manager Strategic Projects November 2020 June 2021</p>	<p>The Contract Management Policy has since been revised in accordance with OAG audit recommendations.</p> <p>Regulatory amendments came into effect in April 2020 to respond to the COVID19 pandemic issue, a minor review of the separate Procurement Policy was submitted via the COVID-19 Committee for support of local businesses, and that has since been activated. The City is currently reviewing its energy efficiency and sustainability and is currently reviewing its social procurement position (support for indigenous businesses and disability enterprises) and those positions will be considered in the next review of the Procurement Policy (to be included in first Policy Development and Review Committee agenda for 2021).</p>	N
<p>3.2 Contract Database and Report</p> <p>Lack of complete, accurate and consistent information in the contract register could potentially limit the City's ability to effectively monitor and manage its contractual obligations. Management should review and update the contract database to ensure that key information relating to all current contracts is included in the database. In addition, checks should be performed on the accuracy and consistency of contract data in the database.</p> <p>Management should also ensure that a report containing key contract information can be extracted from the contract database, to enable effective oversight of all contract renewals or extensions and variations.</p>	<p>On the first recommendation, it is acknowledged that greater priority needs to be given to keeping information current and applying consistent business rules for recording contract details.</p> <p>It is also acknowledged that the City's contract data should be reconciled more often. That is currently limited by resources and, to some degree, system-reporting functionality.</p> <p>On the second recommendation, the current contract management system has limited functionality for reporting contract renewals/extensions. The City's 'procure to pay' systems are currently being reviewed with the view to a contemporary enterprise level contract management system, subject to funding.</p> <p>In the interim, the database will be manually reconciled as part of the end-of-month activities to ensure integrity. This will require additional resources, which will be considered as part of the 2020/21 budget process.</p>	<p>Manager Strategic Projects October 2020</p>	<p>The City has completed the configuration requirements for its new contract management system during 2020, and held training for key users in January 2021. At the time of writing this update, the system is intended to launch in January/February 2021.</p>	Y

Audit 3: OAG Performance Audit – Contract Extensions and Variations (December 2019)					
Audit Recommendation		Agreed Management Action	Ownership/Timing	Status Update	Closed Out (Y/N?)
3.3	<p>Contract Documentation</p> <p>Without clear documentation of key contract information such as contract value, duration, extension options etc., there is a risk that contractual obligations may be more difficult to enforce in the event of disputes, etc.</p> <p>Management should ensure that all key contract terms are adequately documented, clearly establishing mutual contractual obligations and expectations.</p>	<p>Contract development is currently decentralised and a review of all contract development templates is programmed for 2020, which will resolve some of the inconsistencies in contract terms, including extension options.</p> <p>Subject to funding, a business plan will be developed for centralisation of contract development to ensure that there is a more consistent approach to contract terms and conditions. Peer review of other local governments has indicated that most of the larger ones use a centralised approach. In the interim, all staff involved in contract preparation will be reminded of requirements and spot checks will be put in place to occur each quarter to ensure compliance.</p>	<p>Manager Strategic Projects December 2020 June 2021</p>	<p>The City's new contract management system has advanced functionality for pushing compliance and that may resolve the need for centralised contract development – to be reviewed after the system has been in operation - 'go live' is January 2021 but Implementation in the operational areas will be staged.</p>	N

Audit 4: Regulation 17 Review – Assurance Advisory Group (AAG) April, 2020				
LEGISLATIVE NON-COMPLIANCES				
Non-Compliance	Agreed Management Action	Ownership/Timing	Status Update	Closed Out (Y/N?)
<p>4.1 Review of Local Laws</p> <p>As per s3.16 (1) of the LG Act the City should ensure that its local laws are reviewed at least within a specified period of eight years. However, the local law on the use of thoroughfares and public spaces is overdue for review.</p> <p>The City should ensure that its local laws are reviewed at least within the required eight-year period, including the overdue local law on the use of thoroughfares and public spaces.</p>	<p>A review of the 'Activities on Thoroughfares and Trading in Thoroughfares and Public Places' Local Law was initiated in 2018 and relevant reports have been provided to Council updating on progress. Unfortunately the review of certain areas of the Thoroughfares Local Law has delayed this process.</p> <p>The Governance Branch has received specific advice from the DLGSC stating that Parliament has concluded that procedure for making a local law must be completed with all due convenience and, if the process takes too long, the local law will be deemed invalid. While the Parliament's Joint Standing Committee on Delegation Legislation has not set a concrete time limit, they have advised the DLGSC that once the delay is 8 to 12 months, it is advisable to restart the process. Based on this advice, and due to the period that has occurred since the initial public advertising, it is recommended that this review process is re-commenced during 2020.</p>	<p>Manager Governance and Organisational Strategy July 2021</p>	<p>A new local law review for the Thoroughfares local law has been initiated by Council and a public comment period was held for the new draft local law in 2020.</p> <p>Feedback has now been received from the Department and amendments are being made to the Draft Local Law accordingly. It is expected that feedback from the Department and modified LL will be presented to Council February 2021.</p>	N
<p>4.2 Records to be kept by delegated authorities</p> <p>As per s5.46 (3) of LG Act 1995, and s19 of LG Admin Regulations 1998, a person to whom a power or duty is delegated under this Act is to keep records in accordance with regulations in relation to the exercise of the power or the discharge of the duty. While there is no penalty for not declaring when a duty is exercised, it is a requirement of legislation to ensure that the information is recorded for each year, and a register or record of this has not been maintained by the City.</p> <p>AAG recommends establishing a register or a mechanism to record how and when delegated authority officers exercise powers under their delegations of authority each year.</p>	<p>It was reported to ARMC on 12 May 2020 that it may not be practical to record the exercising of delegated authority manually, due to the high number of transactions, i.e. whenever a purchase order is approved.</p> <p>The City does however, have a thorough and good governance practice in place of advising staff of their responsibilities and obligations when they are acting in a delegated position by providing them with a signed memo from the CEO together with a copy of their delegations. Within this memo it outlines to staff the requirement of keeping a record of their delegations. This information is then recorded within "Attain" (the City's Governance Reporting Program) for any auditing purposes. The staff member is required to sign the memo and return it to Governance where both a hard copy and electronic copy are recorded.</p> <p>This process also occurs each year when the Annual Review of the Delegated Authority Register occurs. Within the wording of each memo, once again each staff member is advised to keep a written record of each time they use a specific delegation.</p> <p>Although staff are advised of this it is recognised that until recently there has not been a suitable system to capture this.</p>	<p>Manager Governance and Organisational Strategy December 2020 30 June 2021</p>	<p>The City has recently been advised of a new module in 'Attain' which allows for each delegation to be captured and then reported on. This new feature has been specifically designed to be compliant with this required legislation and has recently been implemented by the Cities of Kwinana and Mandurah.</p> <p>Initial investigations have taken place and the current solution provided within Attain has additional clicks and compulsory fields that we don't believe should be compulsory; this will take additional time for staff to enter each delegation. Discussions are taking place with Attain about whether these features can be tailored to streamline the process.</p>	N

Audit 4: Regulation 17 Review – Assurance Advisory Group (AAG) April, 2020				
RECOMMENDATIONS - RISK MANAGEMENT				
Non-Compliance	Agreed Management Action	Ownership/Timing	Status Update	Closed Out (Y/N?)
<p>4.3 Risk Register</p> <p>The City to improve on the contents and useability of the current Corporate Risk Register by incorporating risks from all branches of the City including strategic and operational risks, and use the risk register as a monitoring tool for risk reporting.</p>	<p>The City's current approach to risk management is focused on the strategic analysis of risk at Committee and Council level. This approach was adopted in order to move the City away from the examination of tactical risk issues (operational and project/program risks) at the Council/Committee level and focus on the strategic risks (delivery, external, enterprise risks) to the City.</p> <p>Work is planned over the next twelve months to develop and launch a new corporate risk register for the City. This register will incorporate some of the most pertinent topics from the JLT sector report.</p> <p>The City's new Corporate Risk Register is intended to be more succinct and capture the most material risk issues across the City (i.e. top 20 risks); this will allow for increased frequency of monitoring, review and reporting to the executive leadership team.</p>	<p>Coordinator Risk Management</p> <p>August 2021 June 2022</p>	<p>Work has commenced to create the City's new Corporate Risk Register.</p> <p>Expansion of this work to an operational level (including risk issues at all City branches) will require additional resourcing, the case for which to be considered during the next budget cycle.</p>	N
<p>4.4 Risk Management Process</p> <p>The City to implement an enterprise risk management approach where risk owners update a centralised system with risk mitigation control actions undertaken, and Governance team monitors and reports on progress, and organisation-wide exercises are regularly held to identify emerging risks and sustain a culture matching the risk appetite statement of the City.</p>	<p>The Risk Management Process is embedded within the City's Risk Management Framework document, which sets out the City's approach to the identification, assessment, management, reporting and monitoring of risks. Within this Framework, the City articulates its risk appetite towards different types of risks and the boundaries that it applies to risk taking.</p> <p>The framework is known and has been translated over the last three years into other areas of City business including events management, project management, business continuity planning and within all Council report recommendations. As such, many staff are already independently applying the risk management process and making decisions with consideration for risk. The Risk Management Coordinator (RMC) will continue to partner with City managers and staff to support and develop their capability to take ownership of the risk management process.</p> <p>Whilst it is envisaged that initial work will be done by the RMC to workshop and build the City's Corporate Risk Register, ultimately responsibility for regularly updating, capturing control and risk mitigation activities will be assigned to City staff (as risk owners). Whilst the RMC will set the frequency for review of risk controls, it is intended that the City's Corporate Risk Register will be centrally located to enable risk owners to independently access and update risk information.</p>	<p>Coordinator Risk Management</p> <p>August 2021 June 2022</p>	<p>The RMC already undertakes environmental scanning and emerging issue recognition via regular reporting at each ARMC meeting and will continue to maintain strong external engagement with outside agencies including the PSC, CCC and OAG.</p> <p>This audit recommendation will be considered for implementation alongside the City's Corporate Risk Register (item 4.3).</p>	N

Audit 4: Regulation 17 Review – Assurance Advisory Group (AAG) April, 2020				
RECOMMENDATIONS - RISK MANAGEMENT				
Non-Compliance	Agreed Management Action	Ownership/Timing	Status Update	Closed Out (Y/N?)
<p>4.5 Risk Management Manual</p> <p>From a comprehensiveness point of view, it is recommended that a formally documented risk management process manual or how to use guide be developed, specifically elaborating on the risk assessment stages covered in the risk management framework. The risk identification process should cover internal processes for determining material operating risks to examine the possibility of:</p> <ul style="list-style-type: none"> • Potential non-compliance with legislation, regulations and standards and local government policies; • Important accounting judgements or estimates that prove to be wrong; • Litigation and claims; and Misconduct, fraud and theft. 	<p>The City revised its Risk Management Policy and developed a supporting Risk Management Framework in February 2019. The AAG recommendation for implementation of a risk management manual would be in support of how to use and implement these two documents.</p> <p>The City's Risk Management Framework is in alignment with best practice standards and includes risk appetite (tolerance) statements which are aligned to specific categories of risk including governance (legislative non-compliance). The City's Risk Assessment Tool requires assessment of risk against categories including 'compliance' and 'reputation'.</p> <p>The RMC currently partners with managers and staff to lead them through the risk assessment process when help is required to apply the framework to a project, decision or report. The RMC has also delivered specific training to managers and staff when the risk management process is to be applied to a new initiative, ie. council report process, and project management framework, and this work will continue.</p>	<p>Coordinator Risk Management</p> <p>August 2021 June 2022</p>	<p>The development of a risk management process manual will be included alongside the development of the City's Corporate Risk Register over the next twelve months.</p>	N
<p>4.6 Risk Treatment Process</p> <p>As part of improving the City's risk management process, implement a fully-fledged risk treatment process covering the tracking of risk treatment actions by certain deadlines and responsible owners, and reporting its status on a regular basis via an updated risk register for the respective branches.</p>	<p>The tracking of risk treatment actions and deadlines at a branch level will form part of the deliverables when developing the City's new Corporate Risk Register as outlined in 4.4.</p> <p>The City already undertakes monitoring and review of strategic risk issues at a Council level and it is intended this process will be applied at the branch level in relation to operational risk.</p>	<p>Coordinator Risk Management</p> <p>December 2020 June 2022</p>	<p>This item is linked to item 4.3 Risk Register and will be undertaken at the same time.</p>	N
<p>4.7 Independent Probity Reviews</p> <p>The City has developed a procurement policy demonstrating the City's commitment to the principles of transparency, probity and good governance in procurement practices and also provides guidance in ensuring full compliance with applicable legislation. The different delegations, thresholds and guidelines to be followed and reference to relevant legislations are highlighted on the procurement policy.</p> <p>Procurement function is hybrid in nature, whereby procurement oversight is central, and the actual buying activities are managed within each operation area based on the procurement policy terms and guidelines. Management confirms that probity checks are done internally as part of the contract and tender evaluation process. AAG recommends that the City consider doing independent probity reviews as a means of strengthening procurement processes.</p>	<p>Structured due diligence processes have been implemented, i.e. company checks and extended financial checks for major projects.</p> <p>In addition to the financial checks, probity reviews will be contracted out for major projects using a tiered approach i.e.:</p> <ul style="list-style-type: none"> >\$250,000 - \$500,000 - internal independent review >\$500,000 - external independent review 	<p>Manager Strategic Project</p> <p>31 October 2020 31 June 2021</p>	<p>Financial checks are now in place – simple online checks are used for low value/low risk projects, with extended financial audits for large/high risk projects. A Management Practice to guide the requirements is going to ELT shortly, with a separate paper recommending a tiered process for independent review of tender evaluations.</p>	N

Audit 4: Regulation 17 Review – Assurance Advisory Group (AAG) April, 2020					
RECOMMENDATIONS – INTERNAL CONTROLS					
Non-Compliance	Agreed Management Action	Ownership/Timing	Status Update	Closed Out (Y/N?)	
<p>4.8 Internal Control Policy</p> <p>The City's Online Services on its website has a search functionality with different document types, including policies, guides and checklists, and forms that are published information. The City undertook a policy review in 2019 to identify the currency of the City's policies. Management acknowledges that some management guidelines are due for review, and a review of such management guidelines is scheduled for 2020.</p> <p>Management has not performed a detailed review of policies and procedures and their currency. However, we observed that there is no specific policy on internal controls covering the City's commitment and approach to internal controls and how internal controls will be addressed.</p> <p>AAG recommends that the City consider developing a policy or framework specifically for internal controls, to clearly lay out the City's commitment and approach to internal controls and the mechanism on how internal controls are addressed.</p>	<p>The City currently has a Policy Framework and Policy Toolkit that contains information and templates for conducting both policy reviews and operational management practices.</p> <p>Current policies are up to date and reviewed every two years. The wording in this recommendation is referring to the review of operational management practices. Currently these documents are the responsibility of the respective Branch Manager to keep up to date, resulting in varied timelines for review.</p>	<p>Senior Governance Advisor</p> <p>July 2021</p>	<p>The Policy Framework is currently under review to provide further clarity on the required review of management practices and a calendar for review will be put into place to assist in prompting the respective Branch Manager to conduct a timely review.</p>	N	
<p>4.9 Governance Framework</p> <p>AAG observed that the City has no formalised document on its Governance Framework and recommends the City consider developing a formalised Governance Framework.</p>	<p>It is recognised that while not a statutory requirement for local governments to have a Governance Framework it is certainly a good governance practice.</p> <p>Research has taken place from other local governments to identify various approaches to developing a Governance Framework and a format has been identified.</p> <p>A Governance Framework will be developed, outlining various legislated and policy based Governance controls and requirements that the City has. This document will also seek to provide clarity and direction to other staff within the organisation as to their responsibilities and how the City's Governance branch operates.</p>	<p>Senior Governance Advisor</p> <p>December 2020</p>	<p>The Governance Framework is intended to be rolled out to key staff at the City and will be made readily accessible as a reference document.</p>	Y	
<p>4.10 Conflict of Interest Management Policy/Framework</p> <p>The audit suggests that the City develop a conflict of interest management policy or framework for employees as per best practice, and establish a Conflict of Interest Register that could be used as a reference point for internal audit reviews, evaluation of various arms-length transactions and related parties.</p>	<p>The City currently has two processes relating to this recommendation already in place. A Conflict of Interest Register is in place with a thorough process implemented and maintained by Governance specifically concerning undertaking tender and contract evaluations, and a separate procedure regarding undertaking recruitment for any conflict of interest when on an interview panel is managed by People, Culture and Safety. The City is currently undertaking work on introducing a new Contract Management System and it is hoped that part of this process could be more automated and incorporated within this for the tender and contract component, as currently the City undertakes a largely manual process.</p>	<p>Senior Governance Advisor</p> <p>July 2021</p>	<p>While it is recognised that two separate internal processes are in place, it is recommended that a policy be developed to ensure that a more coordinated approach is undertaken to better manage transparency regarding the City's conflicts of interest. The new Contract Management System is due to go live in January 2021.</p>	N	

Audit 4: Regulation 17 Review – Assurance Advisory Group (AAG) April, 2020					
RECOMMENDATIONS – INTERNAL CONTROLS					
Non-Compliance		Agreed Management Action	Ownership/Timing	Status Update	Closed Out (Y/N?)
4.11	<p>Fringe Benefit Tax Policies and Procedures</p> <p>The AAG audit established that the City did not have formalised policies and procedures available for Fringe Benefit Tax (FBT).</p> <p>As such it is recommended that the City develop relevant policies and procedures for the calculation, eligibility, reporting and record keeping for Fringe Benefits Tax.</p>	<p>The City has established practices in place around the administration of FBT Legislation, including the <i>Fringe Benefits Tax Assessment Act 1986</i> which dictates the majority of requirements that the City must comply with.</p>	<p>Manager Financial Services</p> <p>January 2022</p>	<p>The Financial Services Branch has identified that a management practice in relation to FBT responsibilities, reporting and record keeping will need to be developed.</p>	N
4.12	<p>Internal Audit Charter, Manual and Plans</p> <p>The audit recommends that the City consider developing an Internal Audit Charter, an Internal Audit Manual or Operating Procedures, a Strategic Internal Audit Plan and an Annual Internal Audit Plan for 2020/21.</p>	<p>The City has recently introduced an Internal Audit Log register, listing the audit action points, with their relevant action owner and agreed deadlines.</p> <p>The AAG audit notes that the City's internal audit function is in an initial growth phase with the City's new Internal Audit Program 2020-2023 shortly.</p>	<p>Coordinator Risk Management</p> <p>August 2022</p>	<p>The City has recently appointed William Buck auditors to its Internal Audit Program for 2021-2023. The recommended documents have been developed alongside appointing William Buck.</p>	Y
4.13	<p>Mandatory Training Register</p> <p>To support the City's internal control environment the audit recommends that the City consider establishing a centralised record of mandatory training requirements and monitoring the status of mandatory training for all required employees.</p>	<p>The City will implement the Training module in TechOne to centrally capture employee training records and enable the monitoring and reporting of mandatory training completion rates.</p>	<p>Manager People Culture and Safety</p> <p>July 2021</p>	<p>On track to be able to maintain a centralised record keeping function in the Training module.</p> <p>Talent module will hold employee accreditations and essential training with the ability to track expiration dates. This links to the Training Module which will maintain employee records for essential and development training. Once training is completed, it links back to Talent to update accreditation / training currency.</p>	N

Audit 4: Regulation 17 Review – Assurance Advisory Group (AAG) April, 2020				
RECOMMENDATIONS – INTERNAL CONTROLS				
Non-Compliance	Agreed Management Action	Ownership/Timing	Status Update	Closed Out (Y/N?)
<p>4.14 Compliance Calendar</p> <p>The City has initiated a compliance calendar in MS Excel, but this has not been updated since May 2019 and has not been used effectively as a compliance monitoring tool.</p> <p>It is recommended that the City consider updating the Compliance Calendar in Microsoft Excel until it has been implemented in ATTAIN, and start using the Compliance Calendar as a monitoring tool to identify due dates of compliance tasks to avoid failures in non-compliance.</p>	<p>The City is currently working with the developers of "Attain" to develop a Compliance Calendar based on the City's key governance compliance functions and dates that have been provided, which will be part of the City's annual subscription.</p> <p>Some of the features in this compliance calendar will include:</p> <ul style="list-style-type: none"> • Ability to schedule calendar tasks (weekly, monthly, annually, biennially, etc.); • Ability to assign a task to a user or a position (whoever occupies a given position will be required to complete the scheduled task); • Ability to automate reminders; • Ability to upload documents and files as evidence to support the completed requirements; • Ability to reference relevant legislation and policies in each task; and • Ability to use task management for other purposes (not just the Compliance Calendar). <p>As a backup the City is also updating the previous Compliance Calendar to ensure this contains the correct information.</p>	<p>Senior Governance Advisor</p> <p>April 2021</p>	<p>The City's governance software provider has a compliance calendar module that was released later than expected in December 2020. This product will require substantial manual input initially as each compliance activity is inputted into the system.</p> <p>In the short term, a Microsoft Excel calendar is being used to track compliance requirements.</p>	Y
<p>4.15 Independent Review of Compliance Audit Return (CAR)</p> <p>The AAG audit report recommends that the City consider sourcing independent review of CAR responses and perhaps introduce a software system (e.g. Reliansys) which has the capability to create online governance and compliance tasks, assign tasks to responsible action owners with deadlines, and has the ability to attach supporting documentation with comments, so that the compliance deadlines can be monitored on a regular basis.</p>	<p>While it is seen that the City has a thorough process in place when Governance is undertaking the Annual Compliance Audit Return, it is recommended that the City investigates the use of an Internal Auditor to assist with the verification of the information received.</p> <p>The main consideration here is though, the limited time period that this would need to occur as the CAR responses are time critical. The Department releases this for all LG's to report on in late December and the responses are required to be considered at an ARMC meeting prior to being adopted by Council to meet the Department's legislative completion date of 31 March.</p>	<p>Senior Governance Advisor</p> <p>January 2022</p>	<p>In order for this to be considered an additional budget allocation will need to be determined and considered as part of the next financial year budget.</p>	N

Audit 4: Regulation 17 Review – Assurance Advisory Group (AAG) April, 2020				
RECOMMENDATIONS – INTERNAL CONTROLS				
Non-Compliance	Agreed Management Action	Ownership/Timing	Status Update	Closed Out (Y/N?)
<p>4.16 Accounting Procedure Manual</p> <p>While Management confirmed that the accounting practices are in accordance with the Australian Accounting Standards and the Department's accounting practice manual, the audit observed that the City has not established a formal accounting procedure manual.</p> <p>However, an Accounting Policy document has recently been developed and pending Council adoption.</p> <p>It is recommended that the City consider formalising a comprehensive accounting procedure manual, that details the operating procedures to be followed to ensure that the City is in compliance with the Australian Accounting Standards and the Department's accounting practice manual.</p>	<p>City officers attend relevant sector training which keeps them up to date with accounting standards and practices. This is complemented by the City's current policies which cover existing accounting procedural processes.</p> <p>Whilst it is recognised that an accounting manual would be of benefit, this task would be a large project which the City is not currently resourced to undertake. In the interim, the Financial Services Team is currently developing an Accounting Policy, which will outline the principals and procedures that the City will use to prepare its financial statements, including accounting methods, measurement systems and procedures for presenting disclosures.</p>	<p>Manager Financial Services</p> <p>August 2023</p>	<p>Resources have not been allocated for the current financial year; the recommendation will be considered by the Financial Services branch as part of its branch planning in future years.</p>	<p>N</p>

8.3 Prevention and Management of Excess Leave Liability

Responsible Branch:	People, Culture and Safety	
Responsible Directorate:	Corporate and Strategy	
Authority/Discretion:	<input type="checkbox"/> Advocacy <input type="checkbox"/> Executive/Strategic <input type="checkbox"/> Legislative	<input type="checkbox"/> Review <input type="checkbox"/> Quasi-Judicial <input checked="" type="checkbox"/> Information Purposes
Voting Requirement:	Simple Majority Required	
Attachments:	Nil.	

SUMMARY

This report is provided to Council for the purpose of providing assurance with regard to the City’s policies and systems for adequately managing leave liability mainly relating to the impact of the COVID-19 pandemic.

COMMITTEE RECOMMENDATION
(OFFICER'S RECOMMENDATION)

That Council notes this report on the City’s policies and systems for managing leave liability.

CR GIORGIA JOHNSON MOVED, CR DAN BULL, MAYOR SECONDED

CARRIED UNANIMOUSLY: 5/0

BACKGROUND

The City introduced Management Practices to manage excess Annual and Long Service Leave that included designing tailored leave management plans for employees and implementing reporting and monitoring mechanisms. This was showcased in the LG Professionals Performance Excellence Program in the report covering the 2018-19 financial year.

FY19 results

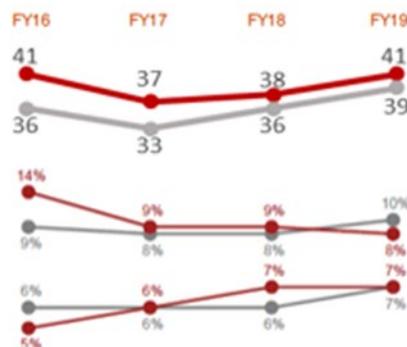
Accrued leave (p. 12)

- City of Bayswater
- WA survey population

Workforce with 4 weeks of accrued annual leave (%)

16. Workforce with more than 8 weeks of accrued annual leave

17. Workforce with more than 12 weeks of accrued long service leave



Extract from Australasian Local Government Performance Excellence Program FY2019

The COVID-19 pandemic started to have an effect on the City from February 2020 with WA going into a state of emergency from 16 March 2020. The Federal and WA government implemented strict social distancing and border controls to limit the spread of COVID-19 which halted interstate and international travel. We are currently in Phase 4 of a 6 Phase Roadmap. Phase 6 will include the removal of WA’s hard border with the rest of the country; a date has not currently been set to transition to Phase 6.

EXTERNAL CONSULTATION

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

OFFICER'S COMMENTS

The City has well established leave management practices that have been recognised among its peers. To enable management of the City's leave liability, the following policy/procedure documents are used:

- Annual Leave Management Practice;
- Long Service Leave Management Practice;
- Parental Leave Management Practice; and
- Personal Leave Management Practice.

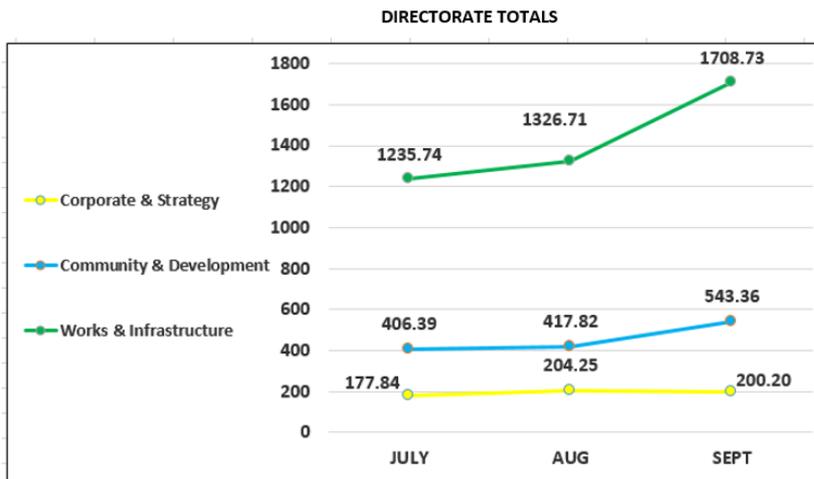
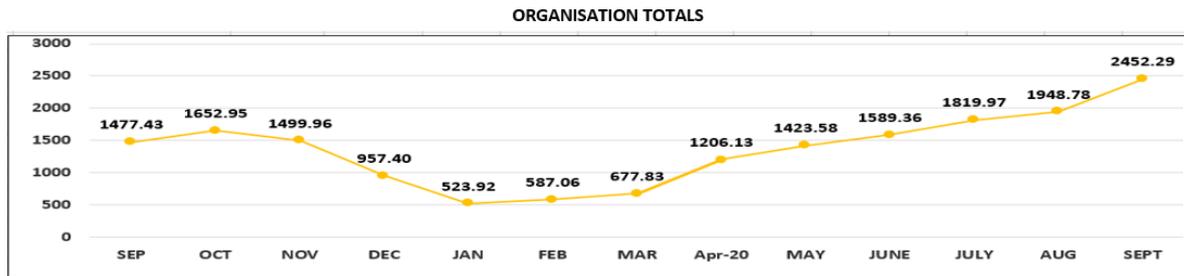
In addition to the above internal documents that provide the structure required for line leaders to manage the leave of their employees, there are also a number of forms and reports that are published.

Annual and long service leave entitlements are underpinned by the *Fair Work Act 2009* and *National Employment Standards* and supported by the City of Bayswater Enterprise Agreements. The City supports sound practices relating to the management of annual and long service leave for all staff, recognising that taking this form of leave provides for necessary rest and provides a positive effect on their well-being.

Annual Leave

If an employee has more than eight weeks accrued annual leave, the line leader must agree and implement a leave plan to reduce excessive credits to a maximum of six weeks within a six month period. This aligns with Clause 23 in the *Local Government Industry Award 2020*.

Excess Annual Leave Dashboard



SUMMARY

- 25% ↑ increase in leave hours since July 2020
- 45 ↑ employees are in excess of 304 hours (8 weeks) annual leave. 2 have Leave Management Plans (LMP), 7 have Leave forms and 25 still to submit
- 65% ↑ increase in leave hours from Sept 2019 to Sept 2020
- Reporting since July 2017 - 2219 hours

ACTIONS

- HR and Payroll to review and update list of employees who require Leave Forms or Management Plans
- HR to follow up with managers at BP Meetings
- Managers to request leave form or leave plans from all employees with excess leave.

Example of Excess Annual Leave Dashboard presented to the Executive Leadership Team for September 2020

As expected, there is an increase in annual leave entitlement as a result of the COVID-19 pandemic and associated annual leave cancellation. Since travel within the state was approved by the State Government, staff have been encouraged to holiday locally to plan and take annual leave. This is being promoted again in the lead up to Christmas as the Christmas and January period is typically a quieter time for the City with fewer enquiries and less project work undertaken. It is expected that leave liability will begin to stabilise and reduce as alternate holiday plans are undertaken.

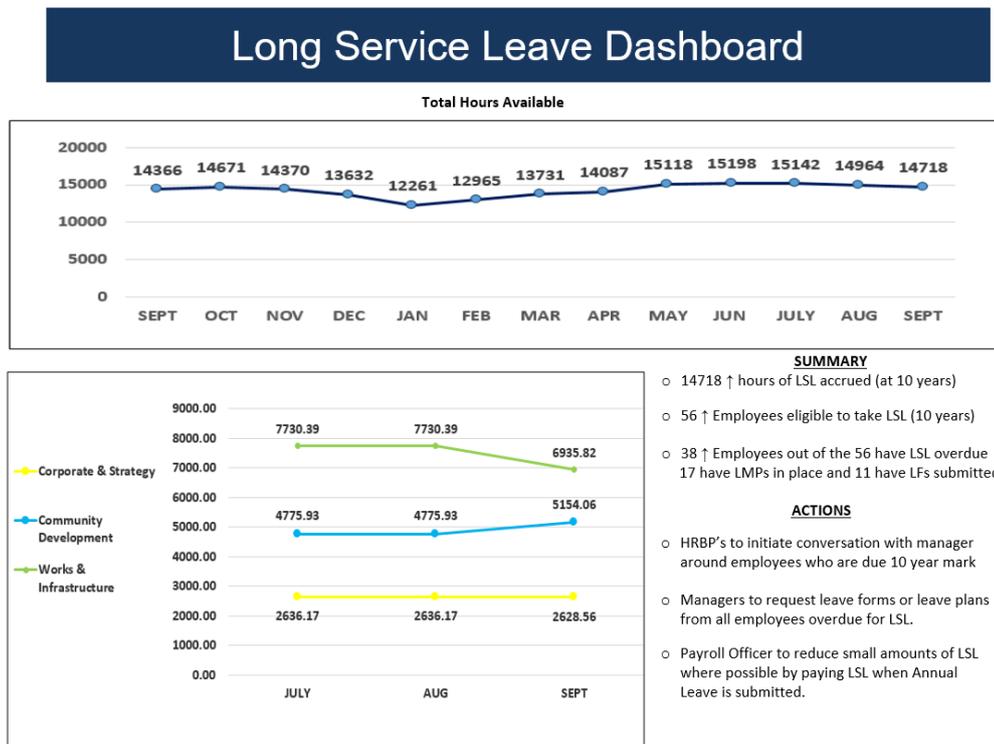
Long Service Leave

A full time employee will become entitled to pro-rata long service after seven years' continuous service and has full entitlement of 13 weeks (49.4 hours for each completed year of continuous service) long service leave when they have completed 10 years continuous service. The City will allow an employee from six months to 1 year to clear long service leave credits once they become due. If an employee wishes to defer this leave, approval needs to be supported by the Manager and Director and granted by the CEO.

There are also financial implications for the City if leave is not taken when it becomes due. Leave is paid at the rate an employee is being paid at the time they take leave. This means that if an employee does not take leave in the year it becomes due, then the cost of that leave is higher at the time the leave is eventually taken. A balance needs to be found by agreement between the City and employee to determine what is reasonable.

Reporting occurs through the provision of monthly reports that are generated for the Directors. This is then cascaded down to Branch Reports that are distributed to each Manager as part of their monthly HR business partner meetings and allows the manager to delegate down and/or follow-up any excess leave directly with the employee.

A report to the Executive Leadership Team is done via a visual presentation of data that is provided monthly at one of the weekly leadership meetings and allows greater clarity of accountability.



Example of Excess Long Service Leave Dashboard presented to the Executive Leadership Team for September 2020

As expected, there has been some cancellation of leave due to the pandemic, as employee intended travel plans were cancelled. The City already has some 2000 hours of Annual and Long Service Leave booked in for the Christmas period and this is expected to increase as we get closer to the time, with people endeavouring to explore WA.

There is an added focus on discussions with the Managers as part of the monthly HR Business Partner meetings to encourage personnel to take leave for their own, as well as, their associated family members health and well-being perspective.

LEGISLATIVE COMPLIANCE

- *Fair Work Act 2009*
- *National Employment Standards*
- *Long Service Leave Act 1958*
- *Local Government (Long Service Leave) Regulations*
- *Local Government Act 1995*
- *Local Government Industry Award 2020*
- *City of Bayswater Enterprise Agreement (Inside Workforce)*
- *City of Bayswater Enterprise Agreement (Outside Workforce)*

OPTIONS

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

Option 1	That Council notes this report on the City's policies and systems for managing leave liability.		
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	This report is being provided for assurance purposes regarding management of the City's leave liability.		

FINANCIAL IMPLICATIONS

N/A

STRATEGIC IMPLICATIONS

In accordance with the City of Bayswater Strategic Community Plan 2017-2027 (as amended), the following applies:

Theme: Leadership and Governance
 Aspiration: Open, accountable and responsive service.
 Outcome L3: Strong stewardship and leadership.

CONCLUSION

It is considered of utmost importance that the City keep engaged with staff as we collectively experience unprecedented times with this pandemic, ensuring we keep ourselves mentally healthy and able to do our job safely.

Positive reminders to all employees to take leave for recuperation is one measure that the City is currently focusing on and promoting to all staff to ensure a happy medium is maintained.

Excess leave will continue to be reported to Management to take action appropriately, seeking leave forms and/or leave management plans accordingly.

There will be a particular push on this as the festive season approaches whereby we will be encouraging employees to take extended periods of leave to try to reduce leave liability balances.

Although current times are unprecedented and challenging, the City is well placed to respond operationally and is a role model within the industry with regard to controls in this area.

8.4 Management of Incoming Email Enquiries

Responsible Branch:	Governance and Organisation Strategy	
Responsible Directorate:	Corporate and Strategy	
Authority/Discretion:	<input type="checkbox"/> Advocacy <input type="checkbox"/> Executive/Strategic <input type="checkbox"/> Legislative	<input type="checkbox"/> Review <input type="checkbox"/> Quasi-Judicial <input checked="" type="checkbox"/> Information Purposes
Voting Requirement:	Simple Majority Required	

SUMMARY

The purpose of this report is to provide assurance to Council with regard to the City's accountability in managing incoming email enquiries from the community to mail@bayswater.wa.gov.au:

COMMITTEE RECOMMENDATION (OFFICER'S RECOMMENDATION)

That Council notes the City's current practices for managing incoming emails and that these will be further considered at part of the Citywide software review.

CR DAN BULL, MAYOR MOVED, MR PHILLIP DRABER SECONDED

CARRIED UNANIMOUSLY: 5/0

BACKGROUND

The City receives approximately 50,000 emails annually to mail@bayswater.com.au. Of these emails, approximately 30,000 require registering in the City's Document Management System (the remaining 20,000 are considered 'junk mail'). Of the 30,000 emails registered, in the 2019-20 financial year 23,309 required some form of action from the City and were tasked to a staff member to carry out the required action. These tasked emails vary in nature significantly, including emails such as customer emails seeking action, emails from other organisations and marketing emails.

Emails are defined as a State Record in accordance with the *State Records Act 2000* and the City of Bayswater Recordkeeping Plan. Any email received or sent by City staff is classed as a corporate business document and must be captured in the City's Document Management System, irrespective of who received or sent it.

All emails should be responded to in accordance with the City's Customer Service Charter. The City's current Customer Service Charter offers the following in relation to email contact:

"When you contact us via email to mail@bayswater.wa.gov.au:

- We will acknowledge your email within one working day;
- We will respond within ten (10) working days; and
- If a full reply is not possible within 10 days, then you will receive an acknowledgement that will indicate when the reply can be expected and the name of the officer to contact with queries."

EXTERNAL CONSULTATION

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

OFFICER'S COMMENTS

Functionality in the City’s current software system allows for the following process when receiving an email to the City’s mail@bayswater.wa.gov.au email address:

- An automatic reply is sent as a notification receipt and to provide information about what the customer should expect;
- The email is registered in the City’s Document Management System;
- A task is sent within the document management system to the responsible staff member;
- The staff member completes required work and contacts the customer where required; and
- The staff member marks the task as complete within the record management system.

While the above process is involved and has many steps, this is important to meet the City’s record keeping requirements and customer service needs. Noted as missing from the above is the City’s ability to:

- Record in the City’s software in a trackable way whether the customer request actually could have been be actioned or not, and what action took place; and
- Whether a response was needed and, if so, whether one was provided via phone, email or letter.

An officer actioning a task has the ability to add a qualitative comment when they mark a task as complete. Due to some tasks requiring a response while others do not, and the varying methods a response may take, the system process is not sophisticated enough to record whether a reply was required or took place.

Staff at the City are aware of their requirements under the Customer Service Charter, and a copy of the Charter is provided during staff induction. The Charter is periodically reviewed and shared with existing staff to maintain awareness across the City.

While the Customer Service Charter appears clear on the process for replying to a customer, in reality this is not quite as simple, and the Charter is used as a guide only. Some examples that occur regularly where the Charter may not be followed literally are:

- The staff member may call the customer to ask for further information, negating the need for an email;
- A letter may be sent instead if the matter requires that approach, in which case an email may not be sent; or
- The customer may state the matter is simply for the City’s information, indicating a reply is not required.

In each of the above situations, the City has not followed the literal interpretation of the Charter, however it is considered that the service level would be reasonably deemed as appropriate.

The below Figure 1 provides a record of task completion in the City’s record management system, for tasks related to incoming emails.

Figure 1. Completion of tasks assigned from registered incoming emails during 2019/20 financial year

Total emails tasked	Tasks completed 10 Days	Task completed 10 to 30 Days	Task completed 30 to 60 Days	Tasks completed over 60 Days
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23,309	22,233 (95%)	1,010 (4%)	66 (<1%)	0
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The above figure shows that 95% of tasks are being actioned by a City staff member within 10 days. Accordingly emails received by the City are generally being provided attention within the required timeframe. It is considered reasonable that when receiving this volume of enquiries, there will be a small number of incidents where there are miscommunications or mistakes. There are also a number of actions that take longer than 10 days to complete so the staff member may not mark the task as complete until such time as the work is completed.

The City has an upcoming Citywide software review where City functions such as this will be investigated further. This will identify new ways of receiving and responding to customer enquiries with new software, to support continuous improvement.

LEGISLATIVE COMPLIANCE

Emails are defined as a State Record in accordance with *State Records Act 2000* and the City of Bayswater Recordkeeping Plan. Any emails received or sent by City staff are classed as a corporate business document and must be captured in the City’s Document Management System, irrespective of who received or sent it.

OPTIONS

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

Option 1	That Council notes the City’s current practices for managing incoming emails and that this will be considered at part of the Citywide software review.		
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	Evidence in this report that indicates incoming emails to the City are generally being actioned within the 10-day timeframe required. The City also has a major software review planned where this process will be reviewed in the near future. Noting current high attention rates and future review schedules presents little risk to Council.		

FINANCIAL IMPLICATIONS

Nil.

STRATEGIC IMPLICATIONS

In accordance with the City of Bayswater Strategic Community Plan 2017-2027 (as amended), the following applies:

- Theme: Leadership and governance
- Aspiration: Open, accountable and responsive service.
- Outcome L1: Accountability and good governance.

CONCLUSION

Reports for last financial year indicate that tasks assigned that relate to incoming emails are being completed by the assigned staff member within 10 days, 95% of the time. Given that there will be some circumstances where it is not possible to complete work within 10 days, having only 5% completed in a longer timeframe appears to be reasonable.

The City has an upcoming Citywide software review where City functions such as this can be investigated further, to identify new ways of receiving and responding to customer enquiries, for the purposes of continuous improvement.

8.5 Local Law Review Schedule

Responsible Branch:	Governance and Organisational Strategy	
Responsible Directorate:	Corporate and Strategy	
Authority/Discretion:	<input type="checkbox"/> Advocacy <input type="checkbox"/> Executive/Strategic <input checked="" type="checkbox"/> Legislative	<input type="checkbox"/> Review <input type="checkbox"/> Quasi-Judicial <input checked="" type="checkbox"/> Information Purposes
Voting Requirement:	Simple Majority Required	

SUMMARY

The purpose of this report is to provide Council with a current schedule for the review of the City's local laws.

OFFICER'S RECOMMENDATION

That Council notes the current review schedule for the City of Bayswater Local Laws as outlined in this report.

COMMITTEE RECOMMENDATION

That Council:

1. Notes the current review schedule for the City of Bayswater Local Laws as outlined in this report.
2. Requests the Chief Executive Officer to investigate options for progressing an earlier review of the Health Local Law.

**CR GIORGIA JOHNSON MOVED, CR MICHELLE SUTHERLAND SECONDED
CARRIED UNANIMOUSLY: 5/0**

REASON FOR CHANGE

The Committee changed the Officer's Recommendation as it was of the opinion that the Health local law is outdated so should be reviewed at an earlier date.

ADDITIONAL INFORMATION

At the Audit and Risk Management Committee held on 10 November 2020, the Committee resolved as follows:

"That due to the requirements to attend the Special Council Meeting the remainder of the items be referred to the next Audit and Risk Management Committee Meeting."

Since that time, further progress has been made towards the review of the Waste Local Law. As such, the table in the background providing a summary of the City's current local laws can be updated with the table below:

The City currently has the following nine local laws:

Name of Local Law	Last Amended
Activities in Thoroughfares and Public Places and Trading Local Law	Currently under review
Waste Local Law	November 2020
Keeping and Control of Cats Local Law	May 2016
Local Government Property Local Law	June 2016
Health Local Law	October 2007

Parking and Parking Facilities Local Law	May 2016
Dogs Local Law	June 2016
Standing Orders Local Law	August 2018
Fencing and Floodlighting Local Law	April 2019

In addition, due to progress towards the review of the Waste Local Law, the local law review schedule table in the Officer Comment section of the report can be updated with the table below:

Local Law Review Schedule

Name of Local Law	Last Amended	Statutory Review Due Date	Estimated Review Completion Date
Activities in Thoroughfares and Public Places and Trading Local Law	June 2008	June 2016 – Currently being advertised	By March 2021
Keeping and Control of Cats Local Law	May 2016	June 2024	By December 2021
Local Government Property Local Law	June 2016	June 2024	By July 2022
Health Local Law	October 2007	August 2015	By December 2022
Parking and Parking Facilities Local Law	May 2016	June 2024	By June 2024
Dogs Local Law	June 2016	June 2024	By June 2024
Standing Orders Local Law	August 2018	April 2026	By December 2021
Fencing and Floodlighting Local Law	April 2019	April 2027	By April 2027
Waste Local Law	November 2020	January 2029	By December 2029

RECOMMENDATION IMPLICATIONS

In light of the above, the officer's recommendation remains unchanged.

BACKGROUND

The *Local Government Act 1995* (the Act) gives local governments power to make local laws considered necessary for the good government of their districts. It is a statutory requirement that local laws are to be reviewed as a minimum every eight years. It is also common for a local government to review some local laws more frequently if there is a need to do so.

The City currently has the following nine local laws:

Name of Local Law	Last Amended
Activities in Thoroughfares and Public Places and Trading Local Law	Currently under review
Waste Local Law	Currently under review
Keeping and Control of Cats Local Law	May 2016
Local Government Property Local Law	June 2016
Health Local Law	October 2007

Parking and Parking Facilities Local Law	May 2016
Dogs Local Law	June 2016
Standing Orders Local Law	August 2018
Fencing and Floodlighting Local Law	April 2019

EXTERNAL CONSULTATION

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

OFFICER'S COMMENTS

Under section 3.5 of the Act, a local government has the power to make a local law for certain prescribed matters. In making a local law, a local government is required to follow the procedure described in section 3.12 of the Act. There are also Department of Local Government, Sport and Cultural Industries Guidelines that further detail requirements for making a local law.

Under section 3.16 of the Act, a local government must review a local law within eight years to determine whether or not it should be repealed or amended. Despite the above timeframe, it is common for a local government to review a local law within a shorter timeframe for a variety of reasons, such as a change in related legislation or a change in community sentiment.

Local Law Review Schedule

There are two local law reviews currently underway, namely the introduction of a new Waste Local Law and the proposed Activities in Thoroughfares and Public Places and Trading Local Law 2020 (Thoroughfares LL). Public comment has concluded for the new Waste Local Law and the proposed local law is currently with the State Government to be ratified before coming back to Council for final adoption. The proposed Thoroughfares LL is currently out for public comment and will be reported back to Council late 2020 or early 2021, depending on comments received.

The below table lists the current local laws along with the last review date, statutory review due date and estimated earlier review schedule, where this is different to the statutory review date.

Local Law Review Schedule

Name of Local Law	Last Amended	Statutory Review Due Date	Estimated Review Completion Date
Activities in Thoroughfares and Public Places and Trading Local Law	June 2008	June 2016 – Currently being advertised	By March 2021
Waste Local Law	N/A	Report scheduled for November 2020 OCM	By December 2020
Keeping and Control of Cats Local Law	May 2016	June 2024	By December 2021
Local Government Property Local Law	June 2016	June 2024	By July 2022
Health Local Law	October 2007	August 2015	By December 2022
Parking and Parking Facilities Local Law	May 2016	June 2024	By June 2024
Dogs Local Law	June 2016	June 2024	By June 2024

Standing Orders Local Law	August 2018	April 2026	By December 2021
Fencing and Floodlighting Local Law	April 2019	April 2027	By April 2027

The City’s Rangers and Security Branch has requested that The Keeping and Control of Cats Local Law should be reviewed prior to 2024 due to the majority of the intended changes for the review of the *Cat Act 2011* having been withdrawn.

It is intended to review the Property Local Law earlier than the statutory review timeframe, due to a small number of minor drafting inconsistencies identified in the current local law. The intention is to commence this review in 2022.

No review of the Health Local Laws will take place until the full implementation of the *Public Health Act 2016* has occurred. This is currently on hold by the State Government. Any local health laws made under the old act will remain in effect until the review is completed. Progress is being monitored closely and the local law review schedule will be amended as required in line with State Government progress.

The Department of Health has commenced an audit of all existing health local laws. It is expected that the scope of health local laws will be narrow in view of the risk-based framework provided by the new Act. However, the Department of Health intends to address any “gaps” in the regulatory framework by developing a model local law or template for adoption by local governments.

The Standing Orders Local Law is not due to be reviewed until 2026. Despite this, it is common to review this local law more frequently as the State periodically make changes to the Act governing how Councils should operate and due to the format of Council Meetings changing periodically. It is currently anticipated that a review of this local law will commence in late 2020/early 2021.

It is intended that a report will be provided to Council through the Audit and Risk Management Committee approximately every 12 months, or when significant changes occur to the local law review schedule.

Local Government Act Review

The Act is currently undergoing an extensive review in stages. The final stage of this review is yet to commence, with the Local Government Act Review Panel releasing a final report that is yet to be considered by the State Government. One recommendation in this report is that more consistency should be provided in local laws throughout the state, through the provision of more model local laws. If this is implemented by the State Government, it will likely be at least 12 months away and will likely require changes to the current local law schedule.

LEGISLATIVE COMPLIANCE

Section 3.16 of the Act requires local laws to be reviewed within eight years from the date of commencement; however, they may be reviewed prior to that.

Section 3.12 of the Act sets out the procedure for making local laws, including public notices and gazettal.

OPTIONS

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

Option 1	That Council notes the current review schedule for the City of Bayswater Local Laws as outlined in this report.	
Risk Category	Adopted Risk Appetite	Risk Assessment Outcome
Strategic Direction	Moderate	Moderate
Reputation	Low	Low
Governance	Low	Low
Community and Stakeholder	Moderate	Moderate
Financial Management	Low	Low
Environmental Responsibility	Low	Low
Service Delivery	Low	Low
Organisational Health and Safety	Low	Low
Conclusion	This option meets the statutory requirements under the Act and provides flexibility for the City to review particular local laws ahead of schedule of review of the City's local laws.	

Option 2	That Council notes the current review scheduled for the City of Bayswater Local Laws as outlined in this report with amendments to the proposed timetable.	
Risk Category	Adopted Risk Appetite	Risk Assessment Outcome
Strategic Direction	Moderate	Moderate
Reputation	Low	Moderate
Governance	Low	Moderate
Community and Stakeholder	Moderate	Moderate
Financial Management	Low	Low
Environmental Responsibility	Low	Low
Service Delivery	Low	Moderate
Organisational Health and Safety	Low	Low
Conclusion	A rigid timetable, or one that does not take into account operational factors, may increase the risk of a local law not meeting community need as well as not meeting legislative compliance.	

FINANCIAL IMPLICATIONS

The recommended actions will be undertaken within existing budget allocations.

STRATEGIC IMPLICATIONS

In accordance with the City of Bayswater Strategic Community Plan 2017-2027 (as amended), the following applies:

Theme: Leadership and Governance
 Aspiration: Open, accountable and responsive service.
 Outcome L1: Accountability and good governance.

CONCLUSION

The current local law review schedule meets legislative requirements, while providing flexibility so as to maintain currency in local laws. A report will be provided to Council through the Audit and Risk Management Committee annually or as required if major changes are made to the schedule.

8.6 Corporate Strategy Status Update

Responsible Branch:	Organisational Strategy	
Responsible Directorate:	Corporate and Strategy	
Authority/Discretion:	<input type="checkbox"/> Advocacy <input checked="" type="checkbox"/> Executive/Strategic <input type="checkbox"/> Legislative	<input type="checkbox"/> Review <input type="checkbox"/> Quasi-Judicial <input type="checkbox"/> Information Purposes
Voting Requirement:	Simple Majority Required	
Attachments:	1. Age-Friendly Strategy 2017-2021 - Annual Progress Report 2. Cultural Plan 2019-2024 - Annual Progress Report 3. Youth Action Plan: The Platform 2019-2021 - Annual Progress Report 4. Community Safety Crime Prevention Strategy 2017-2021 - Annual Progress Report 5. CCTV Strategy 2018-2028 - Annual Progress Report	
Refer:	Item 10.2.2: OCM 11.06.2019	

SUMMARY

This report focusses on progress updates for the following Council adopted strategies:

- Age-Friendly Strategy 2017-2021;
- Cultural Plan 2019-2024;
- Youth Action Plan: The Platform 2019-2021;
- CCTV Strategy 2018-2028; and
- Community Safety Crime Prevention Strategy 2017-2021.

Progress reports on Council adopted strategies are provided to Council via the Audit and Risk Management Committee each quarter. Over a one-year period, the progress of all Council adopted strategies and plans will have been reported to Council. This approach to strategy reporting will continue to assist Council with effective decision making and insight into the effectiveness of adopted strategies.

COMMITTEE RECOMMENDATION
(OFFICER'S RECOMMENDATION)

That Council:

- 1. Notes the Corporate Strategy Status Update Reports on the:**
 - (a) Age Friendly Strategy 2017-2021;
 - (b) Cultural Plan 2019-2024;
 - (c) Youth Action Plan: The Platform 2019-2021;
 - (d) Community Safety Crime Prevention Strategy 2017-2021; and
 - (e) CCTV Strategy 2018-2028.
- 2. Notes the Youth Action Plan: The Platform implementation timeframe has been extended from 2019-2021 to 2019-2023.**

MR PHILLIP DRABER MOVED, CR DAN BULL, MAYOR SECONDED

CARRIED UNANIMOUSLY: 5/0

BACKGROUND

On 11 June 2019, Council adopted the Corporate Business Plan 2019-23. The plan set out 34 actions aligned with the Strategic Community Plan. This review of the Corporate Business Plan added a new action L3.1.3 *Provide an annual report on the implementation of approved strategies*. In order to provide Council with detailed and useful information relating to the strategies without providing an excessive number of reports, strategies have been grouped with like strategies and reported to Council together. Anticipated reporting will follow the below schedule to ensure each strategy is reported against at least once annually. This report relates to Strategy Reporting (SR) 4 in **Table 1** below. This report concludes the first annual cycle of strategy reporting for the City. The schedule will continue going forward and be adjusted as new strategies are adopted by Council and older strategies are superseded.

Table 1 – Strategy Reporting (SR) Schedule

SR 1	SR 2	SR 3	SR 4
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
Morley Activity Centre Masterplan	Urban Forrest Strategy	Public Health and Wellbeing Plan 2019-2024	Youth Action Plan – The Platform 2019-2021
	Collective Local Biodiversity Strategy	Economic/ Business Framework	Cultural Plan 2019-2024
		Citywide Traffic Management Implementation Plan	Community Safety and Crime Prevention Plan 2017-2021
		Car Parking Management Plan for Morley Activity Centre	CCTV Strategy 2018-2028
		Maylands Town Centre Parking Strategy	

EXTERNAL CONSULTATION

No external consultation has been undertaken in relation to this matter.

OFFICER'S COMMENTS

As outlined above, this report provides Council with progress updates on the following strategies:

- (a) Age Friendly Strategy 2017-2021;
- (b) Cultural Plan 2019-2024;
- (c) Youth Action Plan: The Platform 2019-2021;
- (d) Community Safety Crime Prevention Strategy 2017-2021; and
- (e) CCTV Strategy 2018-2028.

This report will provide general information on each strategy, and highlights of implementation to date. **Attachments 1-5** have more detail on the purpose of each strategy, key achievements, progress on each action item, and future priorities.

General Information

Table 2 below summarises the background, current and future status of each Strategy.

Table 2 – Strategy General Information Summary

Strategy	Adopted	Last reviewed	Status	% Complete	Next review	Attachment Reference
Age Friendly Strategy 2017-2021	August 2017	October 2019	On track	90%	2021	<u>Attachment 1</u>
Cultural Plan 2019-2024	July 2019	July 2019	Delayed due to COVID-19	30%	2021	<u>Attachment 2</u>
Youth Action Plan: The Platform 2019-2021	November 2019	November 2019	Delayed due to COVID-19	30%	2023	<u>Attachment 3</u>
Community Safety Crime Prevention Strategy 2017-2021	May 2016	May 2016	On track	90%	2021	<u>Attachment 4</u>
CCTV Strategy 2018-2028	May 2018	May 2018	On track	40%	2023	<u>Attachment 5</u>

Age Friendly Strategy 2017-2021

The purpose of the Age Friendly Strategy 2017-2021 is to guide the City’s approach in all of its activities to become an Age Friendly City. The strategy incorporates the values, principles and definitions, as outlined by the World Health Organisation’s (WHO), Age Friendly Cities Framework. The strategy was launched in September 2017.

The strategy concentrates on two areas identified within the Age Friendly City Framework: Communication and Information, and Transport. To-date 39 out of 46 actions identified in the Strategy have been implemented amassing a number of positive outcomes.

The Age Friendly Strategy 2017-2021 is available on the City’s website. **Attachment 1** provides detail on progress and achievements to date. **Table 3** below lists selected highlights.

Table 3 - Key Actions Progressed as Identified in the Age Friendly Strategy 2017-2021

Action	Status	Progress
Ensure the City’s information, communication, internet and social media policies and procedures are consistent with the Disability Access and Inclusion Plan (DAIP) 2016-2020.	Completed. Incorporated into Business as usual	<ul style="list-style-type: none"> The City’s website launched in early 2019. The website provides a Browse Aloud facility which translates text displayed on the City’s webpages to speak and enlarges text. The Browse Aloud feature also translates the text into languages other than English. The City’s new Access and Inclusion Plan (2020 to 2024) was launched in May 2020. As the City moves through the new plan, providing more accessible communication, particularly when developing information for the City’s older community is a key focus. The City produced the Plain and Easy English version of the AIP 2020-24. This version is available online

Action	Status	Progress
		and at the Morley and Bayswater Community Centres. <ul style="list-style-type: none"> June 2020 – a review of information available in the older adults and volunteering section of the City's website was complete, ensuring plain and easy to read information is displayed.
Review the City's current Community Directory, with a view to providing alternative formats to ensure equity of access.	Completed	<ul style="list-style-type: none"> A review was undertaken in 2019, with a new online database launched in November 2019. Hard copy directories are also provided upon request. Age Friendly Ambassadors received training for the online directory in December 2019.
Investigate and trial an Age Friendly Ambassador program to improve communication with older people.	Completed	<ul style="list-style-type: none"> July 2018 – Successful in Department of Communities grant for \$10,000 to implement the program. April 2019 – program launched.
Review and report on the model of the City's three Seniors Citizen Centres.	Completed	<ul style="list-style-type: none"> A comprehensive review of the City's senior citizen centres was completed in 2017. Council resolved to adopt a new operational model for the running of the Bayswater and Morley Centres from January 2019. Since the review, memberships of the community centres increased from 650 to more than 830.
Collaborate with the Department of Transport to provide adequate and appropriate seating and shade to bus shelters and stops	Completed	<ul style="list-style-type: none"> The City installs approximately four new bus shelters annually. This adheres to current Disability, Access and Inclusion standards.

Cultural Plan 2019-2024

Council adopted the City's inaugural Cultural Plan 2019-2023 on 23 July 2019. The Plan focusses on three main elements of cultural arts which includes:

- Visual arts;
- Literature; and
- Performing arts.

The Plan provides a framework to guide the planning of arts and cultural programs, services and facilities in the City. In addition, the Plan clarifies the City's role and guides priorities for grant funding, partnerships and investment in cultural development, synergistic with other Council adopted plans and strategies. It is a commitment to improving awareness of the cultural richness of our community and to work collaboratively with artists, community groups and other tiers of government to allow a range of cultural experiences to thrive throughout our suburbs.

The Plan's actions are categorised by the City's role i.e. Advocacy and advisory; Partner; and Deliver. Under these roles, commitments and opportunities have been identified and listed in the Plan. The ability to fulfil the commitments and opportunities is dependent on the availability

of resources and ways in which the City can create partnerships to deliver more. Since the Plan’s adoption in July 2019, of the 12 commitments, two thirds have been progressed while four have not yet started. Of the 11 opportunities identified, eight are progressing and three have not started.

The Cultural Plan is available on the City’s website. **Attachment 2** provides detail on progress, achievements to date and future priorities. **Tables 4(a) and (b)** below highlights selected achievements.

Table 4(a) - Key Commitments Progressed as Identified in the Cultural Plan

City Role	Commitment	Status	Progress
Advocacy and advisory	Seek grant funding and commitments to the delivery of infrastructure for cultural activities	On track	In July 2020, the Mayor and City staff met with Ellis House Art Centre to discuss their studio plan and identify ways the City can support them. The City provided a letter in support of an Ellis House Art Centre (external) grant application.
Partner/ collaborate	Encourage connections and networking opportunities between the City, arts and cultural workers and artists that live or work in the City of Bayswater.	On track	<ul style="list-style-type: none"> • City staff met with key Culture and the Arts organisations (most within the City) to actively establish or strengthen connections and open opportunities for future partnerships, such as: <ul style="list-style-type: none"> ○ WA Ballet; ○ Chisholm College; ○ WAYJO; ○ Multicultural Services Centre; and ○ The Perth Cabaret Collective. • August 2020 – City staff met with WA Ballet artists/ performers to discuss a partnership opportunity for 2020/21. Two activities are being planned for delivery in November 2020 and April 2021.
Deliver	Optimise community use of buildings and facilities for the delivery of cultural activities and cultural services.	On track	<ul style="list-style-type: none"> • The City sponsored the WA Symphonic Wind Ensemble (WASWE) to utilise the City’s Morley Sport and Recreation venue for rehearsal sessions in 2019/20. • The libraries provide ongoing space for community groups such as the Origami Society, book clubs, crochet groups and ukulele groups.

Table 4(b) - Key Opportunities Progressed as Identified in the Cultural Plan

City Role	Opportunity	Status	Progress
Partner/ collaborate	Work with schools to involve all parts of the community in arts and culture.	On track	<ul style="list-style-type: none"> • The City invited students from Chisholm College to contribute artwork to the City’s Reconciliation Action Plan (Reflect) launch. Schools were specifically invited to participate in the City’s 2019 Art Awards. School Banner competition was delivered, with various local schools becoming involved. • As part of Harmony Week 2020, Morley Library organised a song writing workshop with Noongar

			singer songwriters Guy Ghouse and Gina Williams and the Morley Primary School choir. The choir performed the new song at Morley Library.
Deliver	Use non-traditional spaces for cultural activities.	On track	<ul style="list-style-type: none"> • Creative Maylands were successful in receiving a community events grant to run the "Laneways to Life" festival in April 2020. The event was due to be held in the laneways of Eighth Ave but was cancelled due to COVID restrictions.

Youth Action Plan: The Platform 2019-2021

The Platform 2019-2021 (the Platform) is the City's first Youth Action Plan, developed in partnership with the City's Youth Advisory Council (YAC). The Platform identifies the three biggest issues (themes) people aged 12-25 years are concerned about. These are:

- Education and Employment;
- Health and Wellbeing; and
- Community Connection.

The purpose of The Platform is to steer the City, together with the City's YAC to progress the needs and aspirations of young people aged 12-25 years living in the City. The Platform sets out 14 opportunities and actions within the themes; that by delivering will ensure the City is responsive to the current priorities of young people while maintaining a clear and consistent strategic focus over time. All actions are progressing and by nature, many are ongoing.

The Platform was designed to have a two year timeframe. However, given the significant impacts the COVID-19 pandemic has had on young people, the existing themes within the Platform will remain relevant beyond the 2021 timeframe of the Plan. It is considered that the new timeframe of 2019-2023 is more appropriate for the lifespan of the Plan.

Through informal consultation with the City's YAC, it has been confirmed that the current themes listed in the Plan, namely, Education and Employment; Health and Wellbeing; and Community Connection continue to be priorities for young people in the City.

The importance of continuing to address these themes has been heightened by the COVID-19 pandemic impacts on young people. This is also supported by the Mission Australia Youth Survey (Australia's largest online youth survey), which found mental health to be the largest issue for young people for the third year running.

To this end, the City will be extending the timeframe for implementation of The Platform for an additional two years. This will extend the lifespan of The Platform to 2023. The City will continue to implement the Platform in accordance with identified priorities.

The Platform is available on the City's website. **Attachment 3** provides detail on progress, achievements to date and future priorities. Given the impacts of the COVID-19 pandemic, the City has extended the Platform's timeframe by two years to 2023. **Table 5** below highlights key achievements.

Table 5 - Progress Update on Key Action Items Identified in the Platform

Outcome	Opportunity/ action	Status	Progress
Health and Wellbeing: Young people are offered services to support mental health	Investigate suitable partnerships with local high schools that contribute to enhancing mental health.	On track	<ul style="list-style-type: none"> • Connections made with YouthCARE in December 2019 - potential partnerships to enhance mental health being discussed and negotiated. • On 22 July 2020 the City partnered with Communicare to deliver a webinar for parents and carers of young people in the City on "<i>Understanding anxiety and depression in young people</i>". Four people attended the session. • On 31 August 2020 and 11 September 2020 City staff attended Morley Senior High School mental health week event and Hampton Senior High School RUOK? event. 67 young people completed a mental health quiz, and it was a great opportunity to raise awareness of the City's youth program.
Education and Employment: Young people in the City are more confident to manage their study workload	Deliver study sessions for young people to assist them with study and pressures	On track	<ul style="list-style-type: none"> • The City created 'study hub(s)' in City libraries in the lead up to exam period (approx. Sept– Nov 2020). This is in response to study pressure being the greatest concern for young people aged 12-17. There is also anecdotal evidence that some young people lack an appropriate space to study. • The Spring series of How to Adult workshops include Headspace delivering a workshop on managing exam stress.
Community connection: Active membership in Eastern Metropolitan Regional Council, Youth Officer Group	Participate in quarterly meetings Eastern Metropolitan Regional Council	On track	The City is an active member and represented at the East Metropolitan Regional Council (EMRC) Regional Youth Officer Group Meetings. Meeting schedule has been disrupted due to COVID-19 restrictions.

Community Safety Crime Prevention Strategy 2017-2021

The City is committed to creating safe communities for its residents and visitors. Council adopted the Community Safety and Crime Prevention Plan 2017-2021 (CSCP) on 31 May 2016. The CSCP plan outlines the City's commitment to safety and crime prevention while outlining its role and responsibility as a local government. Utilising the City's role as planner, regulator, and security service provider and as owner of infrastructure and public

facilities the CSCP identifies instrumental strategies and actions that when implemented together, increases the community’s strength and resilience.

The CSCP is available on the City’s website. **Attachment 4** provides extensive detail on progress, achievements to date and future priorities. **Table 6** below highlights key achievements.

Table 6 - Key Progress Updates from the CSCP Plan

Action	Status	Progress
Develop a community safety campaign that provides residents with information and best practices of crime prevention initiatives around their house and properties.	Complete	Brochures and community education were delivered at two Community Safety Forums in April 2018 and are available in the City's outstations. Campaign was well received. The City has also introduced "letterbox drops" in areas experiencing burglaries directly related to information received from WA Police.
Assist Police with other community based partnerships within resources, as they become available.	Business as usual	Provided as needed. City and Police partnered at the Community Safety Forum in 2019. Recently Rangers and Security assisted WA Police with COVID-19 patrols.
Advocate and lobby for funding of projects and regulations increasing crime prevention and community safety.	Business as usual	The City secured funding from the Federal Government in 2017 for CCTV installation at AP Hinds and Riverside Gardens. Installation was completed in 2020. A graffiti removal project in Morley business precinct received grant funding and is currently underway. Expected to be completed in 2021. CCTV installation (external funding received) has been completed in Noranda’s Robert Thomson Reserve; Netball Courts, Little Athletics and Bowling Club car parks.

CCTV Strategy 2018-2028

The development of a CCTV Strategy was an action item of the Community Safety and Crime Prevention Plan 2017-2021. Council adopted the CCTV Strategy 2018-2028 in May 2018. The purpose of the Strategy is to:

- Provide a clear vision and framework for how CCTV can best be used to enhance the safety and security of the community now, while positioning the City for future technological advances;
- Guide the City's decisions about the introduction, revision or significant maintenance to CCTV infrastructure in public places and City property;
- Ensure that the City's CCTV systems are compliant with relevant legislation and other statutory requirements;
- Provide the framework and criteria for the strategic development and ongoing management of internal CCTV and external mobile CCTV systems that are owned, leased and / or operated by the City; and

- To ensure the financial sustainability of CCTV systems, seeking further external funding where appropriate.

The CCTV Strategy 2018-2028 is available on the City’s website. **Attachment 5** provides detail on progress, achievements to date and future priorities. **Table 7** below highlights key achievements.

Table 7 - Key Action Items as Identified in the CCTV Strategy

Action	Status	Progress
Review existing infrastructure to ensure compliance with relevant legislation.	Complete	All sites comply with legislation.
Review replacement funding in the City’s Long Term Financial Plan to ensure adequate funding is available at end of life for current systems.	In progress	The recent audit conducted in September 2020 will be used for future planning. The City’s LTFP is currently being renewed. End of life CCTV renewal will be included in LTFP.
Review the City’s ability to provide access to the network of CCTV footage to Western Australian Police (WAPOL) and other emergency services as outlined in the MOU and WAPOL State CCTV Strategy.	Complete	The City has had a MOU in place since 2016. In 2019, the City worked with the WA Police to update the agreement. It is currently with the WA Police for execution. Anticipate the agreement will be in place by March 2021.

LEGISLATIVE COMPLIANCE

Not applicable.

OPTIONS

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

Option 1	<p>That Council:</p> <p>1. Notes the Corporate Strategy Status Update Reports on the:</p> <p>(a) Age Friendly Strategy 2017-2021;</p> <p>(b) Cultural Plan 2019-2024;</p> <p>(c) Youth Action Plan: The Platform 2019-2021;</p> <p>(d) Community Safety Crime Prevention Strategy 2017-2021; and</p> <p>(e) CCTV Strategy 2018-2028.</p> <p>2. Notes the Youth Action Plan: The Platform implementation timeframe has been extended from 2019-2021 to 2019-2023.</p>	
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	Noting progress towards strategies will assist Council in future decision making. Not only does this not present risk to the organisation, it will reduce risk by keeping Council informed of progress.
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FINANCIAL IMPLICATIONS

Nil.

STRATEGIC IMPLICATIONS

In accordance with the City of Bayswater Strategic Community Plan 2017-2027 (as amended), the following applies:

- Theme: Leadership and Governance
- Aspiration: Open, accountable and responsive service
- Outcome L3: Strong Stewardship and Leadership

CONCLUSION

The report and its attachments are submitted to Council to provide a progress update on each Council adopted strategy at least once per year. This is in accordance with the City’s Corporate Business Plan 2019-23, *Action L3.1.3 Provide an annual report on the implementation of approved strategies*. This is the fourth Corporate Strategy Report provided to Council via the Audit and Risk Management Committee. This report concludes the first annual cycle of strategy reporting. The cycle will continue to ensure all Council adopted strategies are reported on at least once annually.

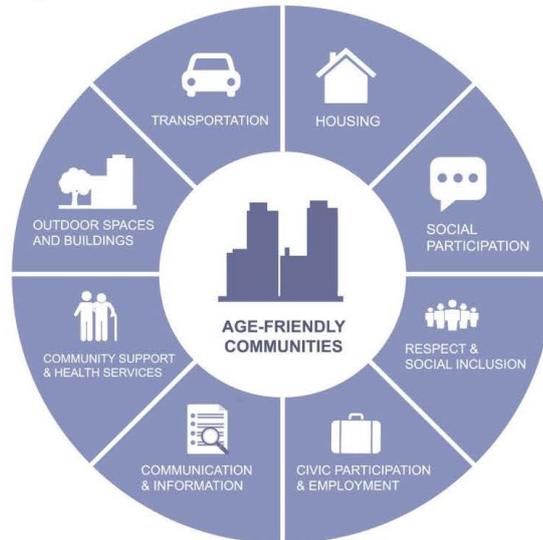
Due to the disruptions and other significant impacts the COVID-19 pandemic has had on the community and particularly young people. The Platform’s implementation timeframe has been extended for another two years from 2019-2021 to 2019-2023. As identified in The Platform, the priority areas of Education and Employment; Health and Wellbeing and Community Connection have proved even more significant while negotiating the ever changing COVID-19 global pandemic. The City will continue to implement the plan in accordance with the identified priorities.

Attachment 1

Age Friendly Strategy 2017-2021 - Annual Progress Report

Background and Purpose

In September 2017, the City launched its inaugural Age Friendly Strategy 2017-2021 (the Strategy). The purpose of the Strategy is to guide the City’s approach in all of its activities to become an Age Friendly City. The strategy incorporates the values, principles and definitions, as outlined by the World Health Organisation’s (WHO), Age Friendly Cities Framework and focuses on two of the eight WHO domains – *Communication and Information*, and *Transport*.



The Age Friendly Strategy 2017-2021 was developed in consultation with older members of the City’s community. It was also informed by demographics, the City’s Strategic Community Plan 2017-2027, and an audit of existing services and facilities.

One in six people in the City are aged 65 years and over, and there is a higher than average population of older people with culturally and linguistically diverse backgrounds. These have been important factors in the development and implementation of programs and initiatives.

Summary of Progress to Date

The Strategy is now in its final year of implementation. A Two Year Progress Report was published in September 2019, to provide a user friendly update to Councillors and the community, on the implementation of the Strategy actions undertaken from 2017 to 2019, this is included at the end of this report.

Therefore, this progress update focuses on key outcomes achieved during the past 12 months (2019-20) and outlines next steps and key priorities for completion of the Strategy actions. To date 39 out of 46 actions identified in the Strategy have been implemented amassing a number of positive outcomes and community partnerships.

Key Achievements During 2019-20:

As mentioned above, the strategy uses values, principles and definitions of the WHO's Age Friendly Framework to provide strategic direction to the City. The City has been successful in its implementation, with many positive outcomes being achieved.

Award Win

- In November 2019, the City was announced as the 2019 WA Age Friendly Local Government at the WA Seniors Awards. This award was achieved in recognition of the many successful initiatives delivered in-line with the Age Friendly Strategy 2017-2021.

Partnerships and Collaboration

- A wide number of partnerships and initiatives have been established to deliver key Age Friendly Strategy actions, build capacity, and meet the needs of older people in the community. During the past 12 months, partnerships and information sessions, have included:
 - EdConnect (Volunteer opportunities for older adults);
 - Metronet (plans for Morley and Bayswater rail links);
 - RAC (driving education);
 - Umbrella Multicultural Community Care Services (My Aged Care support);
 - National Disability Services (ACROD Parking Permit program);
 - Northern Suburbs Community Legal Centre (Elder Abuse);
 - Morley Galleria;
 - Technology for the Ageing and Disability WA (TADWA); and
 - Older People's Rights (ORS).
- In September 2020, the City partnered with peak body, Council on the Ageing WA to showcase its At Home Guide initiative, which was developed to support older people during the COVID-19 pandemic. This event provided an opportunity for older residents to learn more about local support services, and speak to Council on the Ageing representatives first hand.

Age Friendly Ambassador Program

- Over the past 12 months, this program has significantly strengthened, with eight volunteers (aged between 52 and 85 years old) actively connecting older people with practical information and services, and giving a voice to older residents.
- Over the past 12 months the Ambassadors have contributed more than 500 volunteer hours, and have been involved in a number of key training opportunities including Navigating My Aged Care, representation at more than 20 community and sector events, facilitation of two community consultation displays at Morley Galleria and most recently representing the older adults community at a Shape Baysie focus group.
- The Age Friendly Ambassador program is regarded as a best practice model, with the City being approached by a number of local government and not for profit agencies to set up similar programs in their own communities.

Community Care Team

- To keep our community connected and supported during the COVID-19 pandemic, a Community Care team, comprising redeployed staff, was established. The Care Team made fortnightly calls to members of the City's program for older adults, and older residents at risk of being isolated between March and June 2020. Many older residents are not comfortable using an online platform, so this was a valuable and appreciated method of communicating with the City's vulnerable community members.
- In excess of 4,000 calls were made, totalling 700 hours, with more than 500 connections to information and support services made.

New Initiatives

A number of initiatives implemented during 2019-20 to build capacity and better connect older adults to information and activities were City first's. These include:

- Development and delivery of week-long program of free activities and events for Seniors Week 2019, in collaboration with the Ambassadors, Libraries, Morley Galleria, Environment House and EdConnect Australia. This was the first time the City had provided a comprehensive week long program of activities to the community to mark this special week. All events were well attended and/or fully booked, with more than 130 people visiting and picking up information at the Age Friendly Space at the Morley Galleria.
- Collaboration with the Northern Suburbs Community Legal Centre on a creative project called Purple Road to raise awareness of elder abuse. While centre members were in lockdown during the height of the COVID-19 pandemic, they knitted and crocheted more than 400 purple flowers to create a three metre road. Work on the Purple Road has generated strong community ownership, with three residents stepping forward to train to become elder abuse advocates. The next step for the City will be to showcase the Road to the wider community.

Implementation

Successful implementation of the Age Friendly Strategy is measured in a variety of ways, including:

1. Community participation in programs, events and initiatives;
2. Success in grant funding and other partnerships;
3. Award recognition for specific projects and or programs that contribute toward sustainable change; and
4. Project and program evaluation surveys.

Key examples of how the City has measured the Strategy's success over the past 12 months, are detailed below.

1. Community participation in programs, events and initiatives

- The City has held an array of events and activities for older adults to participate in, all with good attendance. Importantly, the City's two community centres in Bayswater and Morley have a strong (paid) membership contingent of 834 people.

2. Success in grant funding and other partnerships

- Over the past 12 months, the City was successful in obtaining external funding for Age Friendly projects including:
 - A \$2,000 grant from the Department of Transport for a 'Get Back on your bike' program at Pat O'Hara Reserve/ Morley community centre in October to mark WA Bike month.
 - Its application to claim a subsidy from the Department of Health for the City's Podiatry Services across both centres from not just one but two years. This claim totalled \$14,300.
 - A collaboration with EdConnect to host a Garden Party at Bayswater community centre for Seniors Week 2019. EdConnect contributed \$1,500 in grant funding received from Bendigo Bank for catering, prizes, advertising materials and key note speakers.
- The City has successfully partnered with over 15 service providers, businesses and industry peak bodies to deliver meaningful initiatives for older people over the past 12 months.

3. Award recognition for specific projects and or programs that contribute toward sustainable change

- In November 2019, the City won the 2019 WA Age Friendly Local Government at the WA Seniors Awards.

4. Project and program evaluation surveys

- Satisfaction rates from five surveyed information sessions for older adults reflected an average of 90% satisfaction from attendees.
- Anecdotal feedback as well as written feedback by older residents and community centre members indicate high satisfaction with the City's age-friendly programs.

Priorities 2020-21

The final year of the Age Friendly Strategy will focus on the following priorities:

- Partnering with not-for-profit organisations and the RAC (insurance company) to provide support and education to older adults on vehicle modifications, driving and safety.
- Partnering with Perth Transport Authority's 'Get on Board' program to upskill the community regarding safe and accessible public transport options for older people;
- Creating and upgrading footpaths to improve accessibility within the City, utilising funds from the Local Roads and Community Infrastructure program.
- Continuing to partner with local agencies to support initiatives that promote healthy lifestyle initiatives and alternative transport options for older people, for example a 'Get back on your bike program for older adults' with funding from the Department of Transport for Bike Month (October 2020).

- Undertaking a review of the Age Friendly Ambassador program during February and March 2021. The current Ambassadors have been engaged for a two year
- Ambassadorship, which is due to end on 1 April 2021.

Next Steps

A final progress update and reflection of the Age Friendly Strategy 2017-2021 will be provided to Council in June 2021. A new Age Friendly Strategy 2021-2025 will be developed and launched to the community in the first half of 2021/22 financial year.

Progress on Individual Action Items

Table 1. Information and Communication and **Table 2.** Transport below lists individual action items identified in the Age Friendly Strategy, and the progress achieved against each.

Table 1. Information and Communication

Strategy	Action	Progress	Status
<p>Consider a diverse range of communication strategies and/or alternative formats to enable older people to access information readily</p>	<p>Develop a communication strategy to ensure that older people have access to information about the City's services and broader community support programs.</p>	<ul style="list-style-type: none"> In April 2019, the City launched a new style guide across the organisation that aligns with its Disability Access and Inclusion Plan 2016 - 2020 (DAIP). 	<p>Completed. Incorporated into Business as Usual (BAU)</p>
	<p>Ensure the City's information, communication, internet and social media policies and procedures are consistent with the Disability Access and Inclusion Plan (DAIP) 2016/2020.</p>	<ul style="list-style-type: none"> The City's website launched in early 2019. The website provides a Browse Aloud facility which translates text displayed on the City's webpages to speak and enlarges text. The Browse Aloud feature also translates the text into languages other than English. The City's new Access and Inclusion Plan (2020 to 2024) was launched in May 2020. As the City moves through the new plan, providing more accessible communication, particularly when developing information for the City's older community is a key focus. The City produced the Plain and Easy English version of the AIP 2020-24. This version is available online and at the Morley and Bayswater Community Centres. June 2020 – a review of information available in the older adults and volunteering section of the City's website was complete, ensuring plain and easy to read information is displayed. 	<p>Completed. Incorporated into BAU</p>
	<p>Improve promotion of information on seniors housing, care and support services.</p>	<ul style="list-style-type: none"> In February 2019, the City launched its inaugural Service Directory for Older Adults. The easy to navigate Directory lists a range of services, government and community support programs relevant to older adults. The directory is available on the City's website, in hardcopy at City-run locations. More than 1,500 hard copies have been distributed. 12 information sessions for older adults were delivered during 2019-20 including: <ul style="list-style-type: none"> Older people's rights; Wills and Estate planning; and Elder Abuse Five My Aged Care workshops were delivered in partnership with Umbrella Multicultural Community Care Services as part of the Aged Care Navigator trial. One session was presented in Italian. 	<p>Completed. Always reviewing and looking for more opportunities</p>
	<p>Consider the needs of the culturally and linguistically diverse (CaLD) community when developing and</p>	<ul style="list-style-type: none"> Browse Aloud capability on the City's website is available which translates text displayed into other languages. The City has increased its use of images, video content and captions, particularly in social media that reflect our diverse community. 	<p>Completed. Incorporated into BAU</p>

Strategy	Action	Progress	Status
	<p>implementing communication and promotion strategies and activities.</p>	<ul style="list-style-type: none"> • Libraries across the City now have self-service kiosks in the top 20 languages spoken in this municipality. This is a useful tool for community from CaLD backgrounds, but also enables older adults to take out and return books at their own pace and in their own time. • Libraries have language other than English resources and free, weekly English Conversation classes run by registered volunteers. • In 2020, the City reactivated its TIS account to provide translation services for community members. The service was utilised by the Community Care Team to connect and inform linguistically diverse members of the community centre's program for older adults, when the centres were suspended (March to June 2020) due to COVID-19 restrictions. • As part of the community engagement for the City's Strategic Community Plan major review, Engage Bayswater produced Shape Baysie information in the three top languages (other than English) spoken by people residing in the City of Bayswater (Italian, Hindi, Cantonese). • In 2019-20, the City partnered with local Aged care service providers to provide hard copy information and information sessions in Italian, Cantonese and Mandarin. • A My Aged Care session presented in Italian was held at Morley Community Centre in February 2020. • Four of the City's Age Friendly Ambassadors speak a second language (Hindi, Ukrainian, Italian), this has enabled the City to better connect with diverse communities when provided information to CaLD older adults. 	
	<p>Consider more inclusive language to describe our community services, facilities and events to ensure it is inclusive of all ages.</p>	<ul style="list-style-type: none"> • The City increasingly uses plain language and age friendly terminology when promoting City events, projects and activities. Simplified notices and brochures incorporating the use of images have been produced during 2019-20 to promote upcoming events and activities for older adults, including a simple combined calendar of events for Seniors Week 2019. • '<i>Community Development in the City of Bayswater</i>' and suburb profiling, is available in different formats and is written in plain English (in draft form currently). • A variety of communication tools are now being implemented in order to reach wider audiences across the city, e.g. the use of a large 3 metre corflute A-Frame signage outside the Civic Centre premises to promote key City-run events. • The City's Marketing and Communications branch also actively celebrates diverse cultures i.e. Chinese New Year, Ramadan and Diwali through social media platforms. These reflect the City's top 10 cultural groups. • A 'Written Style' guide will be launched in September 2020, to guide all communication prepared by the City and ensure it is accessible and easy to navigate. 	<p>Completed. Incorporated into BAU</p>

Strategy	Action	Progress	Status
<p>Provide timely and appropriate information in a range of accessible formats</p>	<p>Utilise a range of information methods to ensure wide coverage of messages.</p>	<ul style="list-style-type: none"> • The City utilises a wide variety of communication tools, both print and electronic media to ensure inclusivity. • In December 2018, the City introduced <i>Bayswater Beat</i>, a hard copy newsletter with all the latest City happenings which is posted to all residents. • In January 2019, the City launched a Service Directory for Older Adults- available in hardcopy and electronic formats. • In April 2019 a new Centre Connect newsletter was launched promoting the community centres' program for older adults. • Word of mouth has also been an effective communication method with the establishment of an Age Friendly Ambassador network and their interaction and linking with older residents to information and support via Facebook, WhatsApp, information stalls at the Shopping Centres and community centres and attendance at City events. • During the COVID-19 restrictions a Community Care team was established to contact our more vulnerable, community members via telephone fortnightly during March, April, May and June. 	<p>Completed and an ongoing focus for the City</p>
	<p>Disseminate information in both hard-copy and electronic formats with an age friendly style i.e. larger fonts, less dense text and straightforward language.</p>	<ul style="list-style-type: none"> • All City publications developed from 2017 are available in hard copy, electronic and alternative formats upon request. • A suite of age friendly communication material has been developed to promote the City's community centres, age friendly events and activities and Age Friendly Ambassador network. • Communication produced for older adults is in line with the City's brand style guide launched in 2019. • There has been an increase in the use of audio captioned Facebook posts which assists people with hearing and vision impairments to access key information. • To mark National Volunteer Week 2020 (May), a video with a 'Thank you' message from the Mayor was developed and showcased on the City's Facebook page and website. 	<p>Completed and an ongoing focus for the City</p>
	<p>Investigate a consolidated marketing tool/ calendar of events for all activities within Bayswater of interest to older adults, for example, the City of Vincent 'Well and Wise' calendar.</p>	<ul style="list-style-type: none"> • A link to the City's Community Events calendar is displayed in the new Service Directory for Older Adults. In early 2019, the City printed a copy of the Events Calendar and placed copies in a pouch at the back of the Directory. • Details of City events are also displayed on planter boxes placed in the Bayswater Town Centre and updated every two months with upcoming local events. • The City's Age Friendly Ambassadors also circulate verbal and hard copy information regarding upcoming City events to older adults. 	<p>Completed and an ongoing focus for the City</p>

Strategy	Action	Progress	Status
	Review the City's current Community Directory, with a view to providing alternative formats to ensure equity of access.	<ul style="list-style-type: none"> • A review was undertaken in 2019, with a new online database launched in November 2019. Hard copy directories are also provided upon request. • Age Friendly Ambassadors received training for the online directory in December 2019. 	Completed
	Investigate the installation of community notice-boards in the City's town centres.	<ul style="list-style-type: none"> • December 2018 – clearly labelled notice boards were installed at the Bayswater and Morley Community Centres. • March 2019 - installed two outdoor community notice boards (made by Noranda Men's Shed members and maintained by Noranda Vibes) in the Noranda town centre. • Negotiations with the Perth Transport Authority are underway for the positioning of a Maylands Town Centre/ train station age-friendly noticeboard. Once installed the Age Friendly Ambassadors will take ownership of the noticeboard. 	Completed and an ongoing focus for the City
	Consider utilising a subscription service to enable community member's access to e-newsletters that is tailored to individual's needs and interests.	<ul style="list-style-type: none"> • The City uses Campaign Monitor to tailor the mail out of communication material to individual needs and interests. • In mid-2018, the City's e-newsletter Bayswater Brief was reinvigorated and now goes out monthly to subscribers. • A Town Centre e-News is also published for the Morley area which provides updates on shopping, the Morley Galleria update, roadworks, etc. 	Completed. Incorporated in BAU.
	Investigate consistent signage and way-finding systems to assist older people or persons with unique challenges to navigate their way through the community.	<ul style="list-style-type: none"> • The City's new style guide launched in April 2019, promotes signage that is readable, uses thicker and easier to read font in line with the City's DIAP. • December 2019 - directional signage was installed at the City's two community centre • Parking wayfinding signage has been introduced in Maylands Town Centre (2019-20): <ul style="list-style-type: none"> ○ A consistent system to assist people to find a parking spot more easily; and ○ Display the number of bays available in larger parking areas. 	Ongoing
	Consider using pictograms and multilingual strategies in communication.	<ul style="list-style-type: none"> • The City continues to improve communication through consciously utilising pictograms, culturally and demographically reflective images and simple text e.g. <ul style="list-style-type: none"> ○ two year progress report of this strategy' ○ Community centres transition survey usage of icons instead of headings; ○ Homelessness Resource. • Introduced the use of videos and closed captions provides a more visual representation which is more inclusive (as opposed to narration only). 	Completed. Incorporated into BAU

Strategy	Action	Progress	Status
Implement an Age Friendly Ambassador Program	Investigate and trial an Age Friendly Ambassador program to improve communication with older people.	<ul style="list-style-type: none"> • July 2018 – Successful in Department of Communities grant for \$10,000 to implement the program. • April 2019 – program launched. 	Completed
	Encourage community members who are well connected, valued and respected to become Age Friendly ambassadors.	<ul style="list-style-type: none"> • Age Friendly Ambassador network EOI open from December 2018 and February 2019 • Nine diverse older community members were engaged to become Ambassadors and City registered volunteers. • September 2020 - Eight City registered volunteers are currently involved in the Age Friendly Ambassador Program. • Ambassadorships expire in March 2021 and an expression of interest process to renew and grow the Ambassador network will be undertaken between January and March 2021 	Completed. Incorporated into BAU
	Engage, support and empower older members of the community to connect, consult, disseminate and advocate with other community members.	<ul style="list-style-type: none"> • The Ambassadors meet monthly and have been empowered to be a conduit between the City and older adults in the community. In 2019-20 they: <ul style="list-style-type: none"> ○ Collectively contributed more than 500 hours of their time; ○ received key training; ○ attended more than 20 information sessions and events; and ○ Played a key role in connecting with older residents during COVID-19 restriction impacts. 	Completed. Incorporated into BAU
	Recruit and train Age Friendly Ambassadors from diverse backgrounds, taking into account gender and cultural representation.	<ul style="list-style-type: none"> • Nine local, older people representing a diverse cultural and linguistic backgrounds and ranging in ages from 52 to 85 years • Training to-date has included an Ambassador Retreat Day, Communication skills and First Aid Training. 	Completed. Incorporated into BAU
	Utilise Age Friendly Ambassadors when undertaking community consultation.	<ul style="list-style-type: none"> • Ambassadors bring feedback, ideas, opportunities and issues to the City on behalf of the community at monthly meetings and were involved in: <ul style="list-style-type: none"> ○ A stall at Morley Galleria to share information and gather feedback on community needs during Seniors Week November 2019; ○ Stall at Morley Galleria on 3 December to gather input into the development of the City's Access & Inclusion Plan 2020-24; ○ Shape Baysie focus group for older adults in July 2020 to provide input into the City's Strategic Community Plan community engagement process; and ○ Engage Bayswater panel, where they can be a voice for issues or concerns affecting local older adults. • A dedicated ambassador email and WhatsApp group has been set up for community members to connect to the City and more specifically the Ambassadors. 	Completed. Incorporated into BAU

Strategy	Action	Progress	Status
	<p>Identify opportunities to link Age Friendly ambassadors with projects, programs and initiatives. Monitor and evaluate the program. Report to Council and recommend future action.</p>	<ul style="list-style-type: none"> • Ambassadors meet on a monthly basis and hear presentations and updates from City departments and agencies. • Ambassadors have been involved in: <ul style="list-style-type: none"> ○ Engage Bayswater Panel ○ Have a Go Day; ○ Biggest Morning Tea; ○ ACROD Parking Program workshop; and ○ National Volunteer Week Workshops. • A review of this program will be provided to Council as part of the final report on the completion of the Age Friendly Strategy in June 2021. 	<p>Completed. Incorporated into BAU</p>
<p>Commit to using inclusive branding and language for the City's initiatives and facilities to encourage intergenerational community participation</p>	<p>Develop Age Friendly branding and promotional materials to promote the City as an Age Friendly leader.</p>	<ul style="list-style-type: none"> • A suite of branded material for older adults and the Ambassador Program was produced in 2018-19. 	<p>Completed</p>
	<p>Investigate a uniquely Bayswater name for our 'Senior Citizen Centres' that promotes the service as age friendly.</p>	<p>Research and consultation was undertaken in mid-2018 regarding the re-naming of the City's two Senior Centres. Consultation identified the names <i>Bayswater Community Centre</i> and <i>Morley Community Centre</i>.</p>	<p>Completed</p>
	<p>Re-name our 'Senior Citizen Centres' and 'Autumn Centres' and consider ways to ensure that branding and messaging are welcoming for seniors from a range of backgrounds and cultures.</p>	<p>January 2019 - Senior Citizen Centres relaunched as the Bayswater Community Centre and Morley Community Centre. New accessible and welcoming building signage was installed as part of the relaunch, together with a suite of age friendly information.</p>	<p>Completed</p>
	<p>Review and report on the model of the City's three Seniors Citizen Centres.</p>	<ul style="list-style-type: none"> • A comprehensive review of the City's senior's citizen centres was completed in 2017. Council resolved to adopt a new operational model for the running of the Bayswater and Morley Centres from January 2019. • In 2019-20 members of the community centres increased from 650 to more than 850. 	<p>Completed</p>

Table 2. Transport

Strategy	Action	Progress	Status
Increase opportunities for greater participation by residents older people	Apply the City's Community Engagement Framework to identify and create opportunities for older adults from diverse backgrounds to be consulted and included in decision making.	<ul style="list-style-type: none"> • Age Friendly Ambassadors are involved in the standing Engage Bayswater Panel (launched in June 2019). Panel members are frequently contacted for engagement and feedback on projects. The panel provides increased opportunities for community members from diverse backgrounds and ages to participate. • July 2020 - The City's Age Friendly Ambassadors were a focus group that provided input into the City's Shape Baysie campaign. Information was produced in Italian, simple Chinese and Vietnamese to extend inclusivity. 	Completed Incorporated into BAU
Increase opportunities for greater participation by residents older people	Investigate initiatives that create accessible and supportive environments that encourage engagement, connectedness and participation, for example <i>The Meeting Place</i> in Fremantle.	<ul style="list-style-type: none"> • The City has two vibrant Community Centres in Bayswater and Morley that provide social and wellbeing activities. • 2019 - The Noranda Nook was created with a little library, notice boards and accessible seating. • Age friendly seating for older adults was installed on Eighth Avenue. • Place making seed funding initiatives that have received funding in 2019-20 provide accessible and supportive environments encouraging engagement, connectedness and participation. These include: <ul style="list-style-type: none"> ○ Retro Bingo in Morley; ○ a photographic exhibition in Bayswater which all are invited to contribute to; ○ a public herb garden; and ○ free to use massage chairs outside Maylands Wellness on Whatley Crescent. • A parklet in Maylands that provides a place to stop for all and meets universal access design requirements has been installed. 	Completed and an ongoing priority for the City
Older people have a range of safe, convenient, affordable and accessible transport options	Collaborate with the Department of Planning, Transport and Infrastructure to provide adequate and appropriate seating and shade to bus shelters and stops.	The City installs approximately four new bus shelters annually. This adheres to current Disability, Access and Inclusion standards.	Implemented
	Advocate and collaborate with the Department of Transport and the Public Transport Authority (PTA) to improve public transport.	<ul style="list-style-type: none"> • 2019- A pedestrian/ children's crossing was installed on Beechboro Road improving access to the bus stops on both sides of the road. • The City continues to work closely with PTA to develop the new Metronet train stations and ensure they are accessible via a large number of local buses. • Three information sessions on Metronet including a touring model of the Metronet have been held at the Bayswater community centre for members and the wider community. 	Implemented

Strategy	Action	Progress	Status
	Advocate to/with the PTA for improved frequency of bus services to assist older people	Three new bus stops have been added on Raleigh Road (28321/2/3) as part of the PTA updates during 2019-20.	Ongoing
	Promote the Taxi User Subsidy Scheme (TUSS) and advocate for improved access to this service.	Details of the TUSS are promoted in the City's Service Directory for Older Adults and at Bayswater and Morley community Centres.	Ongoing
Community Transport services continue to evolve to be responsive and relevant to our community	Review the City's Community Bus Program to ensure it meets community needs and provides older people access to key community locations	<ul style="list-style-type: none"> • A new bus with accessibility features was purchased and introduced in December 2019. • Training was provided to all City registered volunteer bus drivers by an accessibility consultant 	Completed
	Investigate providing a local community bus service, services including shopper and social trips	<ul style="list-style-type: none"> • 2019 - The City increased the frequency and number of bus outings available from the Bayswater and Morley Community Centre however the community bus program was suspended in March 2020 due to COVID-19 restrictions. 	Completed Incorporated into BAU
Older people are more confident and feel safer when travelling and parking in the City.	Consider partnering with a not-for-profit organisation e.g. RAC, to provide advice and support regarding vehicle modifications, adjustments and driver training.	<ul style="list-style-type: none"> • Sep 2020 - A 'driving education session for older adults' was held by the Morley Parkinson's support group for older adults • Planning is underway to host a further workshop in partnership with the RAC during 2021. 	Ongoing
	Advocate for sufficient ACROD parking in high use locations.	<ul style="list-style-type: none"> • Provision of Accessible parking bays are considered in every new carpark design. • May 2019 - the City hosted an ACROD Parking program information workshop to raise awareness of ACROD and educate residents regarding eligibility and applying for permits. • August 2020 - works began to increase the size of accessible parking bays at Bayswater Waves in line with the City's AIP. • 2019 - The City's car parking management plans for all town centres, include providing sufficient ACROD Parking as part of the process. Members of the community centres provided input into this process via information sessions and a stall. 	Completed

Strategy	Action	Progress	Status
	Partner with local shopping centres and precincts to reserve conveniently located parking for older people '65 years and up'.	This was investigated in 2018-19 and feedback received from local shopping centre partners indicated this was not a feasible option and will not be pursued further. For all areas of the City, the only reserved parking bays, as outlined in local laws are for ACROD permit holders, which includes anyone over the age of 65 years who are eligible to receive a permit.	Completed
Support for alternative forms of transport, such as mobility device users.	Promote the addition of recharge points for mobility devices in partnership with local business, and key City locations.	<ul style="list-style-type: none"> • There are 4 recharge points across the City. • Recharge Points and Parking program is promoted in the service directory. • From March 2019 the program has been advertised in new easy to read flyers and improved signage which has been provided in a format that will enable people with disability or older adults to access the information as readily as other people are able to. 	Completed
	Implement and review the Recharge Scheme Initiative	This is an ongoing program which is monitored and discussed at Community Access and Inclusion Committee (CAIC) meetings.	Ongoing
	Consider providing gopher and/ or mobility safety training in partnership with RAC.	Not yet commenced. The City will investigate the need for this training in consultation with Independent Living Centre in 2020-21.	Not commenced
	Promote alternative forms of transport, for example walking, cycling and wheeling (gopher, wheelchairs for older adults within the City of Bayswater).	<ul style="list-style-type: none"> • Since 2018, the City's Place Management and Events Team engages with community groups hosting local events to ensure they highlight alternative forms of transport, such as bus routes, and identifies ACROD Parking locations as part of their parking management plan. • The City also assists local community groups to access portable bike racks for events through East Metropolitan Regional Council. • March 2019- the City held a Rusty Riders workshop at the Pat O'Hara Reserve for older adults. • October 2020 - Department of Transport has provided a grant to hold a 'get back on your bike' program for older adults in celebration of bike month. Older adults will be supported to increase cycling skills and confidence and be connected to local bike pathways. 	Ongoing
Adequate and appropriate seating, shelter and shade is considered	Outdoor and indoor furniture and seating is designed and selected with the requirements of older people in mind, for example shelter and shade.	<ul style="list-style-type: none"> • 2019 - A number of picnic tables were installed at City reserves which provide a cut out for wheel chair access and mobility aids. • The City is exploring installation of paths that connect up so community can better access tables and seating in open space. • 2019 - Age friendly seating was installed at Noranda Nook and memorial benches were installed in Bedford and Maylands. • 2020 - An accessible shade structure and community focused garden has been progressed for Bert Wright Park, Bayswater. 	Ongoing
		<ul style="list-style-type: none"> • Trees were installed along the walkway in front of Bendigo Bank on King William Street. The seats installed several years ago provide a place to stop, but as the trees grow, they will also be shaded to provide relief in hot weather. 	

Strategy	Action	Progress	Status
Consider the perceived safety and risk that may be barriers for older people using transport in the City	Consider older people when implementing and reviewing the City's CCTV plan and Community Safety and Crime and Prevention Plan	Review has not commenced. Increased CCTV and safety planning has been implemented around the City's two community centres in Bayswater and Morley.	Ongoing
Ensure appropriate traffic management for the City's town centres and key pedestrian zones	Complete and implement a City wide Local Area Traffic Management Study	A City wide Local Area Traffic Management Study was completed in 2018. An Implementation Plan was endorsed by Council in March 2019.	Implemented
Plan for adequate and accessible paths, bus stops and road crossings	Ensure smooth wide footpaths that cohabitate with bikes, pedestrians and other users of the paths are planned for.	<ul style="list-style-type: none"> • Upgrading footpaths will be a key focus in 2020-21 as part of the COVID-19 City stimulus package. • 2019 – a pedestrian/ children's crossing was installed on Beechboro Road that improved access to the bus stops on both sides of this road • 2019-20 - a number of upgrades and connections were created in line with the City's Access and Inclusion requirements. These include: <ul style="list-style-type: none"> ○ a footpath connection at Bardon Park; ○ pedestrian ramps and footpath connections on Progress Street; ○ pedestrian access ramps on Durham Rd School (Bassendean Road); and ○ a zebra crossing at the Wellington Walter Old Collier Intersection; • The pathway outside the Bayswater Community Centre was re-concreted improving safety. 	Ongoing
Support initiatives that promote healthy and active lifestyles for older people.	Promote alternative transport options such as walking, cycling and wheeling (gopher, wheelchairs) when promoting City events.	<ul style="list-style-type: none"> • The City's Place Management and Events Team engages with community groups hosting local events to ensure they highlight alternative forms of transport, such as bus routes, and identify ACROD Parking locations as part of their parking management plan. • The City also assists local community groups to access portable bike racks for events through East Metropolitan Regional Council. • Matting has been purchased for the City's outdoor community events to improve accessibility for people using mobility aids and prams. 	Completed

Strategy	Action	Progress	Status
	Consider the needs of older people in the City's Public Health Planning.	<ul style="list-style-type: none"> • Environmental Health and Community Development formed a partnership to deliver a Fit for Life Program. The aim of the program was to increase older adults' participation in health activities. It was very successful, with more than 200 residents attending fitness and social classes over the course of the 6 weeks and with many attendees signing up to become members of the City of Bayswater community centres. • November 2019 - The City's Health Team delivered a six week stay on your Feet program in partnership with The Rise. This was hugely successful with all classes fully booked. 	Implemented
	Explore a partnership with the Morley Galleria Shopping precinct to initiate walking groups for older people.	A volunteer led walking group was introduced at the Morley Community Centre in June 2019 continues to thrive.	Completed
	Investigate and promote existing walking groups within the City.	The City promotes existing community walking groups within the City via its website, community directory and community centres.	Ongoing

Age Friendly Strategy Two Year Progress Update



In 2017, the City of Bayswater launched its inaugural Age Friendly Strategy (2017 to 2021). The purpose of the Strategy is to guide the City's approach in all of its activities to become an Age Friendly City.

The strategy incorporates the values, principles and definitions as outlined by the World Health Organisation's (WHO) Age Friendly Cities Framework and focuses on two domains - **Communication and Information**, and **Transport**.

To date, the City's Age Friendly Strategy has made positive differences in the community. This document is the two year progress report of age friendly actions undertaken by the City.

The City thanks its community for contributing towards an age friendly Bayswater.

2017-19 summary of progress

36 out of a total of 46 actions have been undertaken. A further six are in the planning or implementation stages; and four are pending completion by 2021.

Domain Communication and Information

“ I want better access to information about what is going on in the community. ”

“ Word of mouth and networking is so important in getting information out there in the community - but how do we tap into this? ”

- Local residents, Age Friendly workshop 2017

- The City's two community centres in Bayswater and Morley were rebranded and launched with a new operational model in January 2019. Members have access to more than 30 activities, onsite hairdressing and podiatry, and monthly bus trips.
- An inaugural Service Directory for Older Adults was published in December 2018. The easy to navigate directory lists a range of government and community support services available in the City of Bayswater.



- The City of Bayswater Age Friendly Ambassador program started in April 2019. This is a network of eight passionate volunteers who connect people with practical information and services, and give older residents a voice on community issues.

- The Engage Bayswater panel launched in May 2019, providing more opportunities for community members of all ages to provide feedback on local projects and initiatives.

- A number of new, inclusive and age friendly information tools have been developed by the City. These include the *Bayswater Beat* newsletter, which is delivered quarterly to 29,870 households; and the re-launch of City of Bayswater's website, which has a browse aloud facility to enlarge and translate text into speech.

- Each library has installed self-loan kiosks, which can be accessed using the top 20 languages spoken in this municipality. This is a useful tool for a community with culturally and linguistically diverse (CaLD) backgrounds, but also enables older adults to take out books at their own pace and in their own time.



 **Domain Transport**

“ I'd like to see more bus shelters in the area so it's easier for me to get to the places I need to be. ”

- Local residents, Age Friendly workshop 2017

- Eight bus shelters have been installed in the last two years. There are now 121 bus shelters throughout the City of Bayswater. The shelters provide spaces to sit with allocated room for wheelchairs and mobility aids. They also provide shelter from weather conditions.

New shelter locations:

- Beechboro Road before Morley Drive, Morley
- Grand Promenade before Park Street, Bedford
- Grand Promenade before Catherine Street, Bedford
- Grand Promenade after Park Street, Bedford.



- A gopher recharge station was installed at the City of Bayswater's Civic Centre in 2018, bringing the total number of recharge stations in the City to four. The City of Bayswater is one of only three local councils in Western Australia participating in the Recharge Scheme Initiative, which strives for inclusivity and accessibility for those with mobility aids. Recharge stations are located at:
 - The RISE, Maylands
 - Bayswater Library, Bayswater
 - Bayswater Waves, Embleton
 - City of Bayswater Civic Centre, Morley
- Age friendly seating has been installed in the Maylands town centre and the Noranda Nook, providing a place for older adults to take a break, socialise and enjoy the surroundings.
- A pedestrian crossing was installed on Beechboro Road in November 2018 to improve access to the bus stops on both sides of the road.
- During 2018-19, the City's community bus program carried an average of 3,654 passengers and covered in excess of 15,000 kilometres.

Priorities 2019-21

The City will focus on the following priorities over the next two years:

- Partner with not-for-profit organisations including the RAC, and National Disability Services to provide support and education on vehicle modifications, driver training, and gopher/mobility safety training.
- Continue to advocate for safe, convenient, affordable and accessible transport options for older people in collaboration with the Department of Transport and Public Transport Authority.
- Continue to plan for adequate and accessible paths, bus stops and road crossings.
- Continue to partner with local agencies to support initiatives that promote alternative transport options and healthy lifestyle initiatives for older people.
- Install community managed notice boards in the City's town centres.
- Ensure the Age Friendly Ambassadors are actively engaged with the City's older community.

Attachment 2

Cultural Plan 2019-2024 – Annual Progress Report

Background and Purpose

Council adopted the City's inaugural Cultural Plan 2019-2024 on 23 July 2019. The Cultural Plan was developed in collaboration with the community, including artists and industry leaders. The plan focusses on three main elements of cultural arts which includes visual arts; literature; and performing arts.

The Plan provides a framework to guide the planning of arts and cultural programs, services and facilities in the City of Bayswater. In addition, the Plan clarifies the City's role and guides priorities for grant funding, partnerships and investment in cultural development within the City, aligned with other City plans and strategies.

The Plan identifies three key pillars, for the City to deliver on over the course of a five year period. The three pillars, which also reflect the City's role in the culture and the arts space are: Advocacy and Advisory; Partner/Collaborate; and Deliver. A total of 15 'Commitments' by the City are listed in the Plan across the three pillars, as well as a total of 11 identified 'Opportunities' for the City to deliver on.

Key Achievements

Since the development of the Cultural Plan, the City has strengthened working relationships with a variety of local artists and key culture and the arts stakeholders. The City has been successful in delivering and supporting various arts and culture initiatives and projects since the adoption of the Plan in July 2019. It is important to note that to date, all of the actions taken have been delivered with existing resources. In addition, during the months of March to July 2020 arts and culture opportunities and partnerships were limited due to the COVID-19 pandemic restrictions and its impacts on the cultural sector.

Some highlights in the delivery of the Plan, include:

- The City engaged Perth Symphony Orchestra (PSO) to deliver an 'Aussie Rock' outdoor concert in February 2020, which was inclusive of all ages. The City is the first local government in the north east metropolitan area to have engaged PSO for an all-inclusive, free community concert.
- Morley Library delivered a song writing workshop with Noongar singer songwriters Guy Ghouse and Gina Williams and the Morley Primary School choir. The song was in Noongar language and was about the local area. The song is now being sung at school assemblies.
- The City is currently implementing its Reconciliation Action Plan - Reflect and there are several actions within that Plan that are aligned to arts and culture. The details of these actions are within the RAP Reflect Implementation Plan. For example, a video has been filmed, which will be uploaded to YouTube and promoted through Noongar Radio, of Lighting Swamp Bushland and the importance of this bushland to the Aboriginal Noongar Nation. The seven minute film explores connections to Noongar culture and song.
- Morley Library engaged WA Ballet to deliver an Alice in Wonderland Storytime school holiday workshop (October 2019)
- Maylands Library engaged WA Opera to run a stage makeup workshop for children in the school holidays (October 2019).

Key Initiatives Not Progressed Due to COVID-19

Some partnerships, projects and events which were in the process of being planned in early 2020, were unable to be progressed due to COVID-19 pandemic impacts and restrictions.

These included:

- A partnership opportunity with WA Ballet (this is now planned for a later date);
- National Reconciliation Week cultural initiatives;
- Delivery of the 2020 Expore.Discover.Connect Carnival at The RISE, in Maylands;
- WALGA ShowCase in Pixels 2020 competition was cancelled. The City planned to involve schools in the initiative this year;
- Café Residency 'writer-in-residence program' aimed to support local business and local writers in the City of Bayswater had to be cancelled;
- A partnership with Buddha's Light International Association WA through the Better Bayswater Grant (harmonious event); and
- Two City-run community events, namely Twilight Markets and Evening in the Park.

Implementation

Prior to the City's development of its first Cultural Plan, the City had been active in the culture in the arts space for some time. This included the direct delivery of cultural activities and events, as well as supporting individuals and community groups to deliver cultural activities. Since the development and importantly, the implementation of the City's Cultural Plan, activities and events focussed on culture and the arts have increased, as well as engagement with local artists and key stakeholders. The key achievements are detailed above, under the Key Achievements section of this attachment.

The City is currently implementing the Cultural Plan 2019-2024 with existing resources, as it does not currently employ an Arts Officer, to assist with the implementation of the Cultural Plan.

The first year of the Cultural Plan's implementation included:

- 15 cultural events provided by the City or in partnership with the community;
- Variety of cultural events delivered included:
 - Nine performing arts;
 - Six visual arts; and
 - Various literature initiatives were delivered at the City's libraries. One key literature event planned was cancelled due to COVID-19 restrictions (Café Residency – writer-in-residence program).
- The level of participant satisfaction for events and activities held was 84% (surveyed events only).
- \$226,237 in funding was provided by the City, while \$19,078 was provided by partners and through sponsorships.
- \$20,843 of external funding was received to contribute to events, activities and cultural infrastructure, namely from:
 - Bayswater Community Concert (\$20,000 from LotteryWest)
 - Lyric Lane mural by Creed Birch (\$843.30 from Australian Development Capital)

Priorities Going Forward

Following the impacts that COVID-19 has had on arts and culture with the decrease in opportunities for local artist, the City's main focus for 2020/21 will include:

- Facilitating the Black Bird Project to ignite community participation and provide an opportunity for personal reflections on the impacts of COVID-19;
- Partnering with WA Ballet to offer the community an opportunity to visit WA Ballet, become involved and raise awareness of the importance of culture and the arts;
- Deliver the City's Art Awards with an in-person exhibition;
- Progress a partnership opportunity with Somedae Pictures to screen the movie 'Spirit of Happiness' at the Civic Centre in December 2020;
- Progress a partnership with Perth Festival to deliver a Youth Theatre Company performance - BESIDE in Maylands in February 2021;
- Engage local artist at City-led community events;
- Continue to provide event grant funding opportunities with a focus on assisting the local economy and sourcing local artists for arts and culture related events;
- Continue to seek meaningful local partnerships to engage and lift the profile of local artists;
- Deliver a suite of free community events, as per the 2020/21 annual events calendar; and
- Support local groups and individuals wanting to deliver their own, free community events and initiatives, which incorporate arts and culture.

Progress

The City is committed to improving awareness of the cultural richness of our community and to work collaboratively with artists, community groups and other tiers of government to allow a range of cultural experiences to thrive throughout our suburbs. [Table 1](#), below details specific progress on the *Commitments* as identified in the Cultural Plan. [Table 2](#), below details specific progress on the *Opportunities* as identified in the Cultural Plan.

Table 1. Progress on Commitments as Identified in the Cultural Plan

City Role	Commitments	Progress
Advocacy and advisory	Lobby for Arts & Culture organisations in the City of Bayswater	Not progressed
	Promote the City's cultural assets and events using a range of media platforms, including social media, CoB website and print media	<ul style="list-style-type: none"> • The annual events calendar was developed and distributed to all City households in September 2019. It is also on the City's website and What's on Calendar. Hard copies of the calendar are available at all City customer service venues. • The City promotes all City run events on social media. The City prepares a marketing and communications plan for all of its events to ensure all avenues for promotion are considered. • The City's events are promoted using a range of media platforms, including print form (postcards), through the Bayswater Beat newsletter, website, posters, bollard covers, and electronic signage at the Civic Centre, large vinyl signage outside the Civic Centre, Facebook and as media releases where appropriate. • An outdoor sign within the Noranda Town Centre was installed which allows local groups to promote events e.g. Sunday music series in the Nook. • The 2020-21 City-run events are intended to be advertised individually rather than the whole season, due to the changing nature of the pandemic. • Art Awards promotion began in August on social media, the City website, the Bayswater Beat, advertorials/ media releases, the Civic Centre banner and printed collateral at the City's outstations as per the marketing and promotion plan developed in collaboration with Marketing and Communications.
	Seek grant funding and commitments to the delivery of infrastructure for cultural activities	<ul style="list-style-type: none"> • In July 2020, the Mayor and City staff met with Ellis House Art Centre to discuss their studio plan and identify ways the City can support them. The City provided a letter in support of an Ellis House Art Centre (external) grant application.
Partner/ collaborate	Encourage connections and networking opportunities between the City, arts and cultural workers and artists that live or work in the City of Bayswater.	<ul style="list-style-type: none"> • City staff met with key Culture and the Arts organisations (most within the City) to actively establish or strengthen connections and open opportunities for future partnerships, such as: <ul style="list-style-type: none"> ○ WA Ballet; ○ Chisholm College; ○ WAYJO; ○ Multicultural Services Centre; and ○ The Perth Cabaret Collective. • A local group of artists scheduled a 'meet and greet' at a local bar in Maylands in March 2020 and the City

City Role	Commitments	Progress
		<p>was invited to attend. The meeting did not go ahead due to COVID-19 restrictions.</p> <ul style="list-style-type: none"> • August 2020 – City met with WA Ballet artists/performers to discuss a partnership opportunity for 2020-21. Two activities are being planned for delivery in November 2020 and April 2021.
	<p>Continue to deliver cultural activities in partnership with others.</p>	<ul style="list-style-type: none"> • Provided Major Town Centre Funding to deliver: <ul style="list-style-type: none"> ○ Maylands Street Festival (LACE); and ○ Noranda Christmas Concert Noranda Vibes). • Launched the Progress Street Pocket Park (Morley) with a local jazz band. • Whilst the City's Community Centres at Bayswater and Morley were closed due to COVID-19 restrictions, members of the centre's craft group made good use of their time while the centres were closed, by making purple flowers at home. The hand-crafted flowers will contribute to a travelling Purple Road, to raise awareness about elder abuse. This art initiative was a partnership with Northern Suburbs Community Legal Centre to contribute to the Purple Road initiative. • A partnership between the City and Stephanie Davis, Producer of Somedae Pictures to screen the film <i>Spirit of Happiness</i> in a City venues in December 2020 is being negotiated. • The City is in talks with Perth Festival to deliver a Youth Theatre Company performance - BESIDE in Maylands in February 2021.
	<p>Work with the Office of Multicultural Interests and local groups to build cultural awareness through performance, activities and events</p>	<p>Not progressed.</p>
	<p>Continue to facilitate the use of local libraries as venues for exhibitions and other cultural activities.</p>	<ul style="list-style-type: none"> • During August and September 2020 the City's Library Service hosted a series of five sessions that had a Cultural theme. <p>For adults: an author session via Zoom with Kathy Lette and two Noongar culture and language workshops (onsite).</p> <p>For Children: an illustration workshop via Zoom and writer's workshop with Norman Jorgenson via Facebook.</p> <p>Ongoing programing such as Storytime sessions for preschool age children and Rhyme Time sessions for mothers, carers and babies recommenced in August 2020.</p>
	<p>Develop the capacity of local cultural groups and organisations through the provision of the City's</p>	<ul style="list-style-type: none"> • Between July to December 2019, the City delivered eight Community Upskiller sessions some of these support local cultural groups such as:

City Role	Commitments	Progress
	Community Upskillers Program, grant funding and partnership opportunities.	<ul style="list-style-type: none"> ○ Making Connections; ○ Event Planning; ○ Grant Writing; ○ Community Engagement; and ○ Planning for Success. <ul style="list-style-type: none"> • Between January and June 2020, the City delivered 3 face to face and 6 webinar Community Upskiller sessions some of these support local cultural groups such as: <ul style="list-style-type: none"> ○ Grant writing; ○ Basic First Aid; ○ Marketing Plan Made Easy; and ○ Inclusive Volunteering.
Deliver	<p>Continue to deliver family events which are free or low cost, with entertainment for children.</p> <p>Optimise community use of buildings and facilities for the delivery of cultural activities and cultural services.</p> <p>Increase the City's awareness of changing resident needs, desires and interests.</p> <p>Continue to deliver activities and events that are valued by the community.</p>	<ul style="list-style-type: none"> • The City's annual events for 2019-20, as detailed in its events calendar are all free of charge and inclusive of all ages. • With wide promotion, the City delivered its annual Art Awards Exhibition (visual arts) over a two week period in November 2019 and delivered its free annual community event Carols by Candlelight on 14 December 2019. • Delivered free community events, as scheduled in the City's annual events calendar including: <ul style="list-style-type: none"> ○ Perth Symphony Orchestra Concert; ○ Jazz in the Park; and ○ Twilight Markets. • Some events did not proceed as planned (Evening in the Park and Maylands Markets) due to COVID restrictions. • The City sponsored the WA Symphonic Wind Ensemble (WASWE) to utilise the City's Morley Sport and Recreation venue for rehearsal sessions in 2019-20. • The libraries provide ongoing space for community groups such as the Origami Society, book clubs, crochet groups and ukulele groups. • City residents are provided with information through the City's newsletter publication Bayswater Beat. • Activities delivered include: <ul style="list-style-type: none"> ○ Annual Art Awards; ○ School Christmas Banner Competition; ○ Annual Garden Awards; ○ Annual Food Appeal (provided a platform for the community to contribute to those in need; and ○ Community events structured around market stalls, live music entertainment and film screenings were delivered in the Jan-March 2019.

City Role	Commitments	Progress
		<ul style="list-style-type: none"> The first neighbourhood open street party that made use of our open street events kit was held in January 2020. No community events were delivered between April and June 2020, however the 2020 Garden Awards were moved forward from November 2020 to May/June 2020 to encourage community activity at home during the pandemic restrictions.
	Link cultural experiences with social opportunities	Not progressed.
	Utilise open spaces, parks and the riverfront.	<ul style="list-style-type: none"> The majority of the City's events delivered in 2019/20 and 2020-21 to date were or are planned to be held in open spaces across the City.
	Make way for new cultural initiatives when old practices no longer serve the community.	<ul style="list-style-type: none"> The City continuously reviews its events and practices. Reviews are part of the annual budgeting process.

Table 2. Progress on Opportunities as Identified in the Cultural Plan

City Role	Opportunity	Progress
Advocacy and advisory	Actively encourage the provision of inclusive art and cultural activities by other organisations for people of all ages.	<ul style="list-style-type: none"> Support is provided for organisations and community groups to plan for events in the City. Since implementing this plan, 21 Community events have been run with the City's support. Community grant funding is provided to various organisations throughout the year to deliver cultural events. Morley Library engaged WA Ballet to deliver an Alice in Wonderland Storytime school holiday workshop. Maylands Library engaged WA Opera to run a stage makeup workshop for children in the school holidays. The City financially supported Town Centre teams to deliver events that incorporate cultural activities (performing arts) i.e. Maylands Festival and the Noranda Christmas Concert in November 2019. Placemaking Seed Funding contributed to partly fund the commission of a large-scale mural on Varsity Project, Morley. Perth Symphony Orchestra (PSO) was engaged to deliver an 'Aussie Rock' outdoor concert in February 2020, which was inclusive of all ages. The City is the first local government in the north east metropolitan area to engage PSO for an all-inclusive, free community concert. The City has coordinated four workshops for community members of all ages to come together

City Role	Opportunity	Progress
		<p>and create a black bird for The Bird Maker Project. Participants created a single black bird made from a donated piece of black clothing. These black birds represent each participant's personal experience whilst in COVID-19 isolation; migrating to WA; or simply expressing what birds represent to them. The art pieces will be collected by Co:3 dance company to become part of a flock of 1001 birds used in the set of Archives of Humanity, premiering in 2021 at the State Theatre of WA.</p> <ul style="list-style-type: none"> • 2020-21 community events grants opened in August. Three previous round grant recipients have postponed events for later in 2020-21. • In August 2020, the City ran an Accessible Events Upskiller workshop.
	<p>Support a diverse range of arts and culture activities to build a stronger community and meet community needs.</p>	<ul style="list-style-type: none"> • WA Ballet representatives provided a partnership proposal to the City in March 2020. The partnership proposal was for a joint cultural activity to be delivered before 30 June 2020. However, the proposal could not be progressed due to COVID19. • The City sponsored Café Residency project was cancelled due to COVID-19 disruption. The program supports a writer-in-residence program, aimed at supporting local business and local writers in the City. • September 2020 - the City supported a WA Symphonic Wind Ensemble concert.
	<p>Advocate for the State Government to support cultural expression within the City of Bayswater, such as the provision of funding for arts and cultural facilities (hard infrastructure) that ties in with arts and cultural projects, programs and services (soft infrastructure).</p>	<p>Not progressed</p>
<p>Partner/ collaborate</p>	<p>Explore greater use of technology to make cultural activities more interactive and accessible.</p>	<ul style="list-style-type: none"> • On an invitation from the City, Pippa McManus, local resident and professional artist created a digital banner that was showcased in Yagan Square. The artwork was displayed from 29 July to 18 August 2019 as part of WALGA #shoWcaAe IN PIXELS competition. This was the first time the City participated in this cultural activity. • The Morley Momentum have received funding from RAC to deliver a series of cultural music events at the Pocket Park in Morley in early 2020.

City Role	Opportunity	Progress
		<ul style="list-style-type: none"> • Noranda Vibes will be running a Sunday Series in the Nook - Four Sundays of picnics and live music for the local community. • The City held a series of three, free How to Adult - Podcast workshops to give young people aged 12-25 the skills and confidence to create their own podcasts. • The City explored the capability of delivering its 2020 Arts Awards online. However, with the easing of restrictions in WA, this was no longer necessary. All entries this year are online.
	<p>Consider a range of temporary cultural experiences – self-paced, pop-ups, flash mobs, hands-on activities.</p>	<ul style="list-style-type: none"> • The City shared an 'Open House' Facebook post whereby there were several buildings in the City, such as WA Ballet, opened to the public, as opportunities to explore the community spaces. • The City encouraged school children to create Christmas posters around the theme of 'Community Christmas'. The best examples were made into large banners and displayed in Town Centres until mid-January. The two art pieces were also printed as Christmas cards to be distributed by Councillors.
	<p>Explore adapting and repurposing unused spaces and creating cultural precincts.</p>	<p>Not progressed.</p>
	<p>Explore our connections to our local Noongar culture.</p>	<ul style="list-style-type: none"> • The City is currently implementing its Reconciliation Action Plan - Reflect and there are several actions within that Plan that are aligned to arts and culture. • Maylands Library hosts monthly Noongar language and culture workshops. • Morley Library Youth and Children's Service Librarian secured a song writing workshop with Noongar singer songwriters Guy Ghouse and Gina Williams in collaboration with the Morley Primary School choir. The song was written in Noongar language and is about the local area. • Maylands Library held a series of workshops learning songs in Noongar language with Guy Ghouse and Gina Williams. • National Reconciliation Week In this together Reconciliation Leaders Yarn was cancelled due to COVID-19 restrictions.

City Role	Opportunity	Progress
	Work with schools to involve all parts of the community in arts and culture.	<ul style="list-style-type: none"> • The City invited students from Chisholm College to contribute artwork to the City's Reconciliation Action Plan (Reflect) launch. Schools were specifically invited to participate in the City's 2019 Art Awards. School Banner competition was delivered, with various local schools becoming involved. • As part of Harmony Week 2020, Morley Library organised a song writing workshop with Noongar singer songwriters Guy Ghouse and Gina Williams and the Morley Primary School choir. The choir performed the new song at Morley Library.
Deliver	Explore new cultural experiences to appeal to a wide range of audiences.	<ul style="list-style-type: none"> • Talks with Cine Vivo to deliver a Boutique Latino Film Festival in March 2020 over two evenings were halted due to COVID-19 restrictions.
	Use non-traditional spaces for cultural activities.	<ul style="list-style-type: none"> • Creative Maylands were successful in receiving a community events grant to run the "Laneways to Life" festival in April 2020. The event was due to be held in the laneways of Eighth Ave but was cancelled due to COVID restrictions.
	Embrace spontaneity by cutting red tape where possible - recognising that people want to be more spontaneous about their activities.	Not progressed.

Attachment 3**The Platform – Youth Action Plan 2019-2021 – Annual Progress Report****Background**

The Platform 2019-2021 (The Platform) is the City's first Youth Action Plan, developed in partnership with the City's Youth Advisory Council (YAC). The City has a well-established YAC, which is made up of a diverse group of youth representatives aged between 12-25 years who live, work, study or play in the City.

The Platform is the result of a four month engagement process where the City listened to young people, community members, parents, caregivers, youth agencies and schools about the concerns and challenges that face people aged 12-25 years in the City. This process identified that the three biggest issues people aged 12-25 years were concerned about are:

- Education and Employment;
- Health and Wellbeing; and
- Community Connection.

These identified issues then became themes to be addressed over a two year time frame. Given the impacts the COVID-19 pandemic has had on young people, the above three themes will remain relevant beyond the 2021 timeframe of the document. It is considered that the new timeframe of 2019-2023 is a more appropriate timeline to deliver on The Platform.

Purpose

The purpose of The Platform is to steer the City, together with the City's YAC to progress the needs and aspirations of young people aged 12-25 years living in the City. Progressing actions within the themes will ensure that the City is responsive to the current priorities of young people while maintaining a clear and consistent strategic focus over time.

Key Achievements

Since the launch of The Platform, many positive outcomes have been achieved, including the below outcomes.

Increased Collaboration with Local Schools

Since the launch of the Plan, the City has increased its collaborative work with local high schools and built stronger working relationships for ongoing and future collaborations. For example:

- City staff were invited to meet with YouthCARE Chaplains at Hampton Senior High School and Morley Senior High School.
- In August 2020, the 'Chamber Choir' from John Forest Secondary College performed at a Citizenship Ceremony in the City's Civic Centre. Attendees enjoyed an acapella performance of the Australian National Anthem by the talented young students. The City has also invited students from Chisholm College to perform at the upcoming Citizenship Ceremony in October 2020.
- City staff attended an event at Morley Senior High School to raise awareness for youth mental health, and an event for RUOK? Day in September 2020. The event provided an opportunity to raise awareness of mental health issues and a total of 67 students completed a short quiz on mental health. The events also provided an opportunity to promote the City's youth program to students, and network with other mental health service providers in attendance.

Successful Delivery of Seasonal How to Adult Workshops

- The City has continued to deliver 'How to Adult' workshops during school holiday periods, which are popular with young people aged 12-25 years.
- Since the implementation of the Plan, workshop topics have been selected to address the three key themes: health and wellbeing; education and employment; and community connection.

Investing in City's YAC

- The City's YAC members have undertaken training to develop skills in key areas to support them in their roles as City registered volunteers. This training has upskilled the YAC to better assist with the implementation of various initiatives contained within The Platform.
- In January 2020 City of Bayswater YAC members attended a one day Youth Leadership Program coordinated by the City with workshops on community engagement, digital marketing, public speaking and event coordination. Previously, in 2019, four YAC members attended a grant writing workshop facilitated by Evolve Events.
- YAC members will also be attending a Youth Leadership Workshop by Zero 2 Hero in October 2020. This is being coordinated by Eastern Metropolitan Regional Council (EMRC) and has been offered to Youth Advisory Council members within Eastern Metropolitan Regional Councils.
- YAC members are relishing taking on new leadership roles, which has recently involved hosting 'How to Adult' workshops. Part of the hosting duties includes welcoming participants, delivering an Acknowledgement of Country, introducing facilitators and obtaining feedback from participants.

Successful Grant Application- YAC

- In July 2020, the City's YAC members prepared a Propel Youth Arts Drug Aware YCulture Metro grant application, entitled 'Friendly Footprint'. The City has since received advice that the grant application for \$3,000 was successful.
- Friendly Footprint will be an event for young people in the City to learn simple and practical environment sustainability skills. On 4 October 2020, YAC members will coordinate a youth-led 'open day' at Enviro House in Bayswater for young people aged 12-25 years. The event will include free workshops, information and activities and will focus on sharing simple practical skills to enable participants to live more sustainably. Workshops will include growing an edible garden, composting, making bees wax wraps and basket weaving. There will also be activities like a mini 'Repair Café'; a clothes swap; and additional smaller activities relating to the subject of environmental sustainability.

Study Hubs for Young People

- Study pressure was identified as the biggest issue for young people aged 12-17 years. In response to this, a 'study hub' will be set up at Morley Library in October through November 2020. This will provide a comfortable space for students to relax, focus and prepare for their upcoming ATAR exams. The Study Hub will also offer resources to reduce stress and improve study skills in the lead up to exams.

Priorities Going Forward

Approximately 400 people including young people working, studying or living in the City of Bayswater community, parents, caregivers, youth agencies and schools were consulted to inform the development of The Platform. The Platform was originally designed to have a two year timeframe. However, given the significant impacts the COVID-19 pandemic has had on young people, the existing themes within the Platform will remain relevant beyond the 2021 timeframe of the Plan. It is considered that the new timeframe of 2019-2023 is more appropriate for the lifespan of the Plan.

Through informal consultation with the City’s YAC, it has been confirmed that the current themes listed in the Plan, namely, Education and Employment; Health and Wellbeing; and Community Connection continue to be priorities for young people in the City.

The importance of continuing to address these themes has been heightened by the COVID-19 pandemic impacts on young people. This is also supported by the Mission Australia Youth Survey (Australia’s largest online youth survey), which found mental health to be the largest issue for young people for the third year running.

To this end, the City will be extending the timeframe for implementation of The Platform for an additional two years. This will extend the lifespan of The Platform to 2023. The City will continue to implement the Platform in accordance with identified priorities.

Progress on Action Items

The Platform responds to young people’s needs by addressing specific opportunities for age groups 12-17 and 18-25 years, within the three key themes (Health and Wellbeing; Education and Employment and Community Connection). The City has four distinct roles to facilitate change:

- Facilitate - Encouraging collaboration between young people, community groups, local business and the wider community;
- Deliver - Direct delivery of programs and services;
- Advocate - Advocacy to groups such as the Commissioner for Children and Young People and the Youth Affairs Council of WA (YACWA); and
- Partner - Collaboration with youth service providers, schools, colleges and universities and TAFE.

The implementation plan below details the actions taken under each key theme of The Platform and the City’s role in progressing the actions.

Table 1. Health and Wellbeing

Outcome	Age Group	Opportunities	Progress
Young people are offered services to support mental health	12-17 years	Investigate suitable partnerships with local high schools that contribute to enhancing mental health.	<ul style="list-style-type: none"> • City represented at YouthCARE morning tea in December 2019 with YouthCARE staff (including Chaplains). Discussed potential partnerships to enhance mental health. • On 22 July 2020 the City engaged Communicare to deliver a webinar for parents and carers of young people in the City on "Understanding anxiety and

Outcome	Age Group	Opportunities	Progress
			<p>depression in young people". Four people attended the session.</p> <ul style="list-style-type: none"> On 31 August 2020 and 11 September 2020 staff from Community Development attended Morley Senior High School mental health week event and Hampton Senior High School RUOK? Event where 67 young people completed a mental health quiz, and it was a great opportunity to raise awareness of the City's youth program.
<p>Young people in the City of Bayswater are more independent and prepared for the responsibilities of adulthood</p>	<p>12-17 years</p>	<p>Deliver How to Adult – Wellbeing and Life Skills workshops that enhance confidence and capability.</p>	<ul style="list-style-type: none"> How to Adult Workshops Winter series held in different venues across the City with a satisfaction rating from participants ranging from 84 - 100% Delivery of 4 How to Adult Workshops - Spring series held in different venues across the City with a satisfaction rating from participants ranging from 60-80% January 2020: Summer Series of How to Adult Workshop delivered with a satisfaction rating from participants ranging from 81-93% How to Adult Workshops Autumn series delivered. Four How to Adult workshops delivered in July with a satisfaction rating of 81- 94%. Four workshops are planned for the 'How to Adult' Spring 2020 workshop series.
<p>Young people are offered opportunities to participate in activities that enhance mental and physical health</p>	<p>12-25 years</p>	<p>Deliver diverse activities at a range of venues across the City in partnership with local organisations</p>	<ul style="list-style-type: none"> Different venues are utilised to run events, workshops and upskilling. Many are City-run facilities however external venues are considered where appropriate.
<p>Young people are connected with organisations that offer mental health services</p>	<p>12-25 years</p>	<p>Identify partnerships and promote organisations that improve mental health information and support.</p>	<ul style="list-style-type: none"> 1 x social media post was made on the YAC Bayswater page for RUOK? Day 1 x social media post was made on the YAC Bayswater Facebook page to share an 'stress free exam checklist' from Headspace 1 x Facebook post was made linking to an article called "isolated and anxious due to COVID-19? How to care for your mental health" A series of free workshops from Helping Minds was promoted on Facebook. Four YAC members shared posts describing what they are doing (as young leaders) to stay mentally healthy.

Table 2. Education and Employment

Outcome	Age Group	Opportunities	Progress
Young people in the City are more confident to manage their study workload	12-17 years	Deliver study sessions for young people to assist them with study and pressures	<ul style="list-style-type: none"> Community Development partnered with Library Services to create 'study hub(s)' in City libraries in the lead up to exam period (approx. Sept– Nov 2020). This is in response to study pressure being the greatest concern for young people aged 12-17. There is also anecdotal evidence that some young people lack an appropriate space to study. Spring series of How to Adult workshops include Headspace delivering a workshop on managing exam stress.
Young people in the City of Bayswater are offered employment skills to increase their ability to gain work experience or employment	12-17 years	Deliver How to Adult – Employable Me series to develop employment skills.	Delivered 'interview skills' for young people aged 18-25 workshop at The Galleria on 8 October 2019. Two people attended and the workshop was given an overall satisfaction rating of 77%.
Employment opportunities are improved for young adults living in the City of Bayswater that are either underemployed or unemployed	18-25 years	Establish partnerships with local businesses to deliver work experience, skill building, mentoring etc.	<ul style="list-style-type: none"> The City of Bayswater Youth Advisory Council attended the "Galleria Jobs Fair" on Thursday 29 August 2019. Employers provided 80 positions for candidates attending on the night to have a three minute interview with employers. The YAC took this opportunity to ask young people what employment skills they need, and to discuss The Platform Youth Action Plan 2019 -2021. YAC members worked with the City's Community Development Officer to complete a grant application for Yculture Metro for a sustainability event in October 2020 called Friendly Footprints. The application for \$3,000 was successful.
City of Bayswater has a strong, diverse Youth Advisory Council (YAC)	12-25 years	Provide leadership training to develop the skills of the City of Bayswater YAC.	A full day 'Leadership Development' program was held for Bayswater YAC members on 31 January 2020. This included sessions from professional facilitators on public speaking, community engagement, digital marketing and event management. YAC members found the day both informative and enjoyable.
		Involve the YAC in the planning and delivery of City events, programs and facilities for young people.	<ul style="list-style-type: none"> Bayswater YAC were actively involved in the planning and delivery of the Winter and Spring (2019) series of How to Adult Workshops. The City's Youth Action Plan was launched in Dec 2019. The City's YAC assisted to deliver the event. YAC members have begun 'hosting' How to Adult workshops. This involves welcoming participants, discussing housekeeping, introducing the facilitator and delivering an acknowledgement of country.

Table 3. Community Connection

Outcome	Age Group	Opportunities	Progress
Relationships are established with local high schools to inform the City of Bayswater's youth programming	12-17 years	Provide the opportunity for high schools to meet with the City to share information, identify partnership and promotional opportunities.	The City was represented at local high school Chisholm College's 30th anniversary celebration and art exhibition.
Active membership in Eastern Metropolitan Regional Council, Youth Officer Group.	12-25 years	Participate in quarterly meetings Eastern Metropolitan Regional Council	City is an active member and represented at the East Metropolitan Regional Council (EMRC) Regional Youth Officer Group Meetings. Meeting schedule has been disrupted due to COVID-19 restrictions.
Young people are engaged when decisions are made that affect them	12-25 years	Ask young people for their ideas and opinions when the City is making decisions that affect them. (I.e. policy, facilities, strategies).	<ul style="list-style-type: none"> • Community Development Officers attended John Forest Senior High School (with Community Engagement staff) to meet with 19 students to gain input for the review of the Strategic Community Plan (2020-2030). • Members of City of Bayswater YAC gave input into the Strategic Community Plan review via Zoom workshop. • Community Development Officers continue to explore opportunities for young people to participate in: <ul style="list-style-type: none"> ○ committees, panels and forums; and ○ Actions that arise from a range of City strategies and plans i.e. Reflect Reconciliation Action Plan and the Cultural Plan.
Opportunities are explored for young people to participate in actions that arise from a range of City strategies and plans	12-25 years	Encourage creative expression in young people.	The City delivered three online "How to Podcast" workshops for young people aged 12-25 in June 2020. 9 People attended and the workshops received an average satisfaction rating of 94%.
		Increase appreciation of the cultural richness in our community.	<ul style="list-style-type: none"> • Community Development Officer continues to explore opportunities for young people to participate in: <ul style="list-style-type: none"> ○ Committees, panels and forums. ○ Actions that arise from a range of City strategies and plans i.e. Reflect Reconciliation Action Plan and Cultural Plan. • The City is coordinating four workshops for community members of all ages to come together and create a black bird for The Bird Maker Project.

Attachment 4

Community Safety and Crime Prevention Plan 2017-2021 – Annual Progress Report

Background

The City is committed to creating safe communities for its residents and visitors. Council adopted the Community Safety and Crime Prevention Plan 2017-2021 (CSCP) on 31 May 2016. In the context of this strategy, a 'safe community' can be defined as a community where people are able to pursue, and obtain, the fullest life possible without fear or hindrance from crime and disorder. People's perception of safety as well as the actual crime statistics have been taken into account.

Purpose

The CSCP plan outlines the City's commitment to safety and crime prevention while outlining its role and responsibility as a local government. As a local government, the City is closer to communities than other levels of government. One benefit of this is that the City can play a key part in creating safe communities using its roles as planner, regulator, and security service provider and as owner of infrastructure and public facilities. The CSCP plan identifies instrumental strategies and actions that when implemented together, increases the community's strength and resilience.

It does not diminish the various roles of State Government such as the WA Police who are responsible for law enforcement or non-government partners whose work has a positive effect on community safety and crime prevention. Crime prevention is everyone's responsibility and as such it is vital to join efforts and leverage existing knowledge and expertise.

Achievements

Since the development of the CSCP plan in 2017, the following major achievements have been accomplished:

- Increased CCTV presence with new networks introduced in Noranda and at AP Hinds Reserve Bayswater;
- Development of a comprehensive CCTV Strategy 2018-2028;
- Initiation of outreach services to support vulnerable community members;
- Support police by providing crime prevention education;
- Agreement with WA Police to supply vehicle owner details to City officers;
- City representation on Neighbourhood Watch State Board;
- Night lighting audits conducted across the City to improve safety at night;
- Regular checks of parks and reserves to ensure trees and bushes are pruned in keeping with Crime Prevention through Environmental Design (CPTED) principles.
- Successful community safety education campaign, advice and literature provided to residents in relation to home and personal security;
- Strong relationships established with WA Police Force, Nyoongar Outreach Services and other key stakeholders;
- Parking strategies have been developed, and implementation commenced, for the Bayswater, Maylands and Morley town centres; and
- Working closely with the City's planning and building departments to offer advice on future construction of open spaces in line with CPTED principles.

Through continuous teamwork, the City has progressed all actions within the CSCP plan with the exception of a dedicated appointment of a Crime Prevention Officer. The funding for a Crime Prevention Officer was deferred in until 2018/19 budget process however, it was not

progressed after this point. The action will be revisited in the review of the CSCP scheduled for 2021/22.

Priorities Going Forward

In the next 12 months, the City intends to:

- Conduct safety talks with seniors and deliver security/safety tips with community members in public areas. This is achieved through security safety talks at the City's community centres and in local areas such as libraries and popular car parks;
- Conduct lighting audits and report faulty lights to Western Power for repair; and
- Continue to conduct foot patrols throughout the City to identify anti-social behavior in its early stages so it may be dealt with quickly.

These activities together will inspire a strong sense of community safety and contribute to the City's safe and welcoming feel.

Funding in the current 2020/21 annual budget includes the following activities which have recently been implemented:

- Introduction of body worn camera's for Rangers and Security staff; and
- Introduction of 360 degree camera's on Rangers and Security vehicles.

The CSCP plan is scheduled to be reviewed in 2021/22. The following items will be considered for the renewed CSCP plan.

- Letterbox drops to residents who have experienced burglaries in their street informing them of the activity in the street and what actions they can take to better protect themselves along with useful contact numbers such as City of Bayswater Security and WA Police;
- Participating in and supporting WA Police safety awareness and crime prevention programs;
- Increasing our business community's knowledge of safety and security;
- Work with other internal departments and local businesses to maintain a clean and safe City which will aid in reducing anti-social behaviour;
- Continue to identify and build relationships with key stakeholders. This is vital as we share information in relation to people experiencing homelessness and provide advice/ assistance were possible; and
- Participate in future City of Bayswater projects such as redevelopment of community parks and new buildings to provide input in relation to public safety and CPTED principles.

Progress

Table 1 below lists progress against each action item as identified in the CSCP.

Table 1. Progress Against Action Items in CSCP

Action	Status	Progress
Theme: Our Community		
Develop a comprehensive CCTV strategy for the City of Bayswater.	Complete	CCTV Strategy 2018-28 adopted by Council 15 May 2018
Develop a Memorandum of Understanding (MOU) between the City of Bayswater and WA Police to further strengthen information	Complete	An MOU was established between the City and WA Police in 2016. A new MOU between the City and the WA Police has been

Action	Status	Progress
sharing and reinforcing the partnership approach.		developed. The draft is currently with the WA Police for execution.
Provide a report in order for Council to consider the funding and appointment of a dedicated Crime Prevention Officer.	Not progressed	This action was deferred in 2016/17, 2017/18 and 2018/19. The City has not progressed this action since 2018/19. This action will be revisited in the review of the CSCP.
Promote the 'Eyes on the street' program where employees of the City report any suspicious activity they might see while working on site to the City's 24/7 Security Watch.	Business as usual	WA Police Eyes on the Street program was suspended in 2018. The program was reinstated in 2020 as an App for use by mobile phone and is promoted to on-road City staff.
Contribute towards the City wide directory of support services that lists organisations located or operating within the City that assist in combatting homelessness.	Complete	Complete. Security distribute the directory (booklet) as needed when out on the road to people in need, will be receiving the new updated booklet October 2020.
Investigate the possibility of including community safety features in the City's 'Report it' mobile application keeping in mind the different roles and responsibilities of the police and the City.	Complete	The "Report it" App is not suitable for use as the App needs more work. The City does make use of the "Snap, Send, Solve App.
Develop a community safety campaign that provides residents with information and best practices of crime prevention initiatives around their house and properties.	Complete	Brochures and community education were delivered at two Community Safety Forums in April 2018 and are available in the City's outstations. Campaign was well received. The City has also introduced "letterbox drops" in areas experiencing burglaries directly related to information received from WA Police.
Assist Police with other community based partnerships within resources, as they become available.	Business as usual	Provided as needed. City and Police partnered at the Community Safety Forum in 2019. Recently Rangers and Security assisted WA Police with COVID-19 patrols.
Theme 2: Our Natural Environment		
Conduct regular checks of the City's parks and reserves to ensure the necessary pruning of trees and bushes whereby improving sightlines in line with CPTED principles.	Business as usual	Security officers inspect and inform the appropriate Branch for action. Overall, areas are well maintained.
Theme 3: Our Built Environment		
Organise night time audits to decide where improved street lighting would be most beneficial.	Business as usual	Business as usual. Rangers and Security advise relevant Branches when required.
Continue to assess developments against and promote the principals of Crime Prevention Through Environment Design (CPTED) principles.	Business as usual	Business as usual. Rangers and security have regular talks with City Planning and Place Managers.

Action	Status	Progress
Investigate whether the recent study done by 55 Central in Maylands around Designing out Crime can offer opportunities for the City's other suburbs as well.	Complete	The document was specifically produced for the Maylands area and will not relate to other areas. The City considers CPTED in all areas where appropriate.
Research the possibility of installing solar powered bollards to improve lighting around public amenities and in reserves.	Ongoing	Information shared with Place Managers for Morley and Maylands to use as needed. Solar lights being considered around The RISE and also an area in Noranda along a pathway near Little Athletics, costs pending.
Advocate for (night time) safety audits around public transport - specifically the train and bus stations - to discuss with the Public Transport Authority what measures can be taken to improve safety.	Complete	The City wrote to PTA and conducted meetings with Morley Galleria in 2017. PTA conduct their own safety audits and chose not to collaborate with the City. The City continues to work with Morley Galleria through regular meetings as the environment changes (bus station access etc.) however, the City has limited influence as public transport infrastructure sits outside the City's control.
Liaise with the owners of Galleria and the Public Transport Authority to improve safety around the Morley bus station and the Maylands and Bayswater Train stations.	Business as usual	The City has been working closely with Nyoongar Outreach Service and is also a part of the Morley anti-social working group along with WA Police. Work in this area will be ongoing however through regular foot patrols along with Nyoongar Outreach we have seen a sharp decline in anti-social behavior over the 2018/19 period.
Theme 4: The Local Economy		
Assist the community in their applications for safe, suitable and quality community events.	Business as usual	Rangers and Security staff attend all large City events. Duties involve: <ul style="list-style-type: none"> • foot patrols; • parking assistance; and • attending to stalls on a regular basis and providing literature and education.
Theme 5: Leadership and Governance		
Advocate and lobby for funding of projects and regulations increasing crime prevention and community safety.	Business as usual	The City secured funding from the Federal Government in 2017 for CCTV installation at AP Hinds and Riverside Gardens. Installation was completed in 2020. A graffiti removal project in Morley business precinct received grant funding and is currently underway. Expected to be completed in 2021. CCTV installation (external funding received) has been completed in Noranda's Robert Thomson Reserve; Netball Courts, Little Athletics and Bowling Club car parks.
Promote awareness of the City's 24/7 security services.	Business as usual	This has been achieved through letter box drops in areas that have experienced burglaries, activities at community events and

Action	Status	Progress
		general contact with the community while patrolling the streets. Rangers and Security are investigating the use of social media to promote awareness.
Promote the directory of available service organisations supporting the more vulnerable members of our community and their families.	Business as usual	A new handbook directory (released early October 2020) will be distributed by security staff once received.
Promote Ranger Services and related laws to the community.	Business as usual	Ongoing as part of the Rangers role within Rangers and Security Services. Promoted through the use of social media, community engagement and a short video featuring a Ranger speaking on various topics.
Develop a report for Council consideration providing options to fund a program for not for profit and/or community organisations to facilitate projects under partnership to prevent or reduce crime.	Complete	The City engages Nyoongar Outreach Services. The service meets with the security team twice a week to identify any hotspots (anti-social behavior) or people sleeping rough, they then offer assistance/ services where appropriate, the service was engaged in September 2017 as a trial for 12 months and has since been extended.

Attachment 5**CCTV Strategy 2018-2028 – Annual Progress Report****Background and Purpose**

The City's policy on CCTV was adopted by Council in December 2009 and last reviewed in May 2018. The CCTV Management Policy states the City of Bayswater's position in providing a Closed Circuit Television (CCTV) system that assists in decreasing crime and anti-social behaviour, protecting community assets and improving the detection of crime and conviction of offenders.

Developing a CCTV Strategy was an action item of the Community Safety and Crime Prevention Plan 2017-2021. Council adopted the CCTV Strategy 2018-2028 in May 2018.

Objectives

The CCTV Strategy 2018-2028 exists to:

- Provide a clear vision and framework for how CCTV can best be used to enhance the safety and security of the community now, while positioning the City for future technological advances;
- Provide the framework and criteria for the strategic development and ongoing management of internal CCTV and external mobile CCTV systems that are owned, leased and/ or operated by the City; and
- Ensure the financial sustainability of CCTV systems, seeking further external funding where appropriate.

The objective of the CCTV Strategy is to:

- Guide the City's decisions about the introduction, revision or significant maintenance to CCTV infrastructure in public places and City property; and
- Ensure that the City's CCTV systems are compliant with relevant legislation and other statutory requirements.

Achievements

Since the development of the CCTV Strategy in 2018, the following major achievements have been accomplished:

- Replacement of CCTV servers at three sites (The RISE, Morley Sport and Recreation Centre and Morley Library);
- Installation of new CCTV systems in Noranda, AP Hinds, Riverside Gardens, Bayswater business precinct and Olive Tree House;
- Successfully completed a major audit of all equipment and cameras;
- Replaced redundant cameras with fit for purpose equipment;
- Introduction of Licence Plate Recognition technology with capability to add analytic technology;
- Supplied quality images and footage to WA Police Force; and
- The City secured funding from the Federal Government, which has enabled the installation of comprehensive CCTV systems in Noranda and Bayswater high pedestrian traffic areas.

Priorities Going Forward

Funding in the 2020/21 annual budget includes the following activities:

- Maintenance and replacement of cameras;
- Body cameras; and
- Car cameras.

Within this financial year, the City intends to:

- Review existing camera locations across the City and relocate redundant cameras to areas where they would provide more benefit. This is to maintain pace with the differing demographics and movements of community members;
- Provide a comprehensive live map to WA Police with links to camera locations and live views; and
- Continue to apply for future funding should the City identify the need to expand CCTV in specific locations.

The CCTV Strategy is scheduled to be reviewed in 2023.

Progress

Tables 1-6 provide progress updates against each individual action item identified in the CCTV Strategy's implementation plan.

Table 1. Strategy 1: Establish Foundations and Use Contemporary Digital CCTV Technology

Action	Status	Progress
Review existing infrastructure to ensure compliance with relevant legislation.	Complete	All sites comply with legislation.
Adopt the WAPOL Local Interpretation Guide ANZPAA Recommendations for CCTV Systems as the minimum recommendations for the use and installation of CCTV systems	Complete	The City installs all equipment to a higher standard than the minimum requirements. Staff have undertaken training in CCTV systems and participate in ongoing education.
Develop minimum technical specifications for the technical standards in line with relevant industry standards including: <ul style="list-style-type: none"> • a reasonable life expectancy for various elements of the CCTV system; and • a plan for future upgrades based on industry standards and changing technology 	In progress	Audit complete. Information Services and Rangers and Security cooperate to implement the City's maintenance plan for the City's CCTV network. Generally, cameras have a life expectancy of five years depending on the environment they are in.

Table 2. Strategy 2: Ensure Sustainability of Current and Future CCTV

Action	Timeframe	Progress
Integrate CCTV based solutions with ICT systems and business processes where relevant and appropriate.	In progress	The City is exploring possibilities. Investigation due to be completed by January 2021.
Review replacement funding in the City's Long Term Financial Plan (LTFP) to ensure adequate funding is available at end of life for current systems.	In progress	The recent audit conducted in September 2020 will be used for future planning. The City's LTFP is currently being renewed. End of life CCTV renewal will be included in the LTFP.
Monitor developments in mobile and moveable/ temporary CCTV.	Business as usual	Regular contact with other local governments and suppliers in order to keep up with the latest technology available.
In consultation with WAPOL and other stakeholders, install, maintain and regularly evaluate the City's CCTV camera surveillance system.	Business as usual	A recent evaluation was carried out in September 2020. WA Police will not be involved with CCTV as they no longer have a strategy. The City applies all relevant CCTV standards (Standards Australia) to new and existing CCTV projects. The City still gathers information from WA Police in relation to hotspots and possible CCTV future installation locations.
Maintain and operate CCTV systems in the City and other locations in accordance with relevant legislation.	Business as usual	Operations comply with legislation.

Table 3. Strategy 3: Ensure Appropriate Placement of CCTV Cameras

Action	Timeframe	Progress
Review existing permanent camera locations for suitability and identify areas for future growth of the network with attention given in the short term to: <ul style="list-style-type: none"> • AP Hinds Reserve; and • Riverside Gardens 	Complete	AP Hinds/ Riverside Gardens complete. Review of all existing cameras complete. Results of review identified that the City has appropriate coverage of CCTV cameras.
Explore opportunities for temporary camera locations and consider the use of portable CCTV. (e.g. Support installation of portable CCTV and other suitable security treatments in locations where graffiti is severely affecting public space amenity	Complete	Lack of evidence to show that portable cameras have an effect in lowering crime; other local governments have spent large sums of money with little result. Offenders will cover their faces and continue to commit crimes. The City is exploring covert options as they produce better results however, the technology is expensive and battery life is short.
Consider use of cameras for emergency management real time situational awareness.	Ongoing	Research shows that hiring portable CCTV towers is more cost effective; however, minimum hire is three months.

Set direction and priorities for future installation and management of electronic surveillance.	Ongoing	The City currently has very good CCTV coverage in areas of concern, no future installations are planned at this stage. Software licences are now being upgraded to bring all systems in line with each other (all sites under one licence).
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Table 4. Strategy 4: Ensure Adherence to Relevant Legislation, Standards and Guidelines Covering CCTV

Action	Timeframe	Progress
Develop effective procedures for the operations and maintenance of infrastructure	In progress	Audit of cameras is complete. Rangers and Security and Information Services are cooperating to develop and ongoing maintenance schedule for all cameras in the City.
Review the City's CCTV Management Policy	Not started	CCTV Management Policy was reviewed in May 2018 (in conjunction with the development of this strategy). The Policy is scheduled to be reviewed every five years.

Table 5. Strategy 5: Access to CCTV Footage/ Connected CCTV Solution.

Action	Status	Progress
Review the City's ability to provide access to the network of CCTV footage to Western Australian Police (WAPOL) and other emergency services as outlined in the MOU and WAPOL State CCTV Strategy.	Complete	A MOU between the City and WA Police has been in place since 2016. In 2019, the City worked with the WA Police to update the MOU. It is currently with the WA Police for execution. Anticipate the updated agreement will be in place by March 2021.

Table 6. Strategy 6: Collaboration and Accountability

Action	Timeframe	Progress
Update the CCTV information on the City's website to include links to relevant documents and CCTV locations within the City.	In progress	In progress – audit completed approx. August 2020. CCTV locations and information will be added to the website by January 2021. CCTV locations will be added to the City Maps interface by June 2021.
Ensure CCTV systems are: <ul style="list-style-type: none"> effective and can be used by WA Police during an investigation; Compliant with the variations in the State CCTV Strategy. 	Ongoing	The State CCTV Strategy no longer exists and has been removed by WA Police. The City does provide WA Police with effective footage were possible however some cameras are not fit for purpose (older systems). These are being moved and or replaced over time.
Investigate if the City can collaborate with local business and private property owners for	Ongoing	Some business owners have been receptive to the idea however are concerned about access issues, power consumption and being

the installation of CCTV (temporary or otherwise) onto their property to be used as part of investigations.		a target if criminals identify they are working with local government.
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8.7 Corporate Strategy Status Update February 2021

Responsible Branch:	Governance and Organisational Strategy	
Responsible Directorate:	Corporate and Strategy	
Authority/Discretion:	<input type="checkbox"/> Advocacy <input checked="" type="checkbox"/> Executive/Strategic <input type="checkbox"/> Legislative	<input type="checkbox"/> Review <input type="checkbox"/> Quasi-Judicial <input type="checkbox"/> Information Purposes
Voting Requirement:	Simple Majority Required	
Attachments:	1. Town Centres Activation Progress Report – February 2021 2. Local Housing Strategy Progress Report– February 2021 3. Morley Activity Centre Progress Report– February 2021	
Refer:	Item 8.5: ARMC: 11.02.2020 Item 10.5.1.5: OCM: 25.02.2020	

SUMMARY

Contained within this report are progress updates on the following City strategy/plans:

- Town Centre Activation Plans;
- Local Housing Strategy; and
- Morley Activity Centre Plan.

COMMITTEE RECOMMENDATION
(OFFICER’S RECOMMENDATION)

That Council notes the Corporate Strategy Status Update reports on the:

- (a) Town Centre Activation Plans;
- (b) Local Housing Strategy; and
- (c) Morley Activity Centre Plan.

CR MICHELLE SUTHERLAND MOVED, CR DAN BULL, MAYOR SECONDED
CARRIED UNANIMOUSLY: 5/0

BACKGROUND

In 2019, Council endorsed the City’s Corporate Business Plan which included a new action; *L3.1.3 Provide an annual report on the implementation of approved strategies*. All progress reports are provided to Council via the Audit and Risk Management Committee’s recommendations. Progress reporting on Council endorsed strategies and plans was implemented in February 2020.

Progress reports of Council endorsed strategies and plans will continue in 2021, with endorsed strategies and plans being added to the schedule where appropriate. Anticipated reporting in 2021 is as follows, with each document scheduled to be reported against at least once annually. This report relates to the February 2021 column in **Table 1**.

Table 1 – Progress Reporting Schedule for calendar year 2021

February 2021	May 2021	August 2021	November 2021
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 Forrest Strategy	Public Health and Wellbeing Plan 2019-2024	Youth Action Plan – The Platform 2019-2021

February 2021	May 2021	August 2021	November 2021
Morley Activity Centre Plan	Collective Local Biodiversity Strategy	Economic/ Business Framework	Cultural Plan 2019-2024
	Waterwise Bayswater	Car Parking Management Plan for Morley Activity Centre	Community Safety and Crime Prevention Plan 2017-2021
		Maylands Town Centre Parking Strategy	CCTV Strategy 2018-2028
		Land and Acquisition Strategy	

EXTERNAL CONSULTATION

No external consultation has taken place in relation to this report.

OFFICER'S COMMENTS

This report starts the second cycle of strategic reporting of Council endorsed strategies and plans. This report provides progress updates on the:

- Town Centre Activation Plans;
- Local Housing Strategy; and
- Morley Activity Centre Plan

Table 2 provides a snapshot of each report. **Attachments 1-3** contain a detailed report on each strategy or plan, in particular, a comment against each action item in the implementation plan. All strategies/ plans are generally considered on track.

Table 2

Document Title	Adopted	Last Reviewed	Next Review	% Complete	Further Information
Town Centre Activation Plans	23/05/2017	23/05/2017	2021/22	N/A	Attachment 1
Local Housing Strategy 2012	23/05/2012	30/04/2019	Active until it is superseded by the (draft) Local Planning Strategy (LPS). Council adopted the LPS in April 2019. It is still with the WA Planning Commission, waiting for approval.	23%	Attachment 2
Morley Activity Centre Plan	21/03/2017	21/03/2017	N/A	51%	Attachment 3

Place Activation

Place management is a mechanism for managing the wide range of issues, challenges and opportunities that face an activity centre every day. It is a management approach that enables issues to be pursued in an integrated, coordinated way to achieve the economic, social and environmental potential of an activity centre. This place management approach is used by the City to activate our four town centres, Bayswater, Maylands, Morley and Noranda. The Town Centre Activation plans set individual community and City place activation priorities for each of the town centres and guides implementation of priorities identified in each. Expenditure of Place Management funds is guided by alignment with the vision, priorities and themes in the plans.

Table 3 details selected activation activities that have been achieved since the last progress report in February 2020. Many were achieved in collaboration with special interest and community groups. **Attachment 1** has more information on the activities progressed and priorities going forward for each Town Centre.

Table 3

Location	Selected Key Achievements
Bayswater Town Centre	<ul style="list-style-type: none"> • Laneways activation project - mural by Graeme Miles Richards in collaboration with Baysie Rollers and Laneway Art Space; • Development of the Bert Wright Park Concept Plan in collaboration with interest and community groups; and • The Bert Wright Park shade structure progressed (concept design completed).
Maylands Town Centre	<ul style="list-style-type: none"> • ‘Secret Laneways and Hidden Gems’ Walkshop; • Lyric Lane revitalisation including permanent part time closure and provision for alfresco dining, lighting, sound, art and greening; and • Upgrade to corner of Whatley Crescent and Ninth Avenue (including formalisation of verge parking, verge improvements on Whatley Crescent and sculptural bike rails)
Morley Town Centre	<ul style="list-style-type: none"> • Progress Street Roundabout redevelopment works; including the removal of ‘seal themed’ artworks, new landscaping and lighting within the roundabout; • Activation of the Progress Street Park stage, by providing funding for local musicians and entertainers to use the space on weekends; and • Support for the Morley Momentum to hold the Progress Street Park Event Series in November 2020.
Noranda Town Centre	<ul style="list-style-type: none"> • Finalised designs for Noranda Nook Play space, with implementation set to occur by June 2021; • Commissioned Murals for the tennis club and netball buildings; and • The Chatty Cafes project.

Place activation of our town centres has been significantly affected by the COVID-19 pandemic. Brought forward and reallocated funding of \$5.09 Million in the form of a local economic and social stimulus package was approved by Council in May 2020. The injection of funding aimed to fast-track major projects, to generate local employment and support community organisations to recover from the COVID-19 pandemic.

The package included an allocation of \$200,000 for improvements to the City's four major town centres. The program allocated \$45,000 to each town centre and \$20,000 for general projects and improvements across all town centres and ‘Town Centre Specific Projects’.

Town Centre works identified as a part of the Stimulus Package have commenced but were not completed at the time of this report. Please see **Attachment 1** for more detail.

Local Housing Strategy

Council adopted the Local Housing Strategy (LHS) at the Ordinary Council Meeting held on 22 May 2012. Of the 64 action items identified in the LHS, 15 are considered complete; 13 are ongoing, 31 are yet to commence and a total of five have been deemed non longer necessary.

Since the last progress report in February 2020, LHS medium term action items relating to 10. Bayswater Town Centre has progressed from *not commenced* to *no longer necessary*. This is due to DevelopmentWA implementing their own planning scheme which includes the provisions of the City’s Bayswater Town Centre Structure Plan. LHS Action Item 15 relating to Sussex Street/

Charles Street/ Foundry Street and Whatley Crescent sites has moved from *ongoing* to *complete* (see **Table 4** below). All other action item’s status has remained the same however, individual progress comments on each action item is available in **Attachment 2**.

Table 4

Action		Status	Progress update
10. Bayswater Town Centre	Prepare scheme amendments	No longer necessary	DevelopmentWA have implemented their own planning scheme which includes the provisions of the Bayswater Town Centre Structure Plan. DevelopmentWA is expected to take over planning control in the Bayswater town centre in early 2021. DevelopmentWA are developing their own design guidelines for the town centre in collaboration with the City. The City will now be an informing stakeholder and will advocate on behalf of City plans and policies.
	Prepare design guidelines.	No longer necessary	DevelopmentWA is expected to take over planning control in the Bayswater town centre in early 2021. DevelopmentWA are developing their own design guidelines for the town centre in collaboration with the City. The City will now be an informing stakeholder and will advocate on behalf of City plans and policies.
15. Sussex Street/Charles Street/Foundry Street and Whatley Crescent sites	Prepare a detailed area plan.	Completed	Sussex Street, Charles Street and Whatley Crescent were included as a part of the Wider Meltham project, which considered density and zonings in the area surrounding the Meltham Station Precinct Structure Plan.

In 2015, revised *Planning and Development (Local Planning Schemes) Regulations 2015* were implemented. The *Regulations* required the City to develop a Local Planning Strategy (LPS) to set out the long term planning directions for built form and density, commerce and employment centres, public open space, infrastructure services, community facilities, heritage, traffic and transport and management of the natural environment and other planning related matters within the City, and that any LPS be compliant with any State or regional planning policy or strategy. To meet this requirement, the City developed the draft LPS. Council adopted the draft LPS on 30 April 2019. The draft LPS builds on the LHS. The Department of Planning, Lands and Heritage is currently reviewing the draft LPS, for consent to advertise. Once the LPS comes into effect, the draft Local Planning Strategy will supersede the Local Housing Strategy. Any and all action items that were ongoing or not started have been included in the draft LPS.

Morley Activity Centre Plan

This Morley Activity Centre Plan (MACP) guides the strategic development of the Morley Activity Centre and is shaped by the existing economy, connectivity, urban form and natural environment. The MACP builds upon the positive elements that currently exist and identifies those elements that are missing from the urban framework that are needed to achieve the Directions 2031 vision. The goals and actions within the implementation plan are based upon a staged approach as the centre matures from a big box retail and car dominated environment to an intense, diverse and vibrant urban centre.

The MACP was adopted by Council at the Ordinary Council Meeting held 21 March 2017 and was approved by the WAPC on 31 July 2018. A progress report was accepted by Council at the OCM held 25 February 2020. The MACP is available on the City's website.

Of the 35 actions identified within the MACP, 18 have been completed; nine are ongoing; five have not commenced and three have been deemed no longer necessary. Since the last progress report in February 2020, MACP Action Item 8 has moved from ongoing to complete. MACP Action Item 17 has progressed from not commenced to ongoing and all other action item’s statuses have remained the same (see **Table 5** below). Individual progress comments on each action item is available in **Attachment 3**.

Table 5

Action	Status	Progress update
8. Prepare Activity Centre - Streetscape Enhancement Plan	Completed	At the Ordinary Council Meeting held 24 March 2020 Council adopted the Morley Activity Centre Streetscape Plan with minor modifications. The modifications have now been made. Subject to funding being allocated, City Officers will commence detailed design works in the 2021/22 financial year.
17. Investigate upgrading the Rudloc Road Open Drain and the Nora Hughes Open Drain two into living streams	Ongoing	The City is currently working with the Water Corporation to investigate upgrading Rudloc Reserve drainage basin.

LEGISLATIVE COMPLIANCE

N/A.

OPTIONS

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

Option 1	That Council notes the Corporate Strategy Progress Update reports on the: (a) Town Centre Activation Plans; (b) Local Housing Strategy; and (c) Morley Activity Centre Plan	
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	Noting progress towards strategies will assist Council in future decision making. Not only does this not present risk to the organisation, it will reduce risk by keeping Council informed of progress.	

FINANCIAL IMPLICATIONS

Nil.

STRATEGIC IMPLICATIONS

In accordance with the City of Bayswater Strategic Community Plan 2017-2027 (as amended), the following applies:

- Theme: Leadership and Governance
- Aspiration: Open, accountable and responsive service
- Outcome L3: Strong stewardship and leadership.

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.

Attachment 1

Place Activation Plans Progress Report – February 2021

Background and Purpose

Place management is a mechanism for managing the wide range of issues, challenges and opportunities that face an activity centre every day. It is a management approach that enables issues to be pursued in an integrated, coordinated way to achieve the economic, social and environmental potential of an activity centre. This place management approach is used by the City to activate our four town centres, Bayswater, Maylands, Morley and Noranda. The Town Centre Activation plans set individual community and City place activation priorities for each of the town centres and guide implementation of priorities identified in each. Expenditure of Place Management funds is guided by alignment with the vision, priorities and themes in the plans.

The Bayswater, Maylands, Morley and Noranda Town Centre Activation plans were adopted by Council at the Ordinary Council Meeting of 23 May 2017 and are available on the City's website. Progress toward all Town Centre Activation Plans is reported and success is celebrated. An annual progress report is provided for the Community via the quarterly Audit and Risk Management Committee, the last being presented to the Audit and Risk Management Committee on 11 February 2020, Item 8.5. This is the second scheduled annual progress report.

Bayswater Town Centre Place Activation Plan

Bayswater Town Centre's Place vision is:

An authentic river town destination, proud of its heritage and protective of its environment. The town centre is people focused, engaging and sociable day and night. People feel invited to participate, enjoy and relax at all times of the year.

To implement the place vision, the community identified the following priorities:

1. Streetscape enhancement and traffic calming;
2. An entertaining and engaging town centre;
3. Clearly identifiable 'core values';
4. Trucks diverted away from King William Street;
5. A 'green heart' at Bert Wright Park;
6. Greening along the train line; and
7. Collaboration.

Key Achievements

Since the last annual progress report in February 2020, the City has achieved the following in line with the Bayswater Town Centre Place Activation Plan.

- Laneways activation project - mural by Graeme Miles Richards in collaboration with Baysie Rollers and Laneway Art Space (Priorities 2 and 7);
- Bert Wright Park Concept Plan in collaboration with Baysie Rollers, Bayswater Growers' Market, Environment House (via landscape architect Eleanor Reuvers), Future Bayswater, café owner Nikki Mauri and solar architect Garry Baverstock (Priorities 5 and 7);
- Bert Wright Park shade structure progressed (concept design completed) (Priority 5);
- Tree planting along walkway in front of Bendigo Bank, King William Street (Priority 1);
- New planter boxes under King William Street shop windows (Priority 1); and

- Development of a Destination Marketing Strategy (Priority 2).

Priorities Going Forward

Over the next 12 months, Place Management within the Bayswater town centre will focus on the following initiatives:

- Implementation of the Bert Wright Park Concept Plan (Priority 5);
- Continuation of the laneway activation project between Whatley Crescent and King William Street (Priority 2);
- Continued collaboration with local community groups on projects within the town centre (Priority 7); and
- Implementation of the Destination Marketing Strategy (Priority 2).

Maylands Town Centre Place Activation Plan

The Maylands Town Centre Place vision is:

A green and beautiful destination, known for its unique and creative delights, and buzzing with life. People visiting, strolling, admiring, relaxing and engaging at all times of day.

To implement the place vision the community identified the following priorities:

1. A lush, green town centre;
2. Improved Eighth Avenue;
3. Public spaces around Eighth Avenue;
4. Ease of movement and connectedness;
5. Identity through Art; and
6. Collaboration.

Key Achievements

Since the last annual progress report in February 2020, the City has achieved the following in line with the Maylands Town Centre Place Activation Plan.

- 'Secret Laneways and Hidden Gems' Walkshop, in collaboration with Creative Maylands (Priorities 4 and 6);
- Lyric Lane revitalisation including permanent part time closure and provision for alfresco dining, lighting, sound, art and greening, in collaboration with Lyric Lane, Rossonero and Australian Development Capital (Priorities 1, 3, 4, 5 and 6);
- Blank Walls mural on Lyric Lane (between Sargents Lane and Ellard Lane) in collaboration with Creative Maylands (Priorities 4, 5 and 6);
- Upgrade to corner of Whatley Crescent and Ninth Avenue (including formalisation of verge parking, verge improvements on Whatley Crescent and sculptural bike rails) in collaboration with Whatley Crescent businesses (Priorities 4, 5 and 6);
- Upgrade of Eighth Avenue planter boxes (replanting and removal of artworks) (Priority 2); and
- Development of a Destination Marketing Strategy (Priority 2).

Priorities Going Forward

Over the next 12 months, Place Management within the Maylands town centre will focus on the following initiatives:

- Implementation of improvements to area in front of The RISE as per a concept plan (Priority 3);
- Continuing improvements to the main streets (Eighth Avenue, Whatley Crescent, Railway Parade (including lighting, greening and seating) (Priorities 2 and 3);
- Continuing activation and upgrading of laneways (Priority 2); and
- Implementation of the Destination Marketing Strategy (Priority 2).

Morley Town Centre Place Activation Plan

Morley Town Centre's Place vision is:

The Morley town centre is buzzing with people walking in its streets both day and night. Morley has extensive quality retail, a café strip, variety in affordable dining options and an ever-changing night life. It is a true shopping destination for its residents and visitors to enjoy.

The town centre is well maintained, has plenty of multi-level car parking options leaving more open space available for residents and visitors to enjoy their time in Morley

To implement the place vision the following priorities were identified by the community:

1. Streetscape enhancement;
2. Improving walkability around the town centre;
3. Engaging street life, bursting with activities; and
4. Creation of an activation group.

Key Achievements

Since the last annual progress report in February 2020, the City has achieved the following in line with the Morley Town Centre Place Activation Plan.

- Adoption of the Morley Activity Centre Streetscape Plan (Priority 1);
- Progress Street Roundabout redevelopment works; including the removal of 'seal themed' artworks, new landscaping and lighting within the roundabout (Priority 1);
- Activation of the Progress Street Park stage, by providing funding for local musicians and entertainers to use the space on weekends (Priority 3);
- Installation of a shade structure and public furniture within Progress Street Park (Priority 2);
- Support for the Morley Momentum to hold Progress Street Park Event Series in November 2020 (Priority 4); and
- Development of a Destination Marketing Strategy (Priority 3).

Priorities Going Forward

Over the next 12 months, Place Management within the Morley town centre will focus on the following initiatives:

- Detailed design of the Morley Activity Centre Streetscape Plan (Priority 1);
- Improving street lighting (Priority 1 and 2);
- New public artwork (Priority 3);
- Activation works at the Morley Library (Priority 3);
- Continued support of community groups (Priority 4); and
- Implementation of the Destination Marketing Strategy (Priority 3).

Noranda Town Centre Place Activation Plan

Noranda Town Centre's Place vision is:

"Noranda offers a range of services and has a variety of social and cultural clubs to complement the existing sporting clubs. Events are clearly communicated and both residents and visitors would take public transport, bicycle or walk to attend.

The town centre is attractive, with interesting landscaping, planters and seating. After shopping, people spend time on the outer edges of the shopping centre and participate in the different activities taking place, both day and night".

To implement the place vision the following priorities were identified by the community:

1. Better communication of events and use of facilities/ social clubs;
2. Better connections, wayfinding and landscaping;
3. Creation of a 'freely available' youth space, such as a basketball court, beach volleyball court or mini skate park;
4. Installation of iconic sculptures in high profile locations;
5. Activation of blank edges of shopping centre (art, serving windows); and
6. Organisation of night time activities.

Key Achievements

Since the last annual progress report in February 2020, the City has achieved the following in line with the Noranda Town Centre Place Activation Plan.

- Facilitation of the McGilvary Avenue/ Benara Road upgrades (Priority 2);
- Finalised designs for Noranda Nook Play space, with implementation set to occur before the end of financial year (Priority 3);
- Collaborated with Morley Noranda Recreation Association and Noranda Netball for murals on the tennis club and netball buildings (Priority 4); and
- Chatty Cafes project (Priority 5).

Priorities Going Forward

Over the next 12 months, Place Management within the Noranda town centre will focus on the following initiatives:

- Improving pedestrian access through the town centre (Priority 2);
- Activation of blank edges at the shopping centre (Priority 5);
- Supporting Town Team in Noranda (Priority 1); and
- City led community events (Priorities 1 and 6).

COVID-19 Impacts on Town Centre Activation

Given the community nature of Place Management, Town Centre Activation was highly impacted by COVID-19. A significant annual project in Place Management at the City is the Major Town Centre Events Grant Program, where the City provides financial assistance to local community groups across all four town centres to hold major events. Due to COVID-19 restrictions, the Major Town Centre Events funding was reallocated to other projects.

At the Special Council Meeting on 5 May 2020, Council approved a \$5.09 Million local economic and social stimulus package aimed at fast-tracking major projects, generating local employment and supporting community organisations recovering from the COVID-19

pandemic. The package included an allocation of \$200,000 for improvements to the City's four major town centres. The program allocated \$45,000 to each town centre and \$20,000 for general projects and improvements across all town centres and 'Town Centre Specific Projects'.

The works identified as a part of the Stimulus Package have commenced but were not completed at the time of this report.

Bayswater Town Centre

- Funding for the shade structure and hardstand over the sandpit in Bert Wright Park;
- Professional painting of shopfronts; and
- Community sign at the corner of King William Street and Olfe Street.

Maylands Town Centre

- Upgrading of Eighth Avenue planter boxes; and
- Improvements to the public space in front of the RISE.

Morley Town Centre

- Morley Library Pocket Park; and
- Artwork for the water/ electricity cylinder structure.

Noranda Town Centre

- Noranda Nook additional infrastructure; and
- Pedestrian/ cycle access routes and signage throughout the town centre.

During the COVID-19 shut-down period in April/ May 2020, the Place Managers spent a significant amount of time contacting local businesses and facilitated the Buy-In-Baysie grants of up to \$750 to help businesses get online. Over 40 grants were given to local businesses across the City.

Attachment 2

Local Housing Strategy Progress Report – February 2021

Purpose and Background

The purpose of the Local Housing Strategy (LHS) is to establish a strategic framework to guide and provide for the City of Bayswater's current and future housing needs. The key objectives of the LHS are to:

1. Provide strategic direction to the City, Council, developers and the community in relation to residential densities and housing issues in the City;
2. Facilitate a mix of housing choices to accommodate all ages and diverse lifestyles; and
3. Identify locations which have the capacity to accommodate population growth and change.

Council adopted the LHS at the Ordinary Council Meeting held on 22 May 2012. In 2015, revised *Planning and Development (Local Planning Schemes) Regulations 2015* were implemented. The *Regulations* require the City to develop a Local Planning Strategy (LPS) to set out the long term planning directions for built form and density, commerce and employment centres, public open space, infrastructure services, community facilities, heritage, traffic and transport and management of the natural environment and other planning related matters within the City, and that any LPS be compliant with any State or regional planning policy or strategy. To meet this requirement, the City developed the draft LPS. Council adopted the draft LPS on 30 April 2019. The draft LPS builds on the LHS. The Department of Planning, Lands and Heritage is currently reviewing the draft LPS, for consent to advertise. Once the LPS comes into effect, the draft Local Planning Strategy will supersede the Local Housing Strategy.

A LHS progress report was provided to and accepted by Council at the OCM held 25 February 2020, Item 10.5.1.5. This report is the second scheduled annual progress report for the LHS.

Key Achievements

Since the last annual progress report in February 2020, the City has achieved the following in line with the Local Housing Strategy 2012:

- Approval of the Bayswater Town Centre Structure Plan;
- Approval of the Morley Activity Centre Streetscape Plan; and
- Adoption of the Local Heritage Survey.

The Walter Road West Urban Corridor (known as Bedford North project) was set to be completed by July 2020. However due to the impacts of COVID-19 it was significantly delayed. Consultants are currently preparing a recommendations report for City's consideration.

Priorities going forward

As the LHS is a holistic strategy that encompasses the whole City, its priority is to progress the Local Planning Strategy to a point where it can replace the LHS. Officers are working through feedback from the Department of Planning before getting consent to advertise.

Subject to budget allocation, an implementation priority of the LHS, is to progress the Morley Activity Centre Plan. Please see [Attachment 1](#) for further detail. The City will also focus on detailed planning surrounding the Noranda District Centre and the new Morley Train Station (including the Walter Road urban village area).

Table 1, **Table 2** and **Table 3** below have individual updates on each LHS action item. Any relevant actions that have not commenced have been included in the draft Local Planning Strategy (LPS). The LHS will continue to stay active until Council has endorsed the LPS.

Local Housing Strategy – Action Plan Items Progress Update

Table 1: Short Term Action Item Progress (0-2 years)

Action		Status	Current status
1. Morley City Centre	Prepare a new structure plan.	Completed	Morley Activity Centre Plan was adopted by Council at the Ordinary Council Meeting held 21 March 2017 and was finally endorsed by the WAPC on 31 July 2018.
	Prepare scheme amendments.	Completed	Amendment No. 61 to TPS 24 incorporated the Morley Activity Centre Plan provisions into TPS 24. Amendment No. 61 was gazetted and became effective on 28 November 2017. It is noted that TPS 23 was revoked and is no longer in effect.
	Prepare design guidelines.	No longer necessary	Design guidelines are no longer considered necessary due to the recent implementation of the State Governments Design WA - State Planning Policy 7.3 - R-Codes Volume 2 - Apartments.
	Streetscape Improvements.	Ongoing	The Morley Activity Centre Streetscape Plan was adopted by Council at the Ordinary Council Meeting held 24 March 2020. Subject to funding being allocated City Officers will undertake detailed design work for six streets in the 2021/22 financial year.
2. Residential Design.	Prepare a policy.	Ongoing	The City develops new policies to address design, built form and streetscapes on an as needed basis. Additionally, the State Government is working on the Design WA suite of documents which will better address design, built form and streetscapes for all residential buildings within the state.
3. Dual Coding.	Prepare scheme amendment to remove dual coding.	Completed	Amendment No. 73 to TPS 24 rezoned dual coded areas to the higher density code. Amendment No. 73 was gazetted and became effective on 29 March 2018.
4. Character Protection Areas and Guidelines.	Review Character Protection Areas and guidelines.	Completed	Amendment No. 73 to TPS 24 rezoned dual coded areas to the higher density code. Amendment No. 73 was gazetted and became effective on 29 March 2018.
5. Heritage Protection Areas.	Review heritage protection controls.	Ongoing	Council endorsed a Maylands Town Centre heritage area at the Ordinary Council Meeting held 25 February 2020. The City is now preparing design guidelines for the heritage area.
6. Ancillary Accommodation.	Prepare a policy.	No longer necessary	The State Government updated the Residential Design Codes to incorporate provisions for greater flexibility for ancillary accommodation.
7. Sustainable Design.	Prepare an information sheet.	Ongoing	The City is currently developing an Environment and Liveability Framework (ELF) to guide the City's approach to sustainability. It is intended to develop a "sustainability policy" aligned with the ELF to encourage more sustainable building design and development.

Action		Status	Current status
8. Maylands Activity Centre.	Streetscape improvements.	Ongoing	Eighth Avenue was upgraded in 2019. In 2020 the City has formalised car parking bays and installed a sculpture at the corner of Whatley Crescent and Ninth Avenue. As well as focusing on activating laneways, through the permanent partial closure of Lyric Lane at specific times and installation of lighting and sound systems to allow alfresco dining.
9. Prepare a Local Planning Strategy.	Local Planning Strategy is to incorporate: - Local Housing Strategy; - Local Commercial Strategy; - Industrial Strategy; - Access and Parking Strategy; and - Public Open Space Strategy.	Ongoing	The draft Local Planning Strategy was endorsed by Council at the OCM held 20 April 2019. The draft document is now with the WAPC for consent to advertise.

Table 2: Medium Term Actions Item Progress (2-5 years)

Action		Status	Current status
10. Bayswater Town Centre	Prepare a detailed study.	Completed	The Western Australian Planning Commission (WAPC) is expected to grant approval of the Bayswater Town Centre Structure Plan in early 2021.
	Prepare scheme amendments.	No longer Necessary	DevelopmentWA have implemented their own planning scheme which includes the provisions of the Bayswater Town Centre Structure Plan. DevelopmentWA is expected to take over planning control in the Bayswater town centre in early 2021. DevelopmentWA are developing their own design guidelines for the town centre in collaboration with the City.
	Prepare design guidelines.	No longer Necessary	DevelopmentWA is expected to take over planning control in the Bayswater town centre in early 2021. DevelopmentWA are developing their own design guidelines for the town centre in collaboration with the City.
	Streetscape improvements.	Not Commenced	WAPC has approved the Bayswater Town Centre Structure Plan. The work is scheduled to commence in 2021.

Action		Status	Current status
11. Ashfield Precinct	Prepare a detailed area plan.	Completed	The Ashfield Precinct Plan was endorsed by the Department of Planning in September 2009.
	Prepare scheme amendments.	Completed	Amendment No. 36 to TPS 24 introduced the provisions from the Ashfield Precinct Plan into TPS 24. Amendment No. 36 was gazetted and became effective on 28 September 2012.
	Prepare design guidelines.	Completed	Amendment No. 36 to TPS 24 introduced design provisions such as setbacks, articulation, and appearance requirements into TPS 24. Amendment No. 36 was gazetted and became effective on 28 September 2012.
	Streetscape improvements.	Not Commenced	It is not considered necessary to undertake streetscape upgrades in this area at this time.
12. Mount Lawley Railway Station and Mercy Hospital	Prepare a detailed area plan.	Not Commenced	The draft Local Planning Strategy identifies a Guildford Road Corridor study (including Mount Lawley and Mercy Hospital Precinct) to occur in the Medium term. It was considered appropriate to consider the area in the context of the wider corridor.
	Prepare scheme amendments.	Not Commenced	This work is dependent on a precinct plan being developed for the area.
	Prepare design guidelines.	Not Commenced	This work is dependent on a precinct plan being developed for the area.
	Streetscape improvements.	Not Commenced	It is not considered necessary to undertake streetscape upgrades in this area at this time.
13. Street Trees.	Review street tree improvement strategies.	Completed	The City implementing a number of strategies, polices and amendments which aim to increase the number of street trees across the City including: <ul style="list-style-type: none"> - Urban Forest Strategy; - Significant Tree Register; and - Amendment to TPS 24 to provide greater protect for trees on private property and verges and associated local planning policy.

Action		Status	Current status
14. Rights of Way (ROWs), Pedestrian Access Ways (PAWs), Corner Lot Development and Public Open Space (POS) development.	Management of development overlooking ROWs, PAWs, corner lot development and POS.	Not Commenced	In light of changing Council priorities this work has not yet commenced.
15. Sussex Street/Charles Street/Foundry Street and Whatley Crescent sites	Prepare a detailed area plan.	Completed	Sussex Street, Charles Street and Whatley Crescent were included as a part of the Wider Meltham project, which considered density and zonings in the area surrounding the Meltham Station Precinct Structure Plan.
	Prepare scheme amendments.	Ongoing	Amendment No. 87 to TPS 24 is proposed to rezone the area surrounding the Meltham Station Precinct Structure Plan and includes Sussex Street, Charles Street and Whatley Crescent. The amended is currently with the WAPC for final approval.
	Prepare design guidelines.	Ongoing	Amendment No. 87 to TPS 24 proposes to introduce design provisions such as setbacks, articulation, and appearance requirements into TPS 24.
	Streetscape improvements.	Not Commenced	It is not considered necessary to undertake streetscape upgrades in this area at this time.

Table 3: Long Term Actions Item Progress (5+ years)

Action		Status	Current Status
16. Meltham Railway Station.	Prepare a detailed area plan.	Completed	A structure plan for the area was submitted to the City in November 2016. The Structure Plan was finally approved by the WAPC on 30 January 2018.
	Prepare scheme amendments.	Completed	Amendment No. 79 to TPS 24 rezoned the Meltham Station Precinct in accordance with the structure Plan. Amendment No. 79 was gazetted and became effective on 31 May 2019.

Action		Status	Current Status
	Prepare design guidelines.	Completed	Amendment No. 79 to TPS 24 introduced design provisions such as setbacks, articulation, and appearance requirements into TPS 24. Amendment No. 79 was gazetted and became effective on 31 May 2019. Further design guidelines were not considered necessary due to the recent implementation of the State Governments Design WA - State Planning Policy 7.3 - R-Codes Volume 2 - Apartments.
	Streetscape improvements.	Not Commenced	It is not considered necessary to undertake streetscape upgrades in this area at this time.
17. Noranda District Centre.	Prepare a detailed area plan.	Not Commenced	The draft Local Planning Strategy identifies the Noranda Activity Centre Plan to be developed in the short term. Precinct planning commencing in 2020/21 was considered as a part of the budget process however no budget was allocated. Precinct planning commencing in 2021/22 will be considered as part of the budget process.
	Prepare scheme amendments.	Not Commenced	Dependent on a precinct plan being developed for the area.
	Prepare design guidelines.	Not Commenced	Dependent on a precinct plan being developed for the area.
	Streetscape improvements.	Ongoing	Benara Road and McGillvray Avenue are currently being upgraded.
18. Beechboro Central Shopping Centre, Morley.	Prepare a detailed area plan.	Not Commenced	The draft local planning strategy identifies the Noranda Station Precinct Plan to be developed in the medium term and this could extend to the shopping centre.
	Prepare scheme amendments.	Not Commenced	Dependent on a precinct plan being developed for the area.
	Prepare design guidelines.	Not Commenced	Dependent on a precinct plan being developed for the area.
	Streetscape improvements.	Not Commenced	Improvements to be identified in the precinct planning.
19. Urban Village Walter Road - Beechboro Road, Morley.	Prepare a detailed area plan.	Not Commenced	The draft local planning strategy identifies the Walter Road East Shopping Precinct to be developed in the medium term. In light of the recent announcement by METRONET regarding the location of the new Morley train station a budget request has been submitted to commence work on this project in 2020/21.
	Prepare scheme amendments.	Not Commenced	Dependent on a precinct plan being developed for the area.

Action		Status	Current Status
	Prepare design guidelines.	Not Commenced	Dependent on a precinct plan being developed for the area.
	Streetscape improvements.	Not Commenced	Improvements to be identified in the precinct planning.
20. Beaufort Street/Broun Avenue Urban Corridor.	Prepare a detailed area plan.	Not Commenced	The draft local planning strategy identifies the Beaufort Street / Broun Avenue Corridor plan be developed in the medium term.
	Prepare scheme amendments.	Not Commenced	Dependent on a precinct plan being developed for the area.
	Prepare design guidelines.	Not Commenced	Dependent on a precinct plan being developed for the area.
	Streetscape improvements.	Not Commenced	Improvements to be identified in the precinct planning.
21. Walter Road Urban Corridor.	Prepare a detailed area plan.	Ongoing	An allocation of \$75,000 was included in the 2019/20 budget to undertake this work. It was significantly delayed due to the impacts of COVID-19. The City's consultants are now finalising the community engagement report and recommendations for the area.
	Prepare scheme amendments.	Not Commenced	Dependent on a precinct plan being developed for the area.
	Prepare design guidelines.	Not Commenced	Dependent on a precinct plan being developed for the area.
	Streetscape improvements.	Not Commenced	Improvements to be identified in the precinct planning.
22. Guildford Road Urban Corridor.	Prepare a detailed area plan.	Not Commenced	The draft local planning strategy identifies a Guildford Road Corridor study (including Mount Lawley and Mercy Hospital Precinct) to occur in the Medium term.
	Prepare scheme amendments.	Not Commenced	Dependent on a precinct plan being developed for the area.
	Prepare design guidelines.	Not Commenced	Dependent on a precinct plan being developed for the area.
	Streetscape improvements.	Not Commenced	Improvements to be identified in the precinct planning and in discussion with Main Roads WA.
23. Collier Road Link.	Prepare a detailed area plan.	Completed	This area was considered as a part of the Morley Activity Centre Plan.

Action		Status	Current Status
	Prepare scheme amendments.	Completed	Amendment No. 61 to TPS 24 incorporated the Morley Activity Centre Plan provisions into TPS 24. Amendment No. 61 was gazetted and became effective on 28 November 2017.
	Prepare design guidelines.	No longer necessary	Design guidelines are no longer considered necessary due to the recent implementation of the State Governments Design WA - State Planning Policy 7.3 - R-Codes Volume 2 - Apartments.
	Streetscape improvements.	Ongoing	The Morley Activity Centre Streetscape Plan was adopted by Council at the Ordinary Council meeting held 24 March 2020.
24. Footpaths and Cycle Paths.	Prepare footpath and cycle path development plans.	Ongoing	A Local Bike Plan was adopted in by the City in 2014. Upgrades are undertaken each year to the pedestrian and cycling networks. In 2020, the City applied for external grant funding from the Department of Transport to review its Local Bike Plan. The outcome of this application is expected in February 2021.
25. Underground Power.	Pursue undergrounding of power.	Ongoing	Underground power is being undertaken in a portion of Maylands. Further areas for focus to be considered following the completion of this project.

Attachment 3

Morley Activity Centre Plan Progress Report – February 2021

Purpose and Background

The Morley Activity Centre has been identified as one of the 10 *Strategic Metropolitan Centres* within the Perth metropolitan area and is a priority for the State government, as outlined in Directions 2031 and Beyond (Directions 2031), Perth and Peel @3.5million and State Planning Policy 4.2 - Activity Centres for Perth and Peel (SPP 4.2). The development of the Morley Activity Centre was also a key priority for the City as outlined in strategic documents including the Corporate Business Plan, Morley City Centre Masterplan and the Local Housing Strategy.

This Morley Activity Centre Plan (MACP) guides the strategic development of the Morley Activity Centre and is shaped by the existing economy, connectivity, urban form and natural environment. The MACP builds upon the positive elements that currently exist and identifies those elements that are missing from the urban framework that are needed to achieve the Directions 2031 vision. The goals and actions within the implementation plan are based upon a staged approach as the centre matures from a big box retail and car dominated environment to an intense, diverse and vibrant urban centre.

The MACP was adopted by Council at the Ordinary Council Meeting held 21 March 2017 and was approved by the WAPC on 31 July 2018. A progress report was accepted by Council at the OCM held 25 February 2020. The MACP is available on the City's website.

Key Achievements

Since the last progress update in February 2020, a key action to develop the Morley Activity Centre Streetscape Plan has been completed. The Streetscape Plan is construction ready, and includes a detailed design of six streets within the Morley Activity Centre. Implementation was scheduled to occur, however funding has not been allocated to the project to date.

Implementation of the Morley Activity Centre Streetscape Plan will be resubmitted for consideration as part of the 2021/22 budget process. The implementation is estimated to cost \$8 million over four years. This figure has been included in the preliminary consultation for the development of the City's draft Long Term Financial Plan 2021-2031.

Priorities going forward

Subject to funding being allocated as a part of the 2021/22 budget, City officers will undertake a detailed design process for Progress Street, Bishop Street, Russell Street (between Broun Avenue and Lovegrove Way), Walter Road West (between Coode Street and Crimea Street), Rudloc Road (between Coode Street and Russell Street) and Collier Road West and Broun Avenue) to ensure the plan is construction ready when funding is allocated.

Table 1 and **Table 2** below provide detailed progress updates on each short term and medium term actions in the Morley Activity Centre Activity Implementation Plan.

Morley Activity Centre - Implementation Plan Action Items Progress Update

Table 1 Short Term Actions Progress (0-5 years)

Action	Status	Progress update
1. Prepare Activity Centre Plan (in accordance with WAPC 'SPP 4.2 Activity Centres for Perth and Peel' and 'Activity Centre Plan Preparation Guidelines')	Completed	The Morley Activity Centre Plan was endorsed by the WAPC on 31 July 2019
2. Prepare Local Planning Policy and Scheme Amendment to TPS 24 to facilitate the Morley Activity Centre Plan, and revoke TPS 23 (revise City policies that reference TPS 23 and replace with Morley Activity Centre)	Completed	Amendment No. 61 to TPS 24 introduced the provisions of the Morley Activity Centre plan. Amendment No. 61 was gazetted and became effective on 28 November 2017
3. Prepare and adopt a Local Housing Strategy	Completed	The Local Housing Strategy was adopted by Council in May 2012
4. Prepare Activity Centre - Transport and Accessibility Strategy	Completed	A transport plan was completed and adopted by the City in 2018. The Morley Car Parking Management Plan was adopted by Council at the Planning and Development Services Committee Meeting held 6 February 2018
5. Prepare Activity Centre - Economic Strategy	Completed	The Commercial, Retail and Industrial Analysis report for the City was finalised in July 2013
6. Prepare Local Water Management Plan	Completed	Prepared as part of Morley Activity Centre Plan - final document March 2014
7. Initiate discussions with Galleria Shopping Centre on providing improved pedestrian connections across the site and between the shopping centre, bus station and surrounding streets	Ongoing	Galleria Shopping Centre has an approved development application to redevelop the site which includes upgrades to the pedestrian network. Noted the development is currently on hold due to market conditions
8. Prepare Activity Centre - Streetscape Enhancement Plan	Completed	At the Ordinary Council Meeting held 24 March 2020 Council adopted the Morley Activity Centre Streetscape Plan with minor modifications. The modifications have now been made. Subject to funding being allocated, City officers will commence detailed design works in the 2021/22 financial year.
9. Prepare Activity Centre - Parking Infrastructure and Management Strategy	Completed	The Morley Car Parking Management Plan was adopted by Council at the Planning and Development Services Committee meeting held 6 February 2018.

Action	Status	Progress update
10. Prepare a Public Open Space Strategy (as part of the forthcoming City of Bayswater - Local Planning Strategy)	Completed	A City wide draft Public Open Strategy was adopted by Council on 26 March 2019.
11. Prepare Activity Centre - Infrastructure Development Plan	No longer necessary	A comprehensive infrastructure plan for Morley City Centre is not considered necessary. Transport and parking have separate strategies and the Central Sub-regional Planning Framework (March 2018) outlines that services will be upgraded by the relevant service authorities as required.
12. Prepare Activity Centre - Developer Contributions Plan	Not Commenced	Due to the cost to manage and implement a developer contribution framework, it is not considered feasible to implement at this time.
13. Prepare Activity Centre - Precinct Design Guidelines	No longer necessary	Built form provisions have been incorporated into TPS24 via a scheme amendment. Further design guidelines are no longer considered necessary due to the recent implementation of the State Governments Design WA - State Planning Policy 7.3 - R-Codes Volume 2 - Apartments
14. Prepare Activity Centre - Sustainable Development Policy	Ongoing	A sustainable development policy for the City Centre has not been developed. It was considered more appropriate to consider the City as a whole. The City is currently working on an Environment and Liveability Framework which will guide sustainability policies for the whole City. Further, provisions inserted into the City's Town Planning Scheme No.24 that apply to the Morley Activity Centre provide additional density potential where sustainable development requirements are met (e.g. rainwater tanks, grey water re-use systems, green roofs, energy rating.)
15. Investigate options for the redevelopment of the Les Hansman Community Centre and adjoining road reserve (car park)	Ongoing	The City is in ongoing discussion with Department of Planning, Lands and Heritage regarding the tenure of the adjoining road reserve (car park).
16. Investigate options with Water Corporation to transform the Russell Street drainage basin (next to Bunnings) into a landscaped public park that also performs a drainage function. Investigate potential for drainage reserves to become green pedestrian links	Completed	The City worked with the Water Corporation to open the Russel Street Park in 2018.
17. Investigate upgrading the Rudloc Road Open Drain and the Nora Hughes Open Drain two into living streams	Ongoing	The City is currently working with the Water Corporation to investigate upgrading Rudloc Reserve drainage basin.

Action	Status	Progress update
18. Advocate that the Morley Activity Centre be given a high priority in the State government's Urban Infrastructure Development Program	No longer necessary	This program has changed to be a reporting program and does not drive or initiate infrastructure development.
19. Advocate for State government assistance to provide underground power lines throughout the Activity Centre	Not commenced	Advocacy will be undertaken as part of the implementation of the Streetscape Plan.
20. Investigate Walter Road / Wellington Road intersection upgrades and/or realignment	Completed	This action was undertaken as part of the traffic study for the Morley Activity Centre Plan.
21. Implement streetscape upgrades and beautification to Russell Street as a matter of priority	Ongoing	At the Ordinary Council Meeting held 24 March 2020 Council adopted the Morley Activity Centre Streetscape Plan with minor modifications. The modifications have now been made. Subject to funding being allocated City officers will commence detailed design works in the 2021/22 financial year.
22. Improve pedestrian access to Russell Street Bus Station, remove fences to improve amenity	Completed	Given the high volume of traffic in the bus station the Perth Transport Authority (PTA) has advised that fences cannot be removed while ensuring safe access for pedestrians.
23. Plant street trees and landscaping throughout the Activity Centre in accordance with the Streetscape Plan	Ongoing	The City has planted trees along Rudloc Road and is investigating more locations as a part of the detailed design of the Streetscape Plan.
24. Upgrade and extend pedestrian footpaths throughout the Activity Centre in accordance with the Streetscape Plan	Ongoing	The Streetscape Plan identifies upgrades to footpaths. Small improvements are ongoing.
25. Advocate for the upgrading of local feeder bus services	Ongoing	The PTA will review public transport provision, including high-frequency bus services, as part of the planning for the Morley Ellenbrook Line.
26. Investigate potential for bus priority intersections: a. Russell Street and Broun Avenue b. Russell Street and Walter Road c. Collier Road and Broun Avenue	Completed	This action was considered as part of the Morley Activity Centre Transport Assessment.
27. Investigate potential for bus lanes on Russell Street, Broun Avenue and Beaufort Street	Completed	This action was considered as part of the Morley Activity Centre Transport Assessment.

Action	Status	Progress update
28. Advocate for potential for light rail to Morley Activity Centre	Ongoing	The PTA will review public transport provision as part of the planning for the Morley Ellenbrook Line.

Table 2 Medium Term Actions Progress (5-10 years)

Action	Status	Progress update
29. Prepare a Masterplan for the use and development of the Morley Sport and Recreation Centre and Pat O'Hara Reserve	Completed	Masterplan adopted by Council on 3 September 2019.
30. Advocate for the provision of bus lanes on Russell Street, Broun Avenue and Beaufort Street	Not Commenced	Advocacy will be undertaken as part of the implementation of the Streetscape Plan.
31. Advocate for Rapid Transit Services to central Perth and Ellenbrook	Completed	The State Government is constructing a new railway line out to Ellenbrook which will connect in with the Perth-Midland Line at Bayswater Station.
32. Advocate for the provision of bus priority intersections: a. Russell Street and Broun Avenue b. Russell Street and Walter Road c. Collier Road and Broun Avenue	Completed	This action was considered as part of the Morley Activity Centre Transport Assessment.
33. Investigate new road and/or pedestrian connections: a. Rudloc Road with Collier Road b. Catherine Street c. Boag Place with Bookham Street d. John Smith Street with Collier Road	Completed	This action was considered as part of the Morley Activity Centre Transport Assessment.
34. Advocate for Rapid Transit Services to Edith Cowan University and Alexander Drive	Not Commenced	In light of changing Council priorities this work has not yet commenced.
35. Investigate John Forrest Secondary College for potential community use or access to the school ovals with the College and Department of Education and Training.	Not Commenced	In light of changing Council priorities this work has not yet commenced.

8.8 Corporate Business Plan Progress Report - FY2020-21 Quarter ended 31 December 2020

Responsible Branch:	Governance and Organisational Strategy	
Responsible Directorate:	Corporate and Strategy	
Authority/Discretion:	<input type="checkbox"/> Advocacy <input checked="" type="checkbox"/> Executive/Strategic <input type="checkbox"/> Legislative	<input type="checkbox"/> Review <input type="checkbox"/> Quasi-Judicial <input checked="" type="checkbox"/> Information Purposes
Voting Requirement:	Simple Majority Required	
Attachments:	1. Corporate Business Plan 2019-23 Progress Update 1 October 2020 to 31 December 2020	
Refer:	Item 10.4.5: OCM 11.06.2019	

SUMMARY

This report presents a status update on action items against the City’s Corporate Business Plan 2019-23. This is the second quarterly report for the 2020/21 financial year.

COMMITTEE RECOMMENDATION
(OFFICER’S RECOMMENDATION)

That Council notes the Corporate Business Plan 2019-23 Progress Report for the quarter ended 31 December 2021, as outlined in Attachment 1 to this report.

MR PHILLIP DRABER MOVED, CR DAN BULL, MAYOR SECONDED
CARRIED UNANIMOUSLY: 5/0

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 Annual Budget. 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 set out 34 actions aligned with the Strategic Community Plan. This report presents the second status report for the 2020/21 financial year.

EXTERNAL CONSULTATION

No external consultation was undertaken in relation to this matter.

OFFICER'S COMMENTS

Nine actions are identified as complete, including two that moved from on track to complete during this quarter. A further 23 are on-track for targeted completion, and one has not yet commenced. One action has been reported as off track for this quarter.

Impact of 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.

Complete

The below actions moved from on track to *complete* as of this quarter.

Action	Target	Comments
C1.1.2 Implement a library services strategy	2022/23	A report on recommended actions emanating from the Library Services Strategy document and the actions completed, underway and planned to be delivered; was provided to ELT in December 2020. This strategy is now developed and implemented and implementation updates can be provided through quarterly strategy reporting if required.
L3.1.3 Provide an annual report on the implementation of approved strategies	2022/23	During the 2020 calendar year, progress reports of identified Council endorsed strategies and plans were provided to the Audit and Risk Management Committee. To date, the progress reports have been well received by the Audit and Risk Management Committee and they are serving their purpose by raising the strategies and plans for discussion and critique at a strategic level. This process will continue as is in 2021.

On Track

Of the 23 actions that are on track this quarter, the following are of note. Work on actions L2.1.2 and L3.1.2 have commenced moving their status from *not started* to *on track*. Action item B2.1.1 moved from *complete* back to *on track* so reports can continue to be provided on the future partnership activities with the Department of Transport.

Action	Target	Comments
L2.1.2 Undertake a community perception survey every two years.	2020/21	Work in preparation for the community perception survey has commenced.
L3.1.2 Undertake annual staff satisfaction surveys.	2022/23	The recent COVID-19 survey was intended to replace the annual Pulse survey, originally managed by the People, Culture and Safety Team. The questions asked as part of the survey will help to benchmark performance against the previous surveys however, this survey is just framed in the context of COVID-19. In particular, there are three common elements previously identified as areas for improvement relating to: Trust; City policies, processes and systems; and Adequate equipment and resources. High level results have been provided to staff.
B2.1.1 Partner with the Department of Transport to deliver strategic bicycle routes.	2022/23	The City submitted a grant application for FY 2021/22 to fund the review of the 2014 Local Bike Plan and provision of a cycling facility along Drake Street from Evans Place to Bay View. A decision from the Department of Transport is expected in early 2021.

Not Started

The below action has not yet commenced.

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

Off Track

The below action has been reported as *off track*. As previously reported, action B1.1.1 does not have a budget allocation in 2020/21.

Action	Target	Comments
B1.1.1 Develop and implement a streetscape upgrade plan for Morley and Bayswater.	2020/21	Council adopted the Morley Activity Centre Streetscape Plan and Implementation Plan in March 2020. The implementation was not funded in the 2020/21 annual budget. The project will be resubmitted for consideration as part of the 2021/22 budget process. The City's newly created Major Projects team is working directly with Development WA and the Public Transport Authority in relation to Bayswater's Town Centre Streetscape Plan.

It is noted that not allocating funding for the Morley Streetscape implementation in 2020/21 presents a risk to strategic direction with strategic plans for the area not being delivered. In addition the City faces a reputation and community and stakeholder risk by not delivering, as the community is aware of the plan and now expects it to be delivered. This will be addressed in the 2021/22 budget.

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.

OPTIONS

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

Option 1	That Council notes the Corporate Business Plan 2019-23 Progress Report for the quarter ended 31 December 2020, as outlined in <u>Attachment 1</u> to this report.	
Risk Category	Adopted Risk Appetite	Risk Assessment Outcome
Strategic Direction	Moderate	Low
Reputation	Low	Low
Governance	Low	Low
Community and Stakeholder	Moderate	Low
Financial Management	Low	Low
Environmental Responsibility	Low	Low
Service Delivery	Low	Low
Organisational Health and Safety	Low	Low
Conclusion	Receiving the status update presents low risk and reduces risk long term by keeping Council informed of progress against the Corporate Business Plan 2019-23.	

FINANCIAL IMPLICATIONS

Nil.

STRATEGIC IMPLICATIONS

In accordance with the City of Bayswater Strategic Community Plan 2017-2027 (as amended), the following applies:

Theme: Leadership and Governance
Aspiration: Open, accountable and responsible service
Outcome L1: Accountable and good service

CONCLUSION

This report is submitted to Council to receive the progress report on actions identified in the Corporate Business Plan 2019-23 for the quarter ended 31 December 2020. 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 into the financial year 2020/21.

Attachment 1

City of
Bayswater

Corporate Business Plan 2019-23

Status update - 1 October 2020 to 31 December 2020



Following is an update for the actions set out in the City of Bayswater Corporate Business Plan 2019-2023 for the period of 1 October 2020 to 31 December 2020

At a glance...

	<p>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.</p>		<table border="0"> <tr><td>■ On track</td><td>(4)</td></tr> <tr><td>■ Off track</td><td>(0)</td></tr> <tr><td>■ Not started</td><td>(0)</td></tr> <tr><td>■ Complete</td><td>(5)</td></tr> </table>	■ On track	(4)	■ Off track	(0)	■ Not started	(0)	■ Complete	(5)
■ On track	(4)										
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■ Complete	(5)										
	<p>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.</p>		<table border="0"> <tr><td>■ On track</td><td>(3)</td></tr> <tr><td>■ Off track</td><td>(0)</td></tr> <tr><td>■ Not started</td><td>(0)</td></tr> <tr><td>■ Complete</td><td>(0)</td></tr> </table>	■ On track	(3)	■ Off track	(0)	■ Not started	(0)	■ Complete	(0)
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■ Complete	(0)										
	<p>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.</p>		<table border="0"> <tr><td>■ On track</td><td>(6)</td></tr> <tr><td>■ Off track</td><td>(1)</td></tr> <tr><td>■ Not started</td><td>(1)</td></tr> <tr><td>■ Complete</td><td>(2)</td></tr> </table>	■ On track	(6)	■ Off track	(1)	■ Not started	(1)	■ Complete	(2)
■ On track	(6)										
■ Off track	(1)										
■ Not started	(1)										
■ Complete	(2)										
	<p>OUR LOCAL ECONOMY Aspiration: An active and engaged community. Strategies: E1 Support initiatives for local business. E2 Active and engaging town and city</p>		<table border="0"> <tr><td>■ On track</td><td>(4)</td></tr> <tr><td>■ Off track</td><td>(0)</td></tr> <tr><td>■ Not started</td><td>(0)</td></tr> <tr><td>■ Complete</td><td>(0)</td></tr> </table>	■ On track	(4)	■ Off track	(0)	■ Not started	(0)	■ Complete	(0)
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■ Off track	(0)										
■ Not started	(0)										
■ Complete	(0)										
	<p>LEADERSHIP & GOVERNANCE Aspiration: An active and engaged community. Strategies: L1 Accountable and good governance. L2 Proactively communicates and consults. L3 Strong stewardship and leadership.</p>		<table border="0"> <tr><td>■ On track</td><td>(6)</td></tr> <tr><td>■ Off track</td><td>(0)</td></tr> <tr><td>■ Not started</td><td>(0)</td></tr> <tr><td>■ Complete</td><td>(2)</td></tr> </table>	■ On track	(6)	■ Off track	(0)	■ Not started	(0)	■ Complete	(2)
■ On track	(6)										
■ Off track	(0)										
■ Not started	(0)										
■ Complete	(2)										



OUR COMMUNITY

Aspiration: An active and engaged community.

1 October 2020 to 31 December 2020

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	Josh Byrne and Associates have been appointed as lead project consultant. The consultant will develop detailed design and progress construction tender documentation and oversee the construction process.
		C1.1.2 Implement a library services strategy.	●	●	●	●	Complete	Report on recommended actions emanating from the Library Services Strategy document and the actions completed, underway and planned to be delivered; was provided to ELT in December 2020. This strategy is now developed and implemented and implementation updates can be provided through quarterly strategy reporting if required.
		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	The development of a community recreation plan is on hold until a new management contract is awarded for the management of the Morley Sport and Recreation Centre. The outcome of this process will provide scope and strategic direction to develop a long term Community Recreation Plan for the City.
		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 successfully 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 October 2020 to 31 December 2020

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	The Morley Activity Centre Plan includes a number of provisions to encourage CPTED principles.
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.	●	●			On Track	After consideration of the timeframe issues, Council accepted the recommendation for an interim management agreement via tender process. The EOI is expected to go to market in January 2021. Tender responses will be evaluated in February 2021 with view to transition decision by April 2021.

 **OUR NATURAL ENVIRONMENT**
Aspiration: A green and sustainable environment.

1 October 2020 to 31 December 2020

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	Josh Byrne and Associates have been appointed as lead project consultant. The consultant will develop detailed design and progress construction tender documentation and oversee the construction process.
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's Waste Plan has been submitted to the Department of Water and Environmental Regulation for review and approval. The City has been working closely with the Eastern Metropolitan Regional Council (EMRC) to the procure caddy bins and liners to facilitate the March 2021 rollout of FOGO. Further investigations are being undertaken into alternate treatment options for residual waste.
		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 currently working with the EMRC in relation to delivering waste education to the community as a part of the FOGO rollout. Information stalls have been setup at local shopping centres and community events.



1 October 2020 to 31 December 2020

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.	●	●			Off Track	Council adopted the Morley Activity Centre Streetscape Plan and Implementation Plan in March 2020. The implementation was not funded in the 2020/21 annual budget. The project will be resubmitted for consideration as part of the 2021/22 budget process. The City's newly created Major Projects team is working directly with DevelopmentWA and the Public Transport Authority in relation to Bayswater's streetscape.
		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 2021/22.
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 City submitted a grant application for FY 2021/22 to fund the review of the 2014 Local Bike Plan and provision of a cycling facility along Drake Street from Evans Place to Bay View. A decision from the Department of Transport is expected in early 2021.
		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. Recommendation for an implementation plan to be created based on the findings from the study was requested. The Implementation Plan was approved on the 26 March 2019 Council Meeting.
		B2.1.3 Develop remaining Parking Management Strategies for Town Centres.	●	●	●	●	On Track	Parking Management Strategies for Morley, Bayswater and Maylands have now been adopted and implementation is underway. Noranda will be undertaken following or in-conjunction with the precinct plan for the Noranda town centre, currently scheduled for 2021/22.
		B2.1.4 Investigate a pedestrian friendly shared place in the Bayswater Town Centre.	●	●	●	●	On Track	Will be implemented with DevelopmentWA and PTA in 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



1 October 2020 to 31 December 2020

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 Walter Road West Plan (Bedford North project) will be finalised in early 2021. The Plan will identify further preliminary actions. Funding will be sought in the 2021/22 budget process. Precinct Plans for Noranda and the Morley Train Station precinct were not funded as a part of the 2020/21 budget.
		B3.1.2 Develop and implement a Local Planning Strategy and develop a new town planning scheme.	●	●	●	●	On Track	The City is working through the feedback provided by the Department of Planning. An engagement plan is being prepared and will to be presented to Council in early 2021.
		B3.1.3 Review and implement the Municipal Heritage Inventory and associated processes.	●	●	●	●	Complete	The Local Heritage Survey was adopted at the OCM held 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	Work on the Council approved Bedford shopping precincts program will commence in February 2021.

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

1 October 2020 to 31 December 2020

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.	●	●			On Track	Destination Marketing plans are being finalised for the City town centres. City officers are currently reviewing the documents and recommendations.
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 City's 2020/21 budget. The project will be resubmitted for consideration as part of the 2021/22 budget process and incorporated into the Long Term Financial Plan.
		E2.1.2 Implement Town Centre Activation Plans.	●	●	●	●	On Track	Implementation of the COVID-19 stimulus enhancements for City Town Centres is ongoing. Recently underway and completed works include: - Shade structure and other works at Bert Wright Park; - Changeable sign at Bert Wright Park; - Removal of planter boxes on Eighth Avenue; - Morley Library Pocket Park; and - Noranda Nook additional infrastructure.
		E2.1.3 Develop and implement a Public Art Strategic Plan.	●	●			On Track	The City is in initial stages of research and investigation. In addition to seeking external opportunities for the project, the City will liaise with other local governments to ensure best practice is achieved.

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

1 October 2020 to 31 December 2020

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	Two new software systems are currently going live, these include a new minutes and agenda software system to develop reports, pull agendas together and create minutes documents; and a new contract management system to streamline contracts management across the City. Both of these initiatives will save staff time and improve compliance.
	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 held 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.	●	●			On Track	A new Strategic Communications Plan and Social Media Strategy will be developed, with completion expected in June 2021.
		L2.1.2 Undertake a community perception survey every two years.		●		●	On Track	Work in preparation for the community perception survey to be undertaken in 2021 has commenced.
	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's Customer Service Charter has been revised. Training has been provided for this new document for all staff through Litmos (online training environment) and the new document has been uploaded to the City's website.
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 Councilor training programs is provided as required and updated upon request.
		L3.1.2 Undertake annual staff satisfaction surveys.		●	●	●	●	On Track

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

1 October 2020 to 31 December 2020

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.	<div style="display: flex; justify-content: space-around;"> ● ● ● ● </div>	Complete	During the 2020 calendar year, progress reports of identified Council endorsed strategies and plans were provided to the Audit and Risk Management Committee. To date, the progress reports have been well received by the Audit and Risk Management Committee and they are serving their purpose by raising the strategies and plans for discussion and critique at a strategic level. This process will continue as is in 2021.

8.9 2020 Compliance Audit Return

Responsible Branch:	Governance and Organisational Strategy	
Responsible Directorate:	Corporate and Strategy	
Authority/Discretion:	<input type="checkbox"/> Advocacy <input type="checkbox"/> Executive/Strategic <input checked="" type="checkbox"/> Legislative	<input type="checkbox"/> Review <input type="checkbox"/> Quasi-Judicial <input type="checkbox"/> Information Purposes
Voting Requirement:	Simple Majority Required	
Attachments:	1. Draft 2020 Compliance Audit Return	
Refer:	Item 10.5.1.1: OCM 25.02.2020	

SUMMARY

This report presents the Annual Local Government Compliance Audit Return (CAR) to Council for the period 1 January 2020 to 31 December 2020.

COMMITTEE RECOMMENDATION
(OFFICER'S RECOMMENDATION)

That Council adopts the completed Local Government Compliance Audit Return for the period 1 January 2020 to 31 December 2020 as included in Attachment 1,

CR MICHELLE SUTHERLAND MOVED, MR PHILLIP DRABER SECONDED

CARRIED UNANIMOUSLY: 5/0

BACKGROUND

Section 7.13(i) of the *Local Government Act 1995* (the Act) requires that local governments undertake an audit of compliance with statutory requirements as prescribed under the Act or any other written law in the prescribed manner and in a form approved by the Minister.

The *Local Government Audit Regulations 1996*, (the Regulations) prescribe the requirements for the Compliance Audit Return (CAR), which is to be completed for the period 1 January to 31 December each year.

Regulation 13 of the Regulations, prescribes the compliance requirements for the audit with Regulation 14 specifying the process of review for the CAR including the requirement for the Audit and Risk Management Committee to review the results prior to formal adoption of the CAR by Council.

Regulation 15 also requires that the certified CAR and a copy of the Council minutes of the meeting at which this was adopted, be submitted to the Executive Director of the Department of Local Government, Sport and Cultural Industries (The Department) prior to 31 March following the period to which the return states.

The 2020 CAR is based on a very similar model to previous years and contains 102 questions including some "Optional Questions" regarding financial and risk management controls. There are also some additional questions specifically in relation to some of the new amendments to the Act involving the requirement to adopt Council policies for the professional development of Elected Members and the attendance of the CEO and Elected Members at official events.

Unlike the previous CAR, the section regarding "Elections" is not required to be completed as there were no local government elections conducted in 2020.

The 2020 CAR has the following categories:

- Commercial Enterprises by Local Governments;
- Delegation of Power/Duty;
- Disclosure of Interest;
- Disposal of Property;
- Elections;
- Finance;
- Integrated Planning and Reporting;
- Local Government Employees;
- Official Conduct;
- Optional Questions; and
- Tenders for Providing Goods and Services.

EXTERNAL CONSULTATION

Nil.

OFFICER'S COMMENTS

The Department of Local Government's Annual Compliance Audit Return has been completed by the City in relation to the period 1 January 2020 to 31 December 2020 against the requirements set out in the 2020 CAR (**Attachment 1**). The Audit and Risk Management Committee is required to review the completed CAR and report the results to Council prior to Council adopting the CAR and submission to the Department by 31 March 2021.

Most responses are similar to previous years, and comments have been included where appropriate.

The only non-compliance issue reported was the non lodgement of one staff Annual Return that was submitted outside the required submission period of the 31 August 2020. As a result, the City's Chief Executive Officer lodged a Complaint of Serious Breach Form with the Department (see **Attachment 1**, Disclosure of Interest, No. 5).

The staff member had thought that the Annual Return had been lodged correctly, and this was confirmed when checking "Attain" the City's corporate governance software program. After the 31 August however this Annual Return was showing as "overdue", and while this return had been commenced it had not actually been completed.

This system error has since been reported to the software developers to ensure this can be rectified for the future. The Department has confirmed that no further action is required.

The Regulation 17 Review, which was not undertaken as required and reported as non compliant in the 2019 Compliance Audit Return was undertaken and completed by independent auditors during 2020.

LEGISLATIVE COMPLIANCE

- Section 7.13(i) of the *Local Government Act 1995*
- Regulation 13, 14 and 15 of the *Local Government (Audit) Regulations 1996*

OPTIONS

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

Option 1	That Council adopts the completed Local Government Compliance Audit Return for the period 1 January 2020 to 31 December 2020 as included 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	This option meets the legislative requirements for Council to adopt the Annual Compliance Return.	

Option 2	That the Audit and Risk Management Committee recommends to Council adoption of the completed Local Government Compliance Audit Return for the period of 1 January 2020 to 31 December 2020 as included in Attachment 1, with amendments to the comments.	
Risk Category	Adopted Risk Appetite	Risk Assessment Outcome
Strategic Direction	Moderate	Moderate
Reputation	Low	High
Governance	Low	Moderate
Community and Stakeholder	Moderate	High
Financial Management	Low	Low
Environmental Responsibility	Low	Low
Service Delivery	Low	Low
Organisational Health and Safety	Low	Low
Conclusion	This option meets the legislative requirements for Council to adopt the Annual Compliance Audit Return, however Council may wish to amend any of the responses to the questions prior to submission to the Department by 31 March 2021. The City could risk both some reputational and governance damage with the Department if the Compliance Audit Return is lodged late due to any significant changes being made. Potential risk to the community and stakeholders could also occur if there was an awareness of a late response.	

FINANCIAL IMPLICATIONS

Nil.

STRATEGIC IMPLICATIONS

In accordance with the City of Bayswater Strategic Community Plan 2017-2027 (as amended), the following applies:

- Theme: Leadership and Governance
- Aspiration: Open, accountable and responsive services
- Outcome L1: Accountable and good governance
- Outcome L2: Proactively communicates and consults

CONCLUSION

All the requirements for completing the 2020 Compliance Audit Return have been undertaken (**Attachment 1**). Legislation also requires that the Audit and Risk Management Committee review the return and that the return is adopted by Council.

Attachment 1

Department of Local Government, Sport and Cultural Industries - Compliance Audit Return



Department of
Local Government, Sport
and Cultural Industries

Bayswater - Compliance Audit Return 2020**Certified Copy of Return**

Please submit a signed copy to the Director General of the Department of Local Government, Sport and Cultural Industries together with a copy of the relevant minutes.

Commercial Enterprises by Local Governments					
No	Reference	Question	Response	Comments	Respondent
1	s3.59(2)(a) F&G Regs 7,9,10	Has the local government prepared a business plan for each major trading undertaking that was not exempt in 2020?	N/A	The City has not undertaken any major trading undertaking in 2020.	Andrew Brien
2	s3.59(2)(b) F&G Regs 7,8,10	Has the local government prepared a business plan for each major land transaction that was not exempt in 2020?	N/A	The City has not undertaken any major land transactions in 2020.	Andrew Brien
3	s3.59(2)(c) F&G Regs 7,8,10	Has the local government prepared a business plan before entering into each land transaction that was preparatory to entry into a major land transaction in 2020?	N/A	The City has not undertaken any major land transactions in 2020.	Andrew Brien
4	s3.59(4)	Has the local government complied with public notice and publishing requirements for each proposal to commence a major trading undertaking or enter into a major land transaction or a land transaction that is preparatory to a major land transaction for 2020?	N/A	The City has not undertaken any major trading undertakings or land transactions in 2020.	Andrew Brien
5	s3.59(5)	During 2020, did the council resolve to proceed with each major land transaction or trading undertaking by absolute majority?	N/A	The City has not undertaken any major trading undertakings or land transactions in 2020.	Andrew Brien
Delegation of Power/Duty					
No	Reference	Question	Response	Comments	Respondent
1	s5.16	Were all delegations to committees resolved by absolute majority?	Yes	The Reconciliation Advisory Committee was granted delegated authority at the Ordinary Council Meeting on 29 October 2019 and this Committee operates until the next Local Government Election to be conducted on 16 October 2021. The COVID-19 Advisory Committee was granted delegated authority at the Ordinary Council Meeting on 24 March 2020.	Andrew Brien
2	s5.16	Were all delegations to committees in writing?	Yes		Andrew Brien

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No	Reference	Question	Response	Comments	Respondent
3	s5.17	Were all delegations to committees within the limits specified in section 5.17?	Yes		Andrew Brien
4	s5.18	Were all delegations to committees recorded in a register of delegations?	Yes	These are displayed on the City's website.	Andrew Brien
5	s5.18	Has council reviewed delegations to its committees in the 2019/2020 financial year?	Yes	Council reviewed and adopted delegations to its Reconciliation Advisory Committee when this was established at the Ordinary Council Meeting on 29 October 2019 and for the COVID-19 Advisory Committee when this was established at the Ordinary Council Meeting on 24 March 2020.	Andrew Brien
6	s5.42(1) & s5.43 Admin Reg 18G	Did the powers and duties delegated to the CEO exclude those listed in section 5.43 of the Act?	Yes		Andrew Brien
7	s5.42(1)	Were all delegations to the CEO resolved by an absolute majority?	Yes	The Annual Delegations Review Report was adopted at the Ordinary Council Meeting on 24 November 2020.	Andrew Brien
8	s5.42(2)	Were all delegations to the CEO in writing?	Yes		Andrew Brien
9	s5.44(2)	Were all delegations by the CEO to any employee in writing?	Yes	Sub Delegation Memos were sent to designated employees.	Andrew Brien
10	s5.16(3)(b) & s5.45(1)(b)	Were all decisions by the council to amend or revoke a delegation made by absolute majority?	Yes	Some delegations were amended as part of Annual Delegations Review Report that was adopted at the Ordinary Council Meeting on 24 November 2020.	Andrew Brien
11	s5.46(1)	Has the CEO kept a register of all delegations made under Division 4 of the Act to the CEO and to employees?	Yes	These are located within the City's Delegated Authority Register, which is located on the website, within ECM (Records Management System) as well as a hard copy located within Governance.	Andrew Brien
12	s5.46(2)	Were all delegations made under Division 4 of the Act reviewed by the delegator at least once during the 2019/2020 financial year?	Yes	Council reviewed and adopted the Delegations Register at the Ordinary Council Meeting held on 24 November 2020.	Andrew Brien
13	s5.46(3) Admin Reg 19	Did all persons exercising a delegated power or duty under the Act keep, on all occasions, a written record in accordance with Admin Reg 19?	Yes	Designated officers have been notified in writing of their delegations and specifically advised in the memo to keep a written record of these.	Andrew Brien

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Disclosure of Interest					
No	Reference	Question	Response	Comments	Respondent
1	s5.67	Where a council member disclosed an interest in a matter and did not have participation approval under sections 5.68 or 5.69, did the council member ensure that they did not remain present to participate in discussion or decision making relating to the matter?	Yes		Andrew Brien
2	s5.68(2) & s5.69 (5) Admin Reg 21A	Were all decisions regarding participation approval, including the extent of participation allowed and, where relevant, the information required by Admin Reg 21A, recorded in the minutes of the relevant council or committee meeting?	N/A	There were no gifts declared as part of this legislation.	Andrew Brien
3	s5.73	Were disclosures under section sections 5.65, 5.70 or 5.71A(3) recorded in the minutes of the meeting at which the disclosures were made?	Yes		Andrew Brien
4	s5.75 Admin Reg 22, Form 2	Was a primary return in the prescribed form lodged by all relevant persons within three months of their start day?	Yes		Andrew Brien
5	s5.76 Admin Reg 23, Form 3	Was an annual return in the prescribed form lodged by all relevant persons by 31 August 2020?	No	One late Annual Return was lodged by a staff member and this was reported to the Department through a Serious Breach Form and has been acknowledged.	Andrew Brien
6	s5.77	On receipt of a primary or annual return, did the CEO, or the mayor/president, give written acknowledgment of having received the return?	Yes	Receipting of Primary and Annual Returns is automatically captured through "Attain", the City's Corporate Governance Program.	Andrew Brien
7	s5.88(1) & (2)(a)	Did the CEO keep a register of financial interests which contained the returns lodged under sections 5.75 and 5.76?	Yes	These are stored electronically in ECM, the City's Record Management System as well as hard copies located in Governance.	Andrew Brien
8	s5.88(1) & (2)(b) Admin Reg 28	Did the CEO keep a register of financial interests which contained a record of disclosures made under sections 5.65, 5.70, 5.71 and 5.71A, in the form prescribed in Admin Reg 28?	Yes	These are stored in hard copy located in Governance and also updated and displayed each month on the City's website.	Andrew Brien
9	s5.88(3)	When a person ceased to be a person required to lodge a return under sections 5.75 and 5.76, did the CEO remove from the register all returns relating to that person?	Yes	The hard copies have been removed from Governance.	Andrew Brien
10	s5.88(4)	Have all returns removed from the register in accordance with section 5.88(3) been kept for a period of at least five years after the person who lodged the return(s) ceased to be a person required to lodge a return?	Yes	The hard copies have been removed from Governance and stored separately for a five year period.	Andrew Brien

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No	Reference	Question	Response	Comments	Respondent
11	s5.89A(1), (2) & (3) Admin Reg 28A	Did the CEO keep a register of gifts which contained a record of disclosures made under sections 5.87A and 5.87B, in the form prescribed in Admin Reg 28A?	Yes	These are stored electronically and also updated and displayed each month on the City's website.	Andrew Brien
12	s5.89A(5) & (5A)	Did the CEO publish an up-to-date version of the gift register on the local government's website?	Yes	These are stored electronically and also updated and displayed each month on the City's website	Andrew Brien
13	s5.89A(6)	When a person ceases to be a person who is required to make a disclosure under section 5.87A or 5.87B, did the CEO remove from the register all records relating to that person?	Yes	These are removed from the electronic version published on the website.	Andrew Brien
14	s5.89A(7)	Have copies of all records removed from the register under section 5.89A (6) been kept for a period of at least five years after the person ceases to be a person required to make a disclosure?	Yes	The hard copies have been removed from Governance and stored separately for a five year period.	Andrew Brien
15	Rules of Conduct Reg 11(1), (2) & (4)	Where a council member had an interest that could, or could reasonably be perceived to, adversely affect the impartiality of the person, did they disclose the interest in accordance with Rules of Conduct Reg 11(2)?	Yes		Andrew Brien
16	Rules of Conduct Reg 11(6)	Where a council member disclosed an interest under Rules of Conduct Reg 11 (2) was the nature of the interest recorded in the minutes?	Yes		Andrew Brien
17	s5.70(2) & (3)	Where an employee had an interest in any matter in respect of which the employee provided advice or a report directly to council or a committee, did that person disclose the nature and extent of that interest when giving the advice or report?	Yes		Andrew Brien
18	s5.71A & s5.71B (5)	Where council applied to the Minister to allow the CEO to provide advice or a report to which a disclosure under s5.71A(1) relates, did the application include details of the nature of the interest disclosed and any other information required by the Minister for the purposes of the application?	N/A		Andrew Brien
19	s5.71B(6) & s5.71B(7)	Was any decision made by the Minister under subsection 5.71B(6) recorded in the minutes of the council meeting at which the decision was considered?	N/A		Andrew Brien
20	s5.103 Admin Regs 34B & 34C	Has the local government adopted a code of conduct in accordance with Admin Regs 34B and 34C to be observed by council members, committee members and employees?	Yes	The City's revised Code of Conduct is currently under review.	Andrew Brien

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No	Reference	Question	Response	Comments	Respondent
21	Admin Reg 34B(5)	Has the CEO kept a register of notifiable gifts in accordance with Admin Reg 34B(5)?	Yes	This is stored electronically within "Attain", the City's Corporate Governance Program as well as displayed and updated each month on the City's website.	Andrew Brien

Disposal of Property

No	Reference	Question	Response	Comments	Respondent
1	s3.58(3)	Where the local government disposed of property other than by public auction or tender, did it dispose of the property in accordance with section 3.58(3) (unless section 3.58(5) applies)?	Yes	Land Lease – Portion of Bert Wright Park, 25 King William Street, Bayswater.	Andrew Brien
2	s3.58(4)	Where the local government disposed of property under section 3.58(3), did it provide details, as prescribed by section 3.58(4), in the required local public notice for each disposal of property?	Yes		Andrew Brien

Elections

No	Reference	Question	Response	Comments	Respondent
1	Elect Regs 30G(1) & (2)	Did the CEO establish and maintain an electoral gift register and ensure that all disclosure of gifts forms completed by candidates and donors and received by the CEO were placed on the electoral gift register at the time of receipt by the CEO and in a manner that clearly identifies and distinguishes the forms relating to each candidate?	N/A	No Local Government Election conducted in 2020	Andrew Brien
2	Elect Regs 30G(3) & (4)	Did the CEO remove any disclosure of gifts forms relating to an unsuccessful candidate, or a successful candidate that completed their term of office, from the electoral gift register, and retain those forms separately for a period of at least two years?	N/A	No Local Government Elections conducted in 2020	Andrew Brien
3	Elect Regs 30G(5) & (6)	Did the CEO publish an up-to-date version of the electoral gift register on the local government's official website in accordance with Elect Reg 30G(6)?	N/A	No Local Government Elections conducted in 2020	Andrew Brien

Finance

No	Reference	Question	Response	Comments	Respondent
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No	Reference	Question	Response	Comments	Respondent
1	s7.1A	Has the local government established an audit committee and appointed members by absolute majority in accordance with section 7.1A of the Act?	Yes	The Audit and Risk Management Committee Members were appointed and adopted by Council at the Special Council Meeting held on 21 October 2019 for a two year term.	Andrew Brien
2	s7.1B	Where the council delegated to its audit committee any powers or duties under Part 7 of the Act, did it do so by absolute majority?	N/A	The Audit and Risk Management Committee does not have delegated powers or duties.	Andrew Brien
3	s7.3(1) & s7.6(3)	Was the person or persons appointed by the local government to be its auditor appointed by an absolute majority decision of council?	N/A	The City of Bayswater is now required to be audited by the Office of the Auditor General.	Andrew Brien
4	s7.3(3)	Was the person(s) appointed by the local government under s7.3(1) to be its auditor a registered company auditor or an approved auditor?	N/A	The City of Bayswater is now required to be audited by the Office of the Auditor General.	Andrew Brien
5	s7.9(1)	Was the auditor's report for the financial year ended 30 June 2020 received by the local government by 31 December 2020?	No	The Auditor's report is expected to be received in January 2021.	Andrew Brien
6	s7.12A(3)	Where the local government determined that matters raised in the auditor's report prepared under s7.9 (1) of the Act required action to be taken, did the local government ensure that appropriate action was undertaken in respect of those matters?	Yes	Yes Interim Audit findings undertaken and actions were considered at the Audit and Risk Management Committee Meeting of 24 November 2020.	Andrew Brien
7	s7.12A(4)(a)	Where matters identified as significant were reported in the auditor's report, did the local government prepare a report that stated what action the local government had taken or intended to take with respect to each of those matters?	Yes	Yes Audit and Risk Management Committee Meeting of 24 November 2020.	Andrew Brien
8	s7.12A(4)(b)	Where the local government was required to prepare a report under s.7.12A(4)(a), was a copy of the report given to the Minister within three months of the audit report being received by the local government?	N/A	The Auditor's report has not been received by the City yet.	Andrew Brien
9	s7.12A(5)	Within 14 days after the local government gave a report to the Minister under s7.12A(4)(b), did the CEO publish a copy of the report on the local government's official website?	N/A	The Auditor's report has not been received by the City yet.	Andrew Brien
10	Audit Reg 7	Did the agreement between the local government and its auditor include the objectives and scope of the audit, a plan for the audit, details of the remuneration and expenses paid to the auditor, and the method to be used by the local government to communicate with the auditor?	Yes	Yes the Office of the Auditor General provided the City with a detailed quote and costings.	Andrew Brien

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No	Reference	Question	Response	Comments	Respondent
11	Audit Reg 10(1)	Was the auditor's report for the financial year ending 30 June received by the local government within 30 days of completion of the audit?	No	The Auditor's report has not been completed yet.	Andrew Brien

Integrated Planning and Reporting

No	Reference	Question	Response	Comments	Respondent
1	Admin Reg 19C	Has the local government adopted by absolute majority a strategic community plan? If Yes, please provide the adoption date or the date of the most recent review in the Comments section?	Yes	The Strategic Community Plan was adopted by Council at the Ordinary Council Meeting held on 23 May 2017. A Minor Review of the Strategic Community Plan was undertaken and adopted by Council at the Ordinary Council Meeting held on 11 December 2018.	Andrew Brien
2	Admin Reg 19DA (1) & (4)	Has the local government adopted by absolute majority a corporate business plan? If Yes, please provide the adoption date or the date of the most recent review in the Comments section?	Yes	The Corporate Business Plan was reviewed and adopted by Council at the Ordinary Council Meeting held on 11 June 2019	Andrew Brien
3	Admin Reg 19DA (2) & (3)	Does the corporate business plan comply with the requirements of Admin Reg 19DA(2) & (3)?	Yes		Andrew Brien

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Local Government Employees					
No	Reference	Question	Response	Comments	Respondent
1	Admin Reg 18C	Did the local government approve a process to be used for the selection and appointment of the CEO before the position of CEO was advertised?	Yes	The process was approved At the Ordinary Council Meeting held on 13 September 2016, however no recruitment of the CEO was required to be undertaken from 1 January to 31 December 2020.	Andrew Brien
2	s5.36(4) & s5.37 (3) Admin Reg 18A	Were all CEO and/or senior employee vacancies advertised in accordance with Admin Reg 18A?	Yes	The position of Director Corporate and Strategy was advertised through a Recruitment Agency and through Seek.	Andrew Brien
3	Admin Reg 18E	Was all information provided in applications for the position of CEO true and accurate?	N/A		Andrew Brien
4	Admin Reg 18F	Was the remuneration and other benefits paid to a CEO on appointment the same remuneration and benefits advertised for the position under section 5.36(4)?	N/A		Andrew Brien
5	s5.37(2)	Did the CEO inform council of each proposal to employ or dismiss senior employee?	N/A		Andrew Brien
6	s5.37(2)	Where council rejected a CEO's recommendation to employ or dismiss a senior employee, did it inform the CEO of the reasons for doing so?	N/A		Andrew Brien

Official Conduct					
No	Reference	Question	Response	Comments	Respondent
1	s5.120	Has the local government designated a senior employee as defined by section 5.37 to be its complaints officer?	Yes	The CEO is the Complaints Officer	Andrew Brien
2	s5.121(1)	Has the complaints officer for the local government maintained a register of complaints which records all complaints that resulted in a finding under section 5.110(2)(a)?	Yes		Andrew Brien
3	s5.121(2)	Does the complaints register include all information required by section 5.121 (2)?	Yes		Andrew Brien
4	s5.121(3)	Has the CEO published an up-to-date version of the register of the complaints on the local government's official website?	Yes		Andrew Brien

Optional Questions					
No	Reference	Question	Response	Comments	Respondent

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No	Reference	Question	Response	Comments	Respondent
1	Financial Management Reg 5 (2)(c)	Did the CEO review the appropriateness and effectiveness of the local government's financial management systems and procedures in accordance with Financial Management Reg 5(2)(c) within the three years prior to 31 December 2020? If yes, please provide the date of council's resolution to accept the report.	Yes	Council adopted the recommendations of the CEO review at the Ordinary Council Meeting on 23 October 2018.	Andrew Brien
2	Audit Reg 17	Did the CEO review the appropriateness and effectiveness of the local government's systems and procedures in relation to risk management, internal control and legislative compliance in accordance with Audit Reg 17 within the three years prior to 31 December 2020? If yes, please provide date of council's resolution to accept the report.	Yes	Yes review of Regulation 17 was undertaken during 2020 and adopted at the Ordinary Council Meeting of 23 June 2020.	Andrew Brien
3	s5.87C(2)	Where a disclosure was made under sections 5.87A or 5.87B, was the disclosure made within 10 days after receipt of the gift?	Yes		Andrew Brien
4	s5.87C	Where a disclosure was made under sections 5.87A or 5.87B, did the disclosure include the information required by section 5.87C?	Yes		Andrew Brien
5	s5.90A(2)	Did the local government prepare and adopt by absolute majority a policy dealing with the attendance of council members and the CEO at events?	Yes	Council adopted the Attendance at Events Policy for Elected Members on 8 December 2020.	Andrew Brien
6	s.5.90A(5)	Did the CEO publish an up-to-date version of the attendance at events policy on the local government's official website?	Yes		Andrew Brien
7	s5.96A(1), (2), (3) & (4)	Did the CEO publish information on the local government's website in accordance with sections 5.96A(1), (2), (3), and (4)?	Yes		Andrew Brien
8	s5.128(1)	Did the local government prepare and adopt (by absolute majority) a policy in relation to the continuing professional development of council members?	Yes	An existing Council Policy on the Professional Development of Elected Members was adopted by Council at the Ordinary Council Meeting of 27 September 2018 and will be reviewed after next election.	Andrew Brien
9	s5.127	Did the local government prepare a report on the training completed by council members in the 2019/2020 financial year and publish it on the local government's official website by 31 July 2020?	Yes	An Elected Members Training Register is published on the City's website and a report was adopted by Council at the Ordinary Council Meeting of 22 September 2020.	Andrew Brien

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No	Reference	Question	Response	Comments	Respondent
10	s6.4(3)	By 30 September 2020, did the local government submit to its auditor the balanced accounts and annual financial report for the year ending 30 June 2020?	No	An extension was granted due to the pending approval of the proposed Local Government (Financial Management Amendment) 2020. Approval was granted on 29 September 2020.	Andrew Brien

Tenders for Providing Goods and Services

No	Reference	Question	Response	Comments	Respondent
1	F&G Reg 11A(1) & (3)	Does the local government have a current purchasing policy that complies with F&G Reg 11A(3) in relation to contracts for other persons to supply goods or services where the consideration under the contract is, or is expected to be, \$250,000 or less or worth \$250,000 or less?	Yes		Andrew Brien
2	F&G Reg 11A(1)	Did the local government comply with its current purchasing policy in relation to the supply of goods or services where the consideration under the contract was, or was expected to be, \$250,000 or less or worth \$250,000 or less?	Yes		Andrew Brien
3	s3.57 F&G Reg 11	Subject to F&G Reg 11(2), did the local government invite tenders for all contracts for the supply of goods or services where the consideration under the contract was, or was expected to be, worth more than the consideration stated in F&G Reg 11(1)?	Yes		Andrew Brien
4	F&G Regs 11(1), 12(2), 13, & 14(1), (3), and (4)	When regulations 11(1), 12(2) or 13 required tenders to be publicly invited, did the local government invite tenders via Statewide public notice in accordance with F&G Reg 14(3) and (4)?	Yes		Andrew Brien
5	F&G Reg 12	Did the local government comply with F&G Reg 12 when deciding to enter into multiple contracts rather than a single contract?	N/A	No multiple contracts	Andrew Brien
6	F&G Reg 14(5)	If the local government sought to vary the information supplied to tenderers, was every reasonable step taken to give each person who sought copies of the tender documents or each acceptable tenderer notice of the variation?	Yes	Formal addenda issued to all parties	Andrew Brien
7	F&G Regs 15 & 16	Did the local government's procedure for receiving and opening tenders comply with the requirements of F&G Regs 15 and 16?	Yes		Andrew Brien

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No	Reference	Question	Response	Comments	Respondent
8	F&G Reg 17	Did the information recorded in the local government's tender register comply with the requirements of F&G Reg 17 and did the CEO make the tenders register available for public inspection and publish it on the local government's official website?	Yes	Currently transitioning to web publishing of tender register	Andrew Brien
9	F&G Reg 18(1)	Did the local government reject any tenders that were not submitted at the place, and within the time, specified in the invitation to tender?	Yes	One late tender received	Andrew Brien
10	F&G Reg 18(4)	Were all tenders that were not rejected assessed by the local government via a written evaluation of the extent to which each tender satisfies the criteria for deciding which tender to accept?	Yes		Andrew Brien
11	F&G Reg 19	Did the CEO give each tenderer written notice containing particulars of the successful tender or advising that no tender was accepted?	Yes		Andrew Brien
12	F&G Regs 21 & 22	Did the local government's advertising and expression of interest processes comply with the requirements of F&G Regs 21 and 22?	Yes		Andrew Brien
13	F&G Reg 23(1) & (2)	Did the local government reject any expressions of interest that were not submitted at the place, and within the time, specified in the notice or that failed to comply with any other requirement specified in the notice?	N/A	No late EOI responses were received	Andrew Brien
14	F&G Reg 23(3)	Were all expressions of interest that were not rejected assessed by the local government?	Yes		Andrew Brien
15	F&G Reg 23(4)	After the local government considered expressions of interest, did the CEO list each person considered capable of satisfactorily supplying goods or services as an acceptable tenderer?	Yes	Shortlisted EOI respondents were invited to tender	Andrew Brien
16	F&G Reg 24	Did the CEO give each person who submitted an expression of interest a notice in writing of the outcome in accordance with F&G Reg 24?	Yes		Andrew Brien
17	F&G Regs 24AD(2) & (4) and 24AE	Did the local government invite applicants for a panel of pre-qualified suppliers via Statewide public notice in accordance with F&G Reg 24AD(4) and 24AE?	N/A	No panel contracts in place at this time	Andrew Brien
18	F&G Reg 24AD(6)	If the local government sought to vary the information supplied to the panel, was every reasonable step taken to give each person who sought detailed information about the proposed panel or each person who submitted an application notice of the variation?	Yes	As above	Andrew Brien

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No	Reference	Question	Response	Comments	Respondent
19	F&G Reg 24AF	Did the local government's procedure for receiving and opening applications to join a panel of pre-qualified suppliers comply with the requirements of F&G Reg 16, as if the reference in that regulation to a tender were a reference to a pre-qualified supplier panel application?	N/A	As above	Andrew Brien
20	F&G Reg 24AG	Did the information recorded in the local government's tender register about panels of pre-qualified suppliers comply with the requirements of F&G Reg 24AG?	N/A	As above	Andrew Brien
21	F&G Reg 24AH(1)	Did the local government reject any applications to join a panel of pre-qualified suppliers that were not submitted at the place, and within the time, specified in the invitation for applications?	N/A	As above	Andrew Brien
22	F&G Reg 24AH(3)	Were all applications that were not rejected assessed by the local government via a written evaluation of the extent to which each application satisfies the criteria for deciding which application to accept?	N/A	As above	Andrew Brien
23	F&G Reg 24AI	Did the CEO send each applicant written notice advising them of the outcome of their application?	N/A	As above	Andrew Brien
24	F&G Regs 24E & 24F	Where the local government gave regional price preference, did the local government comply with the requirements of F&G Regs 24E and 24F?	N/A	Metro LG	Andrew Brien

I certify this Compliance Audit Return has been adopted by council at its meeting on _____

Signed Mayor/President, Bayswater

Signed CEO, Bayswater

8.10 Debtors Write-Off

Responsible Branch:	Financial Services	
Responsible Directorate:	Corporate and Strategy	
Authority/Discretion:	<input type="checkbox"/> Advocacy <input type="checkbox"/> Executive/Strategic <input checked="" type="checkbox"/> Legislative	<input type="checkbox"/> Review <input type="checkbox"/> Quasi-Judicial <input type="checkbox"/> Information Purposes
Voting Requirement:	Simple Majority Required	
Attachments:	Confidential Attachments 1. Sundry debtors list - for debts under \$500.00 2. Infringement debtors list - for debts under \$500.00 3. Recreation facilities debtors list - for debts under \$500.00 4. Recreation facilities debtors list - for debts over \$500.00 5. Rates debtors list - for rates charges	

Confidential Attachments - in accordance with section 5.23(2)(b) of the Local Government Act 1995 - the personal affairs of any person.

SUMMARY

This report presents a list of bad debts proposed to be written off by Council in accordance with section 6.12(1) of the *Local Government Act 1995*. In addition, this report notifies Council of the debts written off under delegated authority.

PROCEDURAL MOTION

That in accordance with section 11.1 of the *City of Bayswater Standing Orders Local Law 2018*, the meeting be closed to the public.

CR GIORGIA JOHNSON MOVED, CR DAN BULL, MAYOR SECONDED

CARRIED: 4/1

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

AGAINST: Cr Michelle Sutherland.

COMMITTEE RECOMMENDATION
(OFFICER'S RECOMMENDATION)

That Council:

1. Approves the write-off of \$1,442.85 as outlined in Attachment 4 and 5 to this report.
2. Notes that an amount of \$5,726.59 of bad debts as outlined in Attachments 1, 2 and 3 and Rate penalty interest amount of \$3,134.83 as outlined in this report has been written off under delegated authority.

CR DAN BULL, MAYOR MOVED, MR PHILLIP DRABER SECONDED

CARRIED UNANIMOUSLY: 5/0

PROCEDURAL MOTION

That in accordance with section 11.1 of the City of Bayswater *Standing Orders Local Law 2018*, the meeting be reopened to the public.

MR PHILLIP DRABER MOVED, CR GIORGIA JOHNSON SECONDED

CARRIED UNANIMOUSLY: 5/0

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**Sundry Debtors**

Generally after the expiry of Council's standard 30-day trading terms there are a number of steps undertaken to collect debts, including:

- issuing reminder letters after 30 days;
- follow up telephone calls;
- final demand letters;
- negotiation of payment options; and
- if economically feasible, referral to a debt collection agency.

Despite these steps, there comes a point where it is not practical or cost effective to pursue recovery further. On this basis, and following a documented recovery process, a number of debts greater than 150 days have been reviewed and written off under delegated authority in accordance with the City's Sundry Debt Collection and Recovery Policy. In summary, these write-offs are debts totalling \$200.00 (**Attachment 1**).

Infringement Debtors

The infringement write-off list (**Attachment 2**) refers to current infringements where either the City cannot acquire the offender's details from the Department of Transport, offender is deceased 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 \$3,731.90.

Recreation Facilities Debtors

The recreation facilities' bad debts have arisen from outstanding memberships and challenge programs for Bayswater Waves and The RISE, which have either been not recoverable, affected by COVID-19 or unable to continue with the medical reasons.

For the debts that have not been recoverable, attempts have been made to contact the customers regarding the outstanding payments and they have not returned to the facility to settle the payment. This is against the proper cancellation procedure that was set out in the membership terms and conditions. As a result, the debts incurred were unable to be recovered.

Following a documented recovery process, a number of debts accrued have been reviewed and written off under delegated authority in accordance with the City's Sundry Debt Collection and Recovery. These write-offs total \$1,794.69 (**Attachment 3**).

Approval is sought to write off the bad debts totalling \$1,430.00 (**Attachment 4**).

Rates Debtors

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

For the period July 2020 to December 2020, 2,963 properties had a small balance of penalty interest only totalling \$3,134.83, which was written off under Delegate Authority. In addition, there are 36 properties with a small balance consisting of rates charges totalling \$12.85 (**Attachment 5**). Approval is sought to write off these balances.

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."

OPTIONS

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

Option 1	That Council:	
	<ol style="list-style-type: none"> 1. Approves the write-off of \$1,442.85 as outlined in Attachment 4 and 5 to this report. 2. Notes that an amount of \$5,726.59 of bad debts as outlined in Attachments 1, 2 and 3 and Rate penalty interest amount of \$3,134.83 as outlined in this report has been written off under delegated authority. 	
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	By writing off these debts, the outstanding debtors account will reflect amounts that are deemed recoverable.	

Option 2	<p>That Council:</p> <ol style="list-style-type: none"> Refuses the write-off of \$1,442.85 as outlined in Attachment 4 and 5 to this report and requests the Chief Executive Officer to initiate legal action. Notes that an amount of \$5,726.59 of bad debts as outlined in Attachments 1, 2 and 3 and Rate penalty interest amount of \$3,134.83 as outlined in this report has been written off under delegated authority.
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Risk Category	Adopted Risk Appetite	Risk Assessment Outcome
Strategic Direction	Moderate	Low
Reputation	Low	Low
Governance	Low	Moderate
Community and Stakeholder	Moderate	Low
Financial Management	Low	Moderate
Environmental Responsibility	Low	Low
Service Delivery	Low	Low
Organisational Health and Safety	Low	Low

Conclusion	If the debts that are deemed not recoverable are not written off, they will remain in the City's outstanding debt account. Debts are considered too costly to forward on to a debt collector as the cost to proceed with legal action would be expected to be around \$400, plus legal fees. In addition, these debts are against an individual. If the individual is unable to be found, the Court documents cannot be served. Eight of the debts recommended to be written off cannot be recovered by FER, therefore recovery by the City would be highly unlikely. For the rates small balances, if they are not written off they will appear on the 2021/22 rates notice under arrears.
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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 2017-2027 (as amended), the following applies:

- Theme: Leadership and Governance.
- Aspiration: Open, accountable and responsive service.
- Outcome L1: Accountable and good governance.

This report informs Council of the City's debtors as at January 2021, and enables Council to meet its requirements for oversight of the City's finances.

CONCLUSION

It is recommended that Council approves the write off of \$1,442.85, and notes that an amount of \$5,726.59 of bad debts has been written off under delegated authority.

9. PREVIOUS MATTERS DEALT WITH NOT ON THE MINUTES

Reconciliation of matters arising from past meetings:

Item No. and Date of Meeting	Matter Discussed	Comment	Status
Item 11.4 30.04.19	Auto Reply Messages from the City	It was requested that the City review the system in place for managing customer enquiries and identifying best practice options for improvement. Examples of good systems cited were the Cities of Vincent and Rockingham	A report has been provided in this minutes. This item is now complete.

10. GENERAL BUSINESS

Nil.

11. BRIEFING NOTES

With a view to reducing red tape and finding efficiency, any reports for the Committee to note only have been circulated separately to the minutes as they became available.

This change will reduce the overall size of the Audit and Risk Management Committee Minutes, thereby reducing the size of the following Ordinary Council Meeting Minutes by eliminating unnecessary reports.

The following reports were circulated separately. Please note that the left hand side of the table has hyperlinks to reports:

Ref		
1	OAG Regulation of Consumer Food Safety by Local Government Entities	<ul style="list-style-type: none"> Findings of the report have been reviewed by the Environmental Health Management Group (EHMG), of which the City is a member. From the EHMG perspective, there were matters raised which are fairly consistent amongst local governments. The City's Manager Environmental Health has undertaken an initial review of the City's current Food Safety practices against the audit criteria. The City generally aligns with the audit requirements, however there are a few areas that have been identified where additional measures are required and these are currently being worked on.
2	Civic Legal – City of Perth inquiry: lessons for local governments & Report re City of Perth Inquiry	<ul style="list-style-type: none"> This article provides a summary of the City of Perth Inquiry, possible outcomes for the sector, general reasons for a poor

		<p>governance culture and suggestions to improve governance culture.</p> <ul style="list-style-type: none"> One key recommendation is that the cost of funding the governance function adequately is low in comparison to the cost of an inquiry.
3	Select Committee into Local Government: Final Report – Inquiry into Local Government	<ul style="list-style-type: none"> The Select Committee Final Report was tabled in parliament on 22 September 2020. The responsible Minister or Speaker of the House is obligated to respond to the Council within 2 months. Scope for investigation was more broad than review of the LG Act, with the Committee looking into cost shifting and finance more broadly, DLGSC support and functions and WALGA functions; for example.
4	LG Act Review – Final Report	<ul style="list-style-type: none"> This has been provided to Council previously, however not to this committee. The Minister has stated that the Government will take no action on this until after the 2021 State Election. Some recommendations in this report differ from Select Committee Recommendations.
5	Report of the Inquiry into the Shire of Toodyay	<p>Topics of major findings (paraphrased) as follows:</p> <ul style="list-style-type: none"> Failure of staff to follow legislation, policy and procedures. Failure of CEO to effectively manage resources. CEO failing to keep Council abreast of a litigation issue. CEO failed to establish management systems to ensure rates were set correctly. Audit committee failed to elect a presiding member for a meeting. Council inconsistent application of planning policy. <p>The Inquiry report has been circulated to relevant areas of the City for assessment and any action.</p>
6	Audit Results Report – Annual 2019-20 Financial Audits of State Government Entities	<ul style="list-style-type: none"> The report was released by the OAG on 11 November 2020. The audit covered State Government Departments and subsidiary bodies.

		<ul style="list-style-type: none">• While this does not cover local governments, the information is useful to consider alongside similar reports for local government and alongside the City's audit findings.
7	Governance Framework	<ul style="list-style-type: none">• A Governance Framework has been developed for the City and is now available on the City's Website.• The Framework is being rolled out to staff and included in the induction material for staff and elected members.• The document provides a vital starting point for any future improvements to governance.
8	ARMC Minutes 12 May 2020	<ul style="list-style-type: none">• Risk Management Assurance Reporting, #4 Natural Catastrophes/Climate Change (P.55).• This is the most recent analysis of climate change risks to the City. Since this report, no significant change has occurred to policy in this area.

12. CONFIDENTIAL ITEMS

COMMITTEE RESOLUTION

That the meeting be closed to the public.

CR DAN BULL, MAYOR MOVED, MR PHILLIP DRABER SECONDED

CARRIED UNANIMOUSLY: 5/0

At 6:03pm, the meeting closed to the public.

12.1 Interim Audit and Financial Report Update

Responsible Branch:	Financial Services	
Responsible Directorate:	Corporate and Strategy	
Authority/Discretion:	<input type="checkbox"/> Advocacy <input type="checkbox"/> Executive/Strategic <input type="checkbox"/> Legislative	<input type="checkbox"/> Review <input type="checkbox"/> Quasi-Judicial <input checked="" type="checkbox"/> Information Purposes
Voting Requirement:	Simple Majority Required	
Attachments:	1. Interim Audit Management Letter with Management comments	

REASON FOR CONFIDENTIALITY

This report is CONFIDENTIAL in accordance with section 5.23(2)(h) of the *Local Government Act 1995* – such other matters as may be prescribed.

COMMITTEE RECOMMENDATION

(OFFICER'S RECOMMENDATION)

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

MR PHILLIP DRABER MOVED, CR MICHELLE SUTHERLAND SECONDED

CARRIED UNANIMOUSLY: 5/0

12.2 2019/2020 Audit - Management Letter

Responsible Branch:	Financial Services	
Responsible Directorate:	Corporate and Strategy	
Authority/Discretion:	<input type="checkbox"/> Advocacy <input type="checkbox"/> Executive/Strategic <input type="checkbox"/> Legislative	<input type="checkbox"/> Review <input type="checkbox"/> Quasi-Judicial <input checked="" type="checkbox"/> Information Purposes
Voting Requirement:	Simple Majority	
Attachments:	1. Management Letter	
Refer:	Item 12.1 – Interim Audit and Financial Report Update	

REASON FOR CONFIDENTIALITY

This report is **CONFIDENTIAL** in accordance with section 5.23(2)(h) of the *Local Government Act 1995* - such other matters as may be prescribed.

COMMITTEE RECOMMENDATION

(OFFICER'S RECOMMENDATION)

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

CR GIORGIA JOHNSON MOVED, CR DAN BULL, MAYOR SECONDED

CARRIED UNANIMOUSLY: 5/0

COMMITTEE RESOLUTION

That the meeting be re-opened to the public.

CR GIORGIA JOHNSON MOVED, MR PHILLIP DRABER SECONDED

CARRIED UNANIMOUSLY: 5/0

At 6:28pm, the meeting was re-opened to the public.

13. NEXT MEETING

The next meeting of the Audit and Risk Management Committee will take place in the Committee Room, City of Bayswater Civic Centre, 61 Broun Avenue, Morley on Tuesday 11 May 2021 commencing at **6:00pm**.

14. CLOSURE

There being no further business to discuss, the Chairperson, Cr Lorna Clarke declared the meeting closed at 7:32pm.