

# Minutes

## Audit and Risk Management Committee

Tuesday 16 November 2021

*By signing these minutes I certify that they were confirmed at the  
Audit and Risk Management Committee held on \_\_\_\_\_*

\_\_\_\_\_  
CR GIORGIA JOHNSON  
CHAIRPERSON

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**Minutes** of the Audit and Risk Management Committee of the Bayswater City Council which took place in the Embleton Room, City of Bayswater Civic Centre, 61 Broun Avenue, Morley on Tuesday 16 November 2021.

## 1 OFFICIAL OPENING

Mr Andrew Brien, Chief Executive Officer, declared the meeting open at 5:00pm.

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

### English Language Interpretation

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

Mr Andrew Brien, Chief Executive Officer, 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 Filomena Piffaretti, Mayor  
Cr Josh Eveson  
Cr Giorgia Johnson

### Officers

Mr Andrew Brien	Chief Executive Officer
Ms Lorraine Driscoll	Director Corporate and Strategy
Mr Darren Beltman	Principal Advisor Business Strategy
Mr Kelley Ambrose	Manager Governance and Strategy
Ms Cassandra Flanigan	Coordinator Governance and Risk
Ms Karen D'Cunha	PA/Director Corporate and Strategy
Mr Mitchell Halls	Minutes and Agendas Officer

### Observers

Mr Peter Dolzadelli	Director Indirect Tax, Ernst and Young (Until 5:15pm)
Mr Martin Schaafsma	Principal, William Buck (Until 5:33pm)
Mr Conley Manifis	Director, Audit and Assurance, William Buck (Until 5:33pm)
Mr Khurram Shahzad	Assurance Service, William Buck (Until 5:33pm)

### Leave of Absence

Nil.

### 3.1 Apologies

Cr Michelle Sutherland

Mr Jordan Langford-Smith

Ms Hilda Ho

Senior Director, Financial Audit, Office of the Auditor General

Senior Accountant

### 3.3 Election Of Chairperson

In accordance with section 5.12 of the *Local Government Act 1995* the members of the Committee are to elect a chairperson (presiding member) from amongst themselves.

In accordance with section 5.12 of the *Local Government Act 1995*, the members of the Committee are to elect a Chairperson (presiding member) from amongst themselves.

The Chief Executive Officer called for nominations of Chairperson for the Committee.

Cr Giorgia Johnson nominated herself for Chairperson, and there being no other nominations, Cr Giorgia Johnson was declared duly elected.

At 5:02pm, Cr Giorgia Johnson assumed the Chair.

#### **PROCEDURAL MOTION**

**That items 8.2 and 8.4 be deferred to the next meeting of the Audit and Risk Management Committee as more information has been identified since the reports were finalised that will be incorporated into revised reports.**

**Cr Filomena Piffaretti, Mayor Moved, Cr Josh Eveson Seconded**

**CARRIED UNANIMOUSLY: 3/0**

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

**Against: Nil.**

#### **PROCEDURAL MOTION**

**That item 8.8 be brought forward for discussion so the Terms of Reference for the Committee can be discussed prior to the other items being discussed.**

**Cr Filomena Piffaretti, Mayor Moved, Cr Josh Eveson Seconded**

**CARRIED UNANIMOUSLY: 3/0**

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

**Against: 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

<b>TERMS OF REFERENCE</b> <b>Audit and Risk Management Committee</b>	
<b>Purpose</b>	The purpose of the Committee is to provide independent oversight so that Council can be satisfied with the performance and effectiveness of the City's financial reporting, governance systems, risk management and internal control practices.
<b>Elected Member membership</b>	Four Elected Members*. <i>*minimum three required under legislation</i>
<b>External Member membership</b>	Two external members.
<b>Non-Voting Members</b>	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.
<b>Powers</b>	<p>The Committee does not have executive powers or authority implement actions in areas over which the Chief Executive Officer has legislative responsibility and does not have any delegated financial responsibility. The Committee does not have any management functions and cannot involve itself in the management processes or procedures.</p> <p>In discharging its responsibilities, the Committee will liaise with the Chief Executive Officer to ensure the effective and efficient management of the City's functions and compliance with legislation and, in particular, Part 6 (Financial Management) and Part 7 (Audit) of the <i>Local Government Act 1995</i> ('the Act') as well as Part 16 (Functions of Audit Committee) and Part 17 (CEO to review certain systems and procedures) of the <i>Local Government (Audit) Regulations 1996</i> ('the audit regulations') and periodic reviews of the City's financial management systems under Regulation 5 (2) of the <i>Local Government (Financial Management) Regulations 1996</i> ('the financial regulations').</p> <p>The Committee may request such access to members of management, employees and all relevant information as it considers necessary to discharge its duties. This includes being entitled to request access to records, data, reports and explanatory information as the Committee deems necessary to discharge its responsibilities for providing independent oversight.</p>
<b>Roles and Functions</b>	<p>The roles and functions of the Committee are to:</p> <p>(a) Guide and assist the City in carrying out its functions under part 6 of the Act which deals with the annual budgeting process, financial accounting, and management and reporting of municipal and trust funds and the requirements for rates setting and land valuation general.</p> <p>(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</p>

	<p>covers financial audits, supplementary audits and performance audits by the Auditor General.</p> <p>(c) Guide and assist the City in carrying out its functions under regulation 17 of the audit regulations and, in particular, monitor and advise the CEO when undertaking a review under regulation 17 (1) of the audit regulations or regulation 5 (2) of the financial management regulations, and review reports provided to the Committee by the CEO under regulation 17 (3) of the audit regulations and refer the results of its review to Council;</p> <p>(d) Support the City's auditors, both external (including the financial and performance audits conducted by the Office of the Auditor General) and internal when conducting an audit or carrying out other duties under the Act and associated regulations;</p> <p>(e) Perform any other function conferred on the Committee by these regulations or another written law.</p> <p>(f) In addition to the above functions, the Committee also has the following responsibilities:</p> <ul style="list-style-type: none"> <li>• To review the scope of the Internal Audit plans and to consider their effectiveness;</li> <li>• Support the implementation of a risk management culture. Consider reports at least annually on the City's Risk Management Framework.</li> </ul>
<b>Delegated Authority</b>	Nil.
<b>Meetings:</b>	Committee meetings are to be in accordance with the <i>City of Bayswater Standing Orders Local Law 2021</i> .
<b>Meeting Frequency:</b>	The Committee shall meet at least quarterly**. ** <i>minimum annually under legislation</i>
<b>Meeting Date and Time:</b>	Quarterly or as required.
<b>Location</b>	City of Bayswater Civic Centre
<b>Liaison Officer</b>	Director Corporate and Strategy or nominated officer.

## 7 CONFIRMATION OF MINUTES

### COMMITTEE RESOLUTION (OFFICER'S RECOMMENDATION)

The Minutes of the Audit and Risk Management Committee held on Tuesday, 3 August 2021 which have been distributed, be confirmed as a true and correct record.

Cr Giorgia Johnson Moved, Cr Josh Eveson Seconded

**CARRIED UNANIMOUSLY: 3/0**

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

**Against:** Nil.

**8 REPORTS****8.1 Corporate Strategy Annual Progress Reports**

<b>Responsible Branch:</b>	Governance and Strategy
<b>Responsible Directorate:</b>	Corporate and Strategy
<b>Authority/Discretion:</b>	Information Purposes
<b>Voting Requirement:</b>	Simple Majority
<b>Attachments:</b>	<ol style="list-style-type: none"> <li>1. Annual Progress Report - Age Friendly Strategy 2017 2021 [8.1.1 - 17 pages]</li> <li>2. Annual Progress Report - CCTV Strategy 2018 2028 [8.1.2 - 7 pages]</li> <li>3. Annual Progress Report - Community Safety and Crime Prevention Plan 2017-2021 [8.1.3 - 10 pages]</li> <li>4. Annual Progress Report - Cultural Plan 2019 2024 [8.1.4 - 12 pages]</li> <li>5. CONFIDENTIAL - Annual Progress Report - Land Acquisition Disposal Strategy [8.1.5 - 7 pages]</li> <li>6. Annual Progress Report - Youth Action Plan 2019 2023 [8.1.6 - 8 pages]</li> </ol>
<b>Refer:</b>	<p>Item 8.6 ARMC: 09.02.2021  Item 10.4.6 OCM: 24.08.2021  Item 10.4.4 OCM: 23.06.2020  Item 10.5.1.2 OCM: 03.09.2019  Item 10.4.7 OCM: 23.07.2019  Item 9.1.5 CTFCS: 15.05.2018  Item 9.1.10 CTFCS: 17.05.2017  Item 15.1.1 OCM: 31.05.2016</p>

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

- (e) *a matter that if disclosed, would reveal —*
- (i) *information that has a commercial value to a person; or*
  - (ii) *information about the business, professional, commercial or financial affairs of a person,*

**SUMMARY**

This report provides Council an annual progress update for the below strategies for the year 1 October 2020 to 30 September 2021:

1. Age Friendly Strategy 2017-2021
2. CCTV Strategy 2018-2028
3. Community Safety and Crime Prevention Plan 2017-2021
4. Cultural Plan 2019-2024
5. Land Acquisition and Disposal Strategy
6. The Platform Youth Action Plan 2019-2023.

Both the Age Friendly Strategy 2017-2021 and the Community Safety and Crime Prevention Plan 2017-2021 recently ended. This report also provides information about their completion and the City's progress towards their replacements.

**OFFICER'S RECOMMENDATION**

That Council notes the annual progress reports for the following strategies:

1. Age Friendly Strategy 2017-2021
2. CCTV Strategy 2018-2028
3. Community Safety and Crime Prevention Plan 2017-2021
4. Cultural Plan 2019-2024
5. Land Acquisition and Disposal Strategy
6. The Platform Youth Action Plan 2019-2023.

**COMMITTEE RECOMMENDATION TO COUNCIL**

That Council

1. **Notes the annual progress reports for the following strategies:**
  - (a) **Age Friendly Strategy 2017-2021**
  - (b) **Community Safety and Crime Prevention Plan 2017-2021**
  - (c) **Cultural Plan 2019-2024**
  - (d) **Land Acquisition and Disposal Strategy**
  - (e) **The Platform Youth Action Plan 2019-2023.**
2. **Requests that City officers undertake a further review of the CCTV Strategy 2018-2028 to ensure that new and emerging technologies such as artificial intelligence are incorporated into the strategy and report back to the ARMC to ensure consideration for inclusion as part of the 2022/23 budget.**

Cr Filomena Piffaretti, Mayor Moved, Cr Josh Eveson Seconded

**CARRIED UNANIMOUSLY: 3/0**

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

**Against:** Nil.

**REASON FOR CHANGE**

***The Committee changed the officer's recommendation to ensure that new and emerging technologies such as artificial intelligence are considered for incorporated into the CCTV Strategy 2018-2028.***

**BACKGROUND**

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

**"L3.1.3 – Provide an annual report on the implementation of approved strategies."**

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

The reporting schedule for the financial year 2021/22 is outlined in **Table 1**. Newly endorsed strategies and plans are added to the schedule as appropriate.

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

	Quarter One	Quarter Two	Quarter Three	Quarter Four
<b>ARMC</b>	November 2021	February 2022	May 2022	August 2022
<b>Strategies for progress reporting</b>	Age Friendly Strategy 2017-2021 CCTV Strategy 2018-2028 Community Safety & Crime Prevention Plan 2017-2021 Cultural Plan 2019-2024 Land Acquisition & Disposal Strategy The Platform Youth Action Plan 2019-2023	Bayswater Town Centre Activation Plan Destination Marketing Strategy Local Housing Strategy/Local Planning Strategy 2012 Town Centre Activation Plans for Bayswater, Maylands, Morley & Noranda	Environment & Liveability Framework 2021-2045 Emission Reduction & Renewable Energy Plan Urban Forest Strategy Waterwise Bayswater 2020-2030	Citywide Traffic Management Implementation Plan Economic/Business Framework Play Space Strategy 2019-2029 Public Health & Wellbeing Plan 2019-2024 Town Centre Parking Management Plans for Bayswater, Maylands & Morley
<b>Report period</b>	1 October 2020 to 30 September 2021	1 January 2021 to 31 December 2021	1 April 2021 to 31 March 2022	1 July 2021 to 30 June 2022

The format of progress reports for the calendar year 2020 appeared to be clear and inclusive of necessary information for the ARMC and Council. Adjustments have been made to the process and report format. The Governance and Strategy branch aims to continuously improve both the capture and reporting of progress information.

**EXTERNAL CONSULTATION**

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

**OFFICER'S COMMENTS**

This report provides Council a progress update for six strategies adopted by Council. A summary of these strategies is provided in **Table 2**.

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

Strategy	Adopted	Last review	Next review	Status	Attachment
1. Age Friendly Strategy 2017-2021	CTFCS 17 May 2017	October 2019	2021	Complete	<u><a href="#">Attachment 1</a></u>
2. CCTV Strategy 2018-2028	CTFCS 15 May 2018	Yet to be reviewed	2023	In progress	<u><a href="#">Attachment 2</a></u>
3. Community Safety and Crime Prevention Plan 2017-2021	OCM 31 May 2016	Yet to be reviewed	2022	Complete	<u><a href="#">Attachment 3</a></u>
4. Cultural Plan 2019-2024	OCM 23 July 2019	Yet to be reviewed	As needed	In progress	<u><a href="#">Attachment 4</a></u>

5. Land Acquisition and Disposal Strategy*	OCM 23 June 2020	Yet to be reviewed	Est. 2022	In progress	<b><u>Attachment 5</u></b>
6. The Platform Youth Action Plan 2019-2023	OCM 3 September 2019	October 2020	October 2021	In progress	<b><u>Attachment 6</u></b>

This cover report provides general information about each strategy and key achievements from the past year. **Attachments 1-6** provide further information about key achievements and priorities. The last progress report for strategies one, two, three, four and six were presented to the ARMC meeting 9 February 2021. The reports covered progress to approximately September 2020. Report five, the Land Acquisition and Disposal Strategy was not included as it was only adopted in June 2020.

### Age Friendly Strategy 2017-2021

This strategy guided the City’s approach towards becoming an Age Friendly City. It incorporated values, principles and definitions outlined by the World Health Organisation’s (WHO) Age Friendly Cities Framework, including two of the eight WHO domains: Communication and Information, and Transport. One in six people in the City are aged 65 years or 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.

The strategy was launched in September 2017 and concluded 30 June 2021. In total, 44 out of 46 actions identified in the strategy have been addressed, delivering many positive outcomes and community partnerships. Key achievements and challenges since the last progress report are outlined in **Table 3** and detailed further in **Attachment 1**.

**Table 3:** Age Friendly Strategy 2017-2021 achievements and challenges

Domain	Strategy	Comments
Communication	Implement an Age Friendly Ambassador Program	The Age Friendly Ambassador program has gone from strength to strength, amassing over 1,000 hours of volunteer support and playing a key role in a number of community engagement projects, including development of the new Age Friendly Strategy 2021-2025.
	Provide timely and appropriate information in a range of accessible formats	A Digital Mentor Program was established at Morley Library in 2021 through the Commonwealth Government’s Be Connected initiative. The program is facilitated by volunteers and aims to support and increase the digital literacy of older adults, much needed with the rapid move to online services due to the COVID-19 pandemic.
Transportation	Support for alternative forms of transport, such as mobility device users	The Get Back on Your Bike program was delivered in October 2020 with funding through the Department of Transport’s Bike Month grant. The program supported older adults to get back on in the saddle in a safe and supportive environment.
	Older people have a range of safe, convenient, affordable and accessible transport options	Capacity to advocate on public transport issues is limited. A number of transport actions were out of the City’s scope as they are the responsibility of the Public Transport Authority (PTA) or Main Roads.

The COVID-19 pandemic has impacted the delivery of services, activities and events. Older people are a vulnerable community, and so can be more significantly affected by restrictions and other protective measures. This has affected attendance and City’s volunteer network, as many

volunteers are from an older cohort. A challenge going forward will be to continue to look at new and innovative ways to engage and connect with our older community, and increase digital literacy, particularly for residents who are more isolated and harder to reach.

The new Age Friendly Strategy 2021-2025 was adopted by Council at the OCM 24 August 2021. As the 2017-2021 strategy has ended, the next progress report will focus on the 2021-2025 plan.

### CCTV Strategy 2018-2028

This strategy was an action item of the Community Safety and Crime Prevention Plan 2017-2021. It guides the development and management of the City's Closed-Circuit Television (CCTV) system, which assists in decreasing crime and anti-social behaviour, protects community assets and improves the detection of crime and conviction of offenders.

Of the 18 actions identified in the plan, three are in progress, eight have been completed and six have been incorporated into ongoing business. One action to review the City's CCTV Policy is on hold until the next review scheduled for 2023. Key achievements since the last progress report are outlined in **Table 4** and detailed further in **Attachment 2**.

**Table 4:** CCTV Strategy 2018-2028 achievements

Strategy	Status	Comments
<b>Strategy 2:</b> Ensure sustainability of current and future CCTV	Ongoing	We have recently introduced vehicle mounted cameras and body cameras. The footage will support staff, WA Police and other relevant stakeholders.
<b>Strategy 3:</b> Ensure appropriate placement of CCTV cameras	Complete	A CCTV network has been established in AP Hinds Reserve, Bayswater Gardens and Riverside Gardens.  Short-term projects will consider the Bayswater Train Station precinct and Maylands Waterland, with a risk-based approach being taken to identifying suitable areas and establishing systems.
<b>Strategy 6:</b> Collaboration and accountability	Complete	The City installed exterior facing 360-degree CCTV cameras with 31 day recording capability on Ranger and Security vehicles. Footage from these cameras has been utilised by the WA Police and the high quality of vision was acknowledged.

### Community Safety & Crime Prevention Plan 2017-2021

This plan identified and prioritised community safety and crime prevention initiatives that improve safety, service delivery and reduce crime within the community. The City is dedicated to creating a safe community for its residents and visitors. Crime prevention is considered to be everyone's responsibility and as such, it is vital to join efforts and leverage existing knowledge and expertise.

Of the 21 actions in the plan, 13 are complete and eight have been incorporated into ongoing business or projects. Anecdotally, the volume of crime appears to have decreased following the installation of CCTV networks at AP Hinds Reserve and Riverside Gardens. The introduction of licence plate recognition cameras has provided police with valuable evidence in relation to a number of investigations in the Maylands area, including a series of commercial burglaries, stealing with violence and a suspicious death. Other key achievements since the last progress report are outlined in **Table 5** and detailed further in **Attachment 3**.

**Table 5:** Community Safety & Crime Prevention Plan 2017-2021 achievements

Action	Status	Comments
<p><b>Our Built Environment</b>                      B2.1.3 Develop and implement a Parking Management Strategy for each town/city centre.*</p>	On hold	<p>The Bayswater short-term car parking management plan is now complete, including implementation. This includes the Hamilton Street car parking in Bayswater town centre, which was planned during the period covered by this report and launched in October 2021.</p> <p>Future car parking plans are intended to be captured as a part of future Precinct Plans. No funding was allocated in 2021/22 to complete this work, however the City continues to investigate options that may be included in the future Precinct Plans.</p>
<p><b>Leadership and Governance</b>                      5.1 Advocate and lobby for funding of projects and regulations increasing crime prevention and community safety.</p>	Ongoing	<p>The City advocates and lobbies for project funding. Successful crime prevention and community safety projects undertaken within the life cycle of this plan, and as the result of funding applications, include:</p> <ul style="list-style-type: none"> <li>• CCTV network installations at locations across the City</li> <li>• Installation of 360-degree external cameras on Ranger and Security vehicles</li> <li>• Purchasing of equipment to support the Animal Welfare in Emergencies plan.</li> </ul>

\* This action stems from the City’s Corporate Business Plan 2017-2021, but was included in the scope of this strategy.

Overall, the plan is considered successful. The guidance provided has enabled a number of community focused programs, including bicycle patrols to engage with community members, and further development of the City’s relationship with WA Police. Preliminary work has commenced towards the development of a new Community Safety and Crime Prevention Plan, which is expected to be completed in the 2022/23 financial year, subject to funds being granted in the annual budget.

**Cultural Plan 2019-2024**

This plan was developed in collaboration with the community, including artists and industry leaders, and focusses on three main elements of cultural arts; being visual arts, literature and performing arts. It clarifies the City’s role and provides a framework to guide the planning of arts and cultural programs, services and facilities in the City of Bayswater.

Since the plan was adopted, the City has strengthened working relationships with a variety of local artists and key culture and the arts stakeholders. Of the 15 commitments set out in the plan, 13 are ongoing, one is in progress and one is yet to commence. Of the 11 opportunities identified in the plan, 10 have been seized in various ways.

The City has been successful in delivering and supporting various arts and culture initiatives and projects. All of the actions taken have been delivered within existing resources. Key achievements against the commitments and opportunities in the plan are outlined in **Table 6** and detailed further in **Attachment 4**.

**Table 6:** Cultural Plan 2019-2024 achievements against commitments and opportunities

Commitments	Status	Comments
<p><b>Advocacy and advisory</b></p>	Ongoing	<p>The City actively lobbied for State Planning approval for the Laneway Art Space in</p>

1. Lobby for arts and culture organisations in the City of Bayswater.		Bayswater town centre. A letter of support by the City was included as part of the Development Application to the WA Planning Commission. Approval has been granted.
<b>Partner/collaborate</b> 1 Encourage connections and networking opportunities between the City, arts and cultural workers and artists that live or work in the City of Bayswater.	Ongoing	The City funded the Centre for Stories Café Residency writer-in-residence program featuring local writers. These writers engaged with local visitors to discuss their work and the art of writing.
<b>Deliver</b> 2. Optimise community use of buildings and facilities for the delivery of cultural activities and cultural services.	Ongoing	The City sponsored the WA Symphonic Wind Ensemble (WASWE) to utilise the Morley Sport and Recreation Centre for rehearsal sessions in 2021/22.
<b>Opportunities</b>	<b>Status</b>	<b>Comments</b>
<b>Partner/collaborate</b> 4. Explore our connections to our local Noongar culture.	Ongoing	During NAIDOC Week 2020, the City held arts workshops at Bayswater Community Centre and Libraries. Activities were free for the community to participate in and included basket weaving and working with straw and wool to make 'fantastic creatures'.
<b>Deliver</b> 2. Use non-traditional spaces for cultural activities.	Ongoing	Trialling of a converted shipping container as a multi-use stage and exhibition space was undertaken at The RISE, with a WAYJO quartet performing successfully in it.

Some projects, partnerships and events have been impacted by the COVID-19 pandemic and brief lockdowns during February, April and June 2021. They include:

- NAIDOC Week July 2021 events which were rescheduled to October 2021.
- Bayswater Community Concert in collaboration with the Perth Symphony Orchestra scheduled for 6 February 2021 was postponed and held on 12 March 2021.
- Anzac Day Dawn Services in collaboration with the RSL was cancelled.
- Author Holden Shepherd spoke at an evening event at Maylands Library in April 2021. This event had been rescheduled from August 2020.

### Land Acquisition & Disposal Strategy

The City developed the Land Acquisition and Disposal Strategy and associated Land Acquisition and Disposal Policy to identify and develop a plan to effectively manage land under the ownership, care or control of the City for the benefit of the community. The Strategy guides the management of City land that can be leveraged for community benefit and financial return to support the initiatives the City provides to the community.

The Strategy was adopted by Council at the OCM 23 June 2020. In the time since adoption, key achievements include:

- Established cross-organisational management and reporting of the disposal process.
- Introduced procedures with relation to applying delegations relating to this strategy.

Achievements and general activities are detailed further in **Attachment 6**.

### The Platform Youth Action Plan 2019-2023

This plan guides the City, together with the City's Youth Advisory Council, to progress the needs and aspirations of young people aged 12-25 years living in the City of Bayswater. The plan focuses on three key themes:

- Health and wellbeing,
- Education and employment and;
- Community connection.

There are 14 opportunities identified across the three themes. Work is in progress to maximise seven of those opportunities, and two more are now part of ongoing business. A further two are on hold, one has been delayed and two are yet to commence.

Overall, implementation is progressing well. Different service areas within the organisation have worked collaboratively to deliver programs. The City has also partnered with local organisations, such as Morley YMCA and Enviro House to deliver workshops and events in a cost-effective and resourceful manner. Some activities have been impacted by lockdowns and restrictions due to the COVID-19 pandemic, but the City has continued to engage with young people through other, less affected programs. The City has also focussed on workshops, events and programs to promote mental health and wellbeing. Key achievements and challenges since the last progress report are outlined in **Table 7** and detailed further in **Attachment 6**.

**Table 7:** The Platform Youth Action Plan 2019-2023 achievements and challenges

Opportunities	Status	Comments
<b>Education and employment</b> Deliver study sessions for young people to assist them with study and school pressures.	In progress	Morley Library created a study hub on weekday afternoons during October and November 2020. This was a comfortable space for students to relax, focus and prepare for their upcoming ATAR exams. There was free Wi-Fi, coffee, beanbags and snacks provided.
<b>Education and employment</b> Involve the YAC in the planning and delivery of City events, programs and facilities for young people.	In progress	Members of the Youth Advisory Council assisted with the planning and delivery of events such as Friendly Footprint and Youth Week Jam 2021. Members were also successful in obtaining a Drug Aware YCulture Metro grant to support delivery of Friendly Footprints.
<b>Health and wellbeing</b> Deliver How to Adult – Wellbeing & Life Skills workshops that enhance confidence & capability.	On hold	The City has temporarily suspended delivery of the How to Adult workshop program due to low attendance. The City will resume these workshops in 2022 and expects attendance levels to return to normal once the impacts of COVID-19 subside.

### LEGISLATIVE COMPLIANCE

Not applicable.

### RISK ASSESSMENT

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

<b>Officer's Recommendation</b>	<p>That Council notes the annual progress reports for the following strategies:</p> <ol style="list-style-type: none"> <li>1. Age Friendly Strategy 2017-2021</li> <li>2. CCTV Strategy 2018-2028</li> <li>3. Community Safety and Crime Prevention Plan 2017-2021</li> <li>4. Cultural Plan 2019-2024</li> <li>5. Land Acquisition and Disposal Strategy</li> <li>6. The Platform Youth Action Plan 2019-2023.</li> </ol>	
<b>Risk Category</b>	<b>Adopted Risk Appetite</b>	<b>Risk Assessment Outcome</b>
Strategic Direction	Moderate	Low
Reputation	Low	Low
Governance	Low	Low
Community and Stakeholder	Moderate	Low
Financial Management	Low	Low
Environmental Responsibility	Low	Low
Service Delivery	Low	Low
Organisational Health and Safety	Low	Low
<b>Conclusion</b>	<p>Noting progress made on Council adopted strategies will assist Council in future decision making. This reduces risks to Council decision making by keeping Council informed of progress, and helps the organisation to manage a number of risks in carrying out those decisions.</p>	

**FINANCIAL IMPLICATIONS**

Nil.

**STRATEGIC IMPLICATIONS**

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

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

The strategies reported this quarter relate to the Strategic Community Plan 2021-2031 in a number of ways, including:

- Theme: Community
- Goal C1: Create safe and inviting places for people to come together.
- Goal C2: Celebrate multiculturalism, arts and culture by supporting local events and initiatives.

- Theme: Environment and Liveability
- Goal E3: Improve the City's walking and cycling network and create safer streets.

- Theme: Leadership and Governance
- Goal L2: Plan and deliver projects and services in a sustainable way.  
Work together to deliver the best outcomes for the community by managing our resources in a financially sustainable way.
- Goal L4: Communicate in a clear and transparent way.  
Provide the community with useful information about Council's policies, services and events and advise the community of engagement outcomes.

**CONCLUSION**

Overall, the six strategies and plans reported on this quarter have delivered a number of benefits for the community. Both the Age Friendly Strategy 2017-2021 and the Community Safety and Crime Prevention Plan 2017-2021 have successfully concluded and the City has commenced or completed work to develop their next iterations respectively. While the COVID-19 pandemic continued to affect services during the reporting period, the City has responded well to the challenges through adaptation and forward planning. Other strategies will be reported as per the schedule in Table 1, with the next report focusing on town centre activation and local town planning.

City of  
**Bayswater**

# Annual Progress Report

## Age Friendly Strategy 2017-2021



This document provides an annual progress and close-out report for the implementation of the City of Bayswater Age Friendly Strategy 2017-2021 (the Strategy). The report covers activities from 1 October 2020 to the Strategy's conclusion on 30 June 2021.

### Purpose

One in six people in the City are aged 65 years or 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.

The City launched its inaugural Age Friendly Strategy 2017-21 in 2017. The Strategy guided the City's approach in all of its activities to become an Age Friendly City. The Strategy incorporated 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 City has spent the past four years implementing the actions detailed within this strategy, until its conclusion on 30 June 2021.

### Vision

An Age Friendly City is one where people of all ages can live healthy and independent lives for as long as possible, and remain in a secure and supportive environment that enables them to participate in the community as they grow old. It addresses how the City can best meet the needs of older people. The City's Age Friendly Strategy 2017-2021 is aligned to the City's Strategic community plan, Access and Inclusion Plan, and other relevant informing strategies.

### Implementation

In total, 44 out of 46 actions identified in the Strategy have been addressed, delivering many positive outcomes and community partnerships. Implementation of the Strategy ended on 30 June 2021. A review was undertaken concurrently with development of the second Age Friendly Strategy 2021-2025 in 2020. An Age Friendly Bayswater snapshot was published in March 2020 to provide a user-friendly update to Councillors and the community on what has been achieved over the four years of the plan.

### Achievements

Since the last progress report, the City reached a number of achievements. Several are detailed below. **Tables 1 and 2** provide more information about specific actions in the Strategy.

#### Communication and Information

Within this domain, City has delivered the following.

- **A Digital Mentor Program** was established at Morley Library in 2021 through the Commonwealth Government's Be Connected initiative. The program aims to support and increase the digital literacy of older adults, much needed with the rapid move to online services due to the COVID-19 pandemic. Facilitated by volunteers, the program offers a weekly tech club and one-on-one support.

- **Wayfinding signage** was installed in Maylands Town Centre during 2021, in consultation with Maylands Historical and Peninsular Association, Roxy Lane Theatre and Community Garden, and Maylands Library. It provides clear and consistent directional signage at key intersections close to the above facilities, to enable people to easily find these and other community places.
- **The City's very own Purple Road** went on a roadshow around key City venues. Developed in partnership with Northern Suburbs Legal Centre, more than 450 purple flowers were crafted by the Bayswater Community Centre craft group. The Purple Road aims to raise awareness of Elder Abuse, with each flower representing someone's story, conversation or reflection. The City's road was also invited to a special 'joining of the roads' event at Kings Park for World Elder Abuse Awareness Day on 15 June 2021.
- **The Age Friendly Ambassador program** has gone from strength to strength, amassing over 1,000 hours of volunteer support and playing a key role in a number of community engagement projects, including development of the new Age Friendly Strategy 2021-2025.
- **More than 25 information sessions for older adults** were delivered at community centres, libraries and the Civic Centre in partnership with other agencies. They included a four week Healthy at Home program focused on fall prevention, safety around the home, cooking on a budget and keeping a healthy mind in line with the City's COVID-19 Community Recovery Plan.
- **Community consultation for the new Age Friendly Strategy 2021-2025** was undertaken between March and June 2021 was hugely successful with more than 800 comments received through surveys, pop up listening booths and a community workshop.

### Transportation

Within this domain, City has delivered the following.

- **The Get Back on Your Bike program** was delivered in October 2020 with funding through the Department of Transport Bike Month grant. The program supported older adults to get back on in the saddle in a safe and supportive environment. It also linked participants to local retailers, bike groups and the City's cycle paths and networks.
- **Five bus shelters** were created by the Perth Transport Authority during 2020 and 2021, in collaboration with the City. This takes the number of bus shelters across to the City to 126.
- **Two workshops in partnership with RAC** were delivered to support driver safety in older adults. These were well attended and well received by community.
- **Fifteen footpaths were upgraded or created** as part of the City's COVID-19 stimulus funding.

### Awards

In November 2020, the City won the 2020 WA Local Government Professionals Connecting Communities Award for its Age Friendly Ambassadors program.

### Challenges

As this was the City's first Age Friendly Strategy we can now reflect on key challenges. This reflection has informed development of the new Age Friendly Strategy 2021-2025 and what the City's focus will be going forward:

- Capacity to advocate on public transport issues is limited. A number of transport actions were out of the City’s scope as they are the responsibility of the Public Transport Authority (PTA) or Main Roads. For example, improving the frequency of bus routes. Going forward, the City’s role will be to connect the community to the PTA to inform and engage older adults on public transport concerns and projects.
- The COVID-19 pandemic has impacted the delivery of services, activities and events, particularly as older people are a more vulnerable community. This has also impacted the City’s volunteer programs, as many volunteers are from an older cohort. Going forward, a key challenge will be to continue to look at new and innovative ways to engage and connect with our older community, and increase digital literacy, particularly for residents who are more isolated and harder to reach.
- The Strategy detailed the role of the City to become an Age Friendly City, however it only focusses on two out of the eight WHO outcome areas. All eight areas need to be considered in order to obtain affiliation to the WHO.
- The establishment of a network of older volunteers to act as a conduit between the City and our older community has been a very successful model. Time, support and resources to continue to expand and upskill this effective volunteer network is critical to capitalising on the momentum of this program going forward.

### COVID-19 implications

A number of lock downs affected the opening of venues and changed the way services and activities are delivered. The City’s Community bus program has been suspended for the entirety of 2020 to 2021, meaning all bus trips and outings have been put on hold. This has resulted in two Transport actions not being delivered during the life of the strategy.

Strategy	Action
Community Transport services continue to evolve to be responsive and relevant to our community	Investigate providing a local community bus service, including shopper and social trips.
Support for alternative forms of transport, such as mobility device users	Consider providing gopher and/or mobility safety training in partnership with RAC.

It is proposed, that a review of the City’s community bus program services will be further explored as part of the City’s Age Friendly Strategy 2021-2025.

### Priorities going forward

The Age Friendly Strategy 2017-2021 is now complete and has been replaced by the Age Friendly Strategy 2021-2025. Actions that were not completed have been carried forward into the new plan or incorporated into ongoing business, where appropriate. Priorities of the new Strategy include:

- Continuing to partner with local agencies and the community to empower residents and to reach older people who might be isolated
- Undertaking a review of the Age Friendly Ambassador program to refocus and expand the network to support more face-to-face connections with older and diverse communities

- Partnering with Transperth to facilitate information sessions and network tours to educate and build confidence in older adults using public transport.

A key goal of the Age Friendly Strategy 2021-2025 will be to become an affiliated Age Friendly City with the WHO to bring global recognition to the City of Bayswater as an Age Friendly City.

### **Review**

A review of the Age Friendly Strategy 2017-2021 was completed in 2021. The Age Friendly Strategy 2021-2025 was adopted by Council at the OCM 24 August 2021.

**Table 1: Information and Communication**

Below is an update for actions relating to information and communication, for the period 1 October 2020 to 30 June 2021. Note that actions incorporated into ongoing business are considered complete.

Strategy	Action	City's role	Timeframe	Status	Comment
Consider a diverse range of communication strategies and/or alternative formats to enable older people to access information readily	Develop a communication strategy to ensure that older people have access to information about the City's services and broader community support programs.	Deliver	2017-2018	Complete	In consultation with AWAC the City advocates for improved ACROD parking and clear accessible pathways.
	Ensure the City's information, communication, internet and social media policies and procedures is consistent with the Disability Access and Inclusion Plan (DAIP) 2016-2020.	Advocate	2017-2021	Complete	A number of initiatives in the area of communication were implemented in 2020/21 in line with the City's Access and Inclusion Plan 2020 to 2024, including ensuring all online and hard copy promotional event material includes accessibility information and the international symbol of access. A portable hearing loop was purchased in 2020, which is used at the Civic Centre, and community centre events to improve audio accessibility. ordinary-council-meeting-23-march-2021-minutes (bayswater.wa.gov.au)
	Improve promotion of information on seniors housing, care and support services.	Advocate	2017-2021	Complete	The City continues to educate and link its older community to a wide range of information and support services by partnering with key agencies and the City's Age Friendly Ambassador network. More than 25 information sessions for older adults were delivered at the community centres, Libraries and the Civic Centre in 2020/21 including falls prevention, safety and security in and around the home, scams, cooking demonstrations and a My Aged Care session in Chinese in partnership with Chung Wah.

Strategy	Action	City's role	Timeframe	Status	Comment
	Consider the needs of the culturally and linguistically diverse (CaLD) community when developing and implementing communication and promotion strategies and activities'.	Facilitate, partner	2017-2021	Complete	A number of City projects in 2020/21 considered the needs of CaLD communities in promotion, for example the City's FOGO campaign ensued all key details and dates regarding the FOGO system were provided in the top 5 languages spoken across the City. The support of the Ambassadors, four of whom speak a second language, was integral in better connecting with CaLD older adults, during the consultation for the Age Friendly Strategy 2021-2025 undertaken between April and June 2021. The City continues to partner with local agencies to provide information sessions in different languages, for example a My Aged Care session in Chinese in partnership with Chung Wah. A partnership has also been formed with Partners in Culturally Appropriate Care funded by the Commonwealth Government to deliver a series of Dementia Health sessions in different language in 2021/22.
	Consider more inclusive language to describe our community services, facilities and events to ensure it is inclusive of all ages.	Deliver	2017-2021	Complete	A written style guide was launched in November 2020 to provide comprehensive guidance and consistency across all communication prepared by the City to ensure it easy to read, and navigate.
Provide timely and appropriate information in a range of accessible formats	Utilise a range of information methods to ensure wide coverage of messages.	Deliver	2017-2021	Complete	The City continues to provide information on services, activities and events in a range of formats including hard copy as detailed in the Access and Inclusion Plan (2020 to 2024). For example, during the consultation for the Age Friendly Strategy 2020-2025, a mix of face to face, hard copy and online engagement methods were utilised, together with a quick and easy feedback slip for those older people who were not able or comfortable to complete a survey.

Strategy	Action	City's role	Timeframe	Status	Comment
	Disseminate information in both hard-copy and electronic formats with an age friendly style i.e. larger fonts, less dense text and straightforward language.	Advocate, deliver	2017-2021	Complete	The City continues to provide information in both hard and electronic formats in line with the City of Bayswater Access and Inclusion Plan (2020 to 2024). In June 2021 a digital mentor program facilitated by volunteers was established at Morley Library for older adults in line with the Commonwealth Governments Be Connected program and funding. This program provides a tech club one and one support with the aim of increasing the digital literacy of older people.
	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.	Advocate, deliver	2017-2019	Complete	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.
	Review the City's current Community Directory, with a view to providing alternative formats to ensure equity of access.	Deliver	2018-2019	Complete	A review of the City's Community Directory was undertaken in 2019, with a new online database launched in November 2019 which residents can easily search and connect to services. Hard copy directories are also provided upon request. The City's Age Friendly Ambassadors were provided with training on the online directory in December 2019.
	Investigate the installation of community notice-boards in the City's town centres.	Deliver	2018-2019	Complete	An MOU has been established with Bedford RSL to install a community notice board outside its venue, facing on to Catherine Street / Grand Promenade.
	Consider utilising a subscription service to enable community member's access to e-newsletters that is tailored to individual's needs and interests.	Deliver	2018-2021	Complete	The City has a monthly e-newsletter (launched in 2019) which community can subscribe to, as well as Town Centre e-newsletters and a Club Connections e-publication.

Strategy	Action	City's role	Timeframe	Status	Comment
	Investigate consistent signage and way-finding systems to assist older people or persons with unique challenges to navigate their way through the community.	Advocate, deliver	2017-2021	Complete	Wayfinding signage was installed in the Maylands Town Centre in 2021 in consultation with Maylands Historical and Peninsular Association, Roxy Lane Theatre and Community Garden and Maylands Library. It features clear, consistent and easily recognisable blue directional signage on poles at key intersections close to the above facilities to enable people to easily find these and other community places.
	Consider using pictograms and multilingual strategies in communication.	Advocate, deliver	2017-2021	Complete	The City continues to improve communication using pictograms and images reflective of our diverse community. As part of the consultation process on the Age Friendly Strategy 2021-2025, an Age Friendly Bayswater snapshot was developed in electronic and hard copy. This provided an easy to read, info graphic style document to highlight what has been achieved over the four years of the City's first Age Friendly Strategy.
Implement an Age Friendly Ambassador Program	Investigate and trial an Age Friendly Ambassador program to improve communication with older people.	Deliver, partner	2017-2018	Complete	Program launched in April 2019. This program and the City's overall achievements in the Age Friendly space contributed to the City of Bayswater winning the COTA WA's Age Friendly Local Government Award in November 2019.
	Encourage community members who are well connected, valued and respected to become Age Friendly ambassadors.	Facilitate	2017-2021	Complete	Given the success of the first Age Friendly Ambassador network, the Ambassadorship period for all eight volunteers was extended for a further year, expiring 1 April. An expression of interest process to renew and refocus program will be undertaken between January and March 2022.
	Engage, support and empower older members of the community to connect, consult, disseminate and advocate with other community members.	Facilitate	2017-2021	Complete	The City's Age Friendly Ambassador program continues to go from strength to strength with the Ambassadors contributing an outstanding 1000+ hours since the commencement of the program. In November 2020, the City was presented with the 2020 WA Local Government Professionals Connecting Communities Award for its Age Friendly Ambassador program.

Strategy	Action	City's role	Timeframe	Status	Comment
	Recruit and train Age Friendly Ambassadors from diverse backgrounds taking into account gender and cultural representation.	Advocate	2017-2018	Complete	Nine passionate local older people representing a diverse cultural and linguistic backgrounds and ranging in ages from 52 to 85 years have been recruited to form a network of Age Friendly Ambassadors across the City of Bayswater community. Training to-date has included an Ambassador Retreat Day, Communication skills and First Aid Training.
	Utilise Age Friendly Ambassadors when undertaking community consultation.	Partner	2018-2021	Complete	The Age Friendly Ambassadors have been engaged for a number projects, including the Strategic Community Plan review, Community Engagement Framework review, development of the Community Recreation Plan, and FOGO implementation. Following a review of the program in late 2020, a memo was sent to Councillors in January 2021 outlining the various achievements and challenges to date.
	Identify opportunities to link Age Friendly ambassadors into projects, programs and initiatives. Monitor and evaluate the program. Report to Council and recommend future action.	Facilitate, partner	2018-2021	Complete	During 2020/21, the Age Friendly Ambassadors have been actively involved in a number of community engagement projects as well as providing a voice on behalf of the older community. Engagement projects included, the Community Engagement Framework review, the Community Recreation Plan, FOGO implementation and Age Friendly Strategy 2021-2025 community consultation. A comprehensive review of the program was undertaken in November 2020 and a memo provided to Council in January 2021, recommending that the Ambassadorship period is extended for another year. Expressions of interest to review the program will take place between January and March 2022.
Commit to using inclusive branding and language for the City's initiatives and	Develop Age Friendly branding and promotion materials to promote the City as an Age Friendly leader	Deliver	2017-2018	Complete	A suite of branded material for community centres program for older adults and Ambassador Program was produced in 2018/19. The City has introduced e-learning videos. As part of these videos, the City ensures it films older residents when undertaking activities so a variety of age ranges and abilities are incorporated in City videos.

Strategy	Action	City's role	Timeframe	Status	Comment
facilities to encourage intergenerational community participation	Investigate a uniquely Bayswater name for our 'Senior Citizen Centres' that promote the service as age friendly	Deliver, partner	2017-2018	Complete	Research and consultation was undertaken in mid-2018 regarding the re-naming of the City's two Senior Centres. Consultation identified the name of Bayswater and Morley community centres.
	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.	Deliver	2017-2018	Complete	On 1 January 2019, the City's 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.
	Review and report on the model of the City's three Seniors Citizen Centres.	Deliver	2017-2018	Complete	During 2019/20 members of the City's two community centres in Bayswater and Morley (formally Senior Citizens Cents) increased from 650 members to more than 850 members.

**Table 2: Transportation**

Below is an update for actions relating to transportation, for the period 1 October 2020 to 30 June 2021. Note that actions incorporated into ongoing business are considered complete.

Strategy	Action	City's role	Timeframe	Status	Comment
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.	Facilitate, advocate, deliver, partner	2017-2021	Complete	34% of the City's Engage Bayswater Panel is represented by older adults. The City's Age Friendly Ambassadors act as conduit between the City and the community and share feedback at monthly meetings. The network reflects the multiculturalism of the City which has supported engagement with older adults from CaLD backgrounds.
	Investigate initiatives that create accessible and supportive environments that encourage engagement, connectedness and participation, for example The Meeting Place in Fremantle.	Deliver, partner	2018-2019	Complete	Place making seed funding initiatives that received funding in 2019/20 to provide accessible and supportive environments encouraging engagement, connectedness and participation. These include 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, and a parklet in Maylands that provides a place to stop for all and meets universal access design requirements.
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.	Partner	2017-2021	Complete	Five new bus shelters were installed at key locations across the City in collaboration with the Perth Transport Authority (PTA).
	Advocate and collaborate with the Department of Transport and the Public Transport Authority (PTA) to improve public transport.	Advocate	2017-2021	Complete	The City continues to work closely with PTA on the Metronet planning.

Strategy	Action	City's role	Timeframe	Status	Comment
	Advocate to with the PTA for improved frequency of bus services to assist older people.	Advocate	2017-2021	Complete	The PTA is set to undertake a major review of local bus routes in consultation with the City between 2022 to 2023.
	Promote the Taxi User Subsidy Scheme and advocate for improved access to this service.	Advocate	2017-2021	Complete	Promoted in the Directory for Older Adults and City's two community centres.
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.	Facilitate	2017-2018	On hold	The City's community bus program was been suspended during the whole of 2020/21 due to COVID-19 constraints. This action has been carried forward to the Age Friendly Strategy 2021-2025.
	Investigate providing a local community bus service, services including shopping and social trips.	Facilitate	2018-2019	On hold	The City's community bus program was suspended during the whole of 2020/21 due to COVID-19 constraints. This action has been carried forward to the Age Friendly Strategy 2021-2025.
Older people are more confident and feel safer when travelling and parking in the City	Consider partnering with a not-for-profit, for example RAC to provide advice and support regarding vehicle modifications, adjustments and driver training.	Partner	2018-2019	Complete	In 2020/21, the City partnered with RAC to host 2 education sessions at the Bayswater Community Centre on road safety.
	Advocate for sufficient ACROD parking in high use locations.	Advocate	2017-2021	Complete	In line with the City's Access and Inclusion Plan 2020-2024, an ACROD Parking campaign was undertaken in December 2020 to raise awareness of and minimise misuse of ACROD parking spots. This was a state-wide campaign and the City communicated key messages online, through social media, a video with the Mayor and newspaper advertising.

Strategy	Action	City's role	Timeframe	Status	Comment
	Partner with local shopping centres and precincts to reserve conveniently located parking for older people '65 years and up'.	Partner	2018-2021	Complete	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 with local shopping centres. 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.
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.	Facilitate	2018-2021	Complete	Information and locations of the City's Recharge Points are promoted at all key City community events and information sessions for seniors, as well as the City's Directory for Older Adults.
	Implement and review the Recharge Scheme Initiative.	Deliver	2017-2021	Complete	Ongoing and monitored in line with the City's Access and Inclusion Plan 2020-2024.
	Consider providing gopher and/or mobility safety training in partnership with RAC.	Partner	2018-2021	Complete	Due to ongoing COVID-19 constraints and social distancing requirements, this action was not progressed during 20/2021. It is not identified as a requirement in the City's Access and Inclusion Plan 2020-2024.
	Promote alternative forms of transport, for example walking, cycling and wheeling (gopher, wheelchairs for older adults within the City of Bayswater).	Facilitate	2017-2021	Ongoing	A Get Back on Your Bike program funded through a Department of Transport grant was hosted for older adults during Bike Month 2020 (October). The initiative supported 60 older adults to build confidence and use their bikes. It also promoted local retailers, the Over 55's bike club and linked participants to bike networks within the City. During 2020/21 the Morley Community Centre walking group doubled its numbers.

Strategy	Action	City's role	Timeframe	Status	Comment
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.	Deliver, partner	2017-2021	Complete	During 2020 and 2021 a number of upgrades were completed at Noranda Nook to create an accessible and supportive environment. These included a nature play area connected to a footpath network to ensure accessible access. A concept plan has also been developed for Bert Wright Park in Bayswater in consultation with community. Now adopted, the plan includes continuous pathways, improved access to the Bayswater Library and community centre, more shade, seating and accessible picnic tables and BBQs.
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 Prevention Plan.	Facilitate, advocate, deliver, partner	2017-2021	In progress	The City's Community Safety and Crime Prevention Plan will be reviewed and new plan developed in 2022/23 with a vision to engage older people as part of the consultation process. This action has not been carried forward to the Age Friendly Strategy 2021-2025 as it will be actioned and reported through the development of a new Community Safety and Crime Prevention Strategy.
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	Deliver	2018-2020	Complete	A City-wide Local Area Traffic Management Study was completed in 2018. An Implementation Plan was endorsed by Council in March 2019.
Plan for adequate and accessible paths, bus stops and road crossings	Ensure smooth wide footpaths that cohabit with bikes, pedestrians and other users of the paths are planned for.	Advocate, deliver	2017-2021	Complete	An extensive program to update and renew footpaths across the City commenced in 2020/21 as part of the stimulus funding. During this period approximately 15 footpaths were constructed, totalling \$1.4 million.

Strategy	Action	City's role	Timeframe	Status	Comment
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.	Deliver, partner	2017-2021	Complete	Matting was installed at all of the City's outdoor community events during 2020/21 to improve access for people using mobility aids.
	Consider the needs of older people in the City's Public Health Planning.	Advocate, deliver, partner	2018-2021	Complete	In March and April 2021, the City delivered a hugely successful 4 week Healthy at Home program with all sessions fully booked. These sessions covered falls prevention, making your home safety, cooking on a budget and keeping a healthy mind in line with the City's COVID-19 recovery plan.
	Explore a partnership with the Morley Galleria Shopping precinct to initiate walking groups for older people.	Partner	2017-2021	Complete	A partnership with Galleria Shopping centre was explored in 2018 and did not proceed. A Walking Group of older people at Morley Community Centre commenced on 18 June 2019, and was led by a City registered volunteer.
	Instigate and promote existing walking groups within the City	Facilitate	2017-2021	Complete	Groups are promoted in the City's Directory for Older Adults and recently launched online Community Directory.

Age Friendly Bayswater Snapshot

# AGE FRIENDLY BAYSWATER SNAPSHOT

What we have done and our next steps



**Here's what's been achieved over the four years of the City's first Age Friendly Strategy 2017-2021:**

- 3,500 copies of the City's Directory for older adults distributed since its launch in January 2019.
- 25% increase in membership of the relaunched Bayswater and Morley community centres over the past two years.
- 38 volunteer positions created for older adults across the City's two community centres.
- 84 free upskilling sessions for people aged 50+ facilitated by the City over the past three years.
- 18 partnerships established with local service providers to help implement age friendly actions.
- 91% satisfaction rate from attendees surveyed at information sessions held for older adults.
- 800 volunteer hours contributed by the City's Age Friendly Ambassadors over the past two years.
- 121 bus stop shelters available throughout the City, many with space to sit and room for wheel chairs and mobility aids.
- 28,000 books delivered to older residents through the City's Libraries' Homebound Books, and Books on Wheels programs.
- 34% of the City's Engage Bayswater panel is represented by older adults. This panel provides feedback on important community issues.



**Some of the initiatives that have been delivered as part of the Age Friendly Strategy:**

- A dedicated program for older adults at the City's Bayswater and Morley community centres, providing members with access to more than 30 activities and services.
- Installation of age friendly seating and community notice boards in the City's town centres.
- A program to create and upgrade footpaths to improve accessibility within the City.
- Monthly meetings between City staff and Age Friendly Ambassadors to increase awareness of older people's needs.
- Creation of a Technology Uncovered program, with funding through the government's Be Connected initiative, to upskill older adults and increase confidence online.
- New and accessible communication tools, including the *Bayswater Beat* newsletter delivered to more than 30,000 households.
- Stronger connections with local Aboriginal Elders, some of whom are older people, through the City's Reconciliation Action Plan.
- Self-loan kiosks at all City Libraries which can be accessed in the top 20 languages spoken in the City of Bayswater.
- Partnerships to increase older adults' knowledge and participation in health and wellbeing activities, including a 'Get back on your bike program'.



**AGE FRIENDLY AMBASSADOR PROGRAM**

Launched in April 2019, this is a crowning achievement for the City. Comprising eight older adults from diverse backgrounds and varying ages, the ambassadors have taken a leadership role in our community, connecting people with practical information and services, ensuring older residents have a voice on community issues. It is a program for seniors, delivered by seniors.



**PURPLE ROAD**

In 2020, the City collaborated with Northern Suburbs Community Legal Centre to create our very own Purple Road to raise awareness of elder abuse. More than 450 purple flowers were crafted by the City's community centre members during the COVID-19 lockdown, with each flower representing someone's story, a conversation, or reflection.



**How the City has supported older people during the COVID-19 pandemic**

To keep our community connected and supported during the height of the COVID-19 pandemic, the City established a Community Care team to make fortnightly calls to older residents between March and June 2020.

During this time, the Community Care team made over 5,000 calls, totaling 800 hours of conversation and were able to connect people to a wide range of information and services.

**World Health Organisation affiliation**

The City's goal is to become an affiliated Age Friendly City with the World Health Organisation (WHO), the overarching body of Age Friendly cities around the world. This was unable to be achieved during the first Age Friendly Strategy 2017-21, due to the COVID-19 pandemic, as this became a priority for WHO. The City will pursue an affiliation with WHO over the next four years to bring global recognition to the City of Bayswater as an Age Friendly City.



**Next steps to becoming a more Age Friendly City**

In 2021, from April to August, the City will be developing its second Age Friendly Strategy to take us to 2025.

The strategy will guide the City of Bayswater's approach to becoming an Age Friendly City and will build on the successes of the first strategy.

The community will be invited to provide their input to the strategy through surveys, pop-up listening booths and community workshops. It is anticipated the Age Friendly Strategy 2021-2025 will be launched to the community by the end of the year.



**Eight areas guiding our Age friendly journey**

World Health Organisation – Age Friendly Cities.

 <b>Outdoor spaces and buildings</b>	 <b>Transportation</b>	 <b>Respect and social inclusion</b>	 <b>Housing</b>
 <b>Communication and information</b>	 <b>Civic participation and employment</b>	 <b>Community support and health services</b>	 <b>Social participation</b>

For more information visit [bayswater.wa.gov.au/engagebayswater](https://bayswater.wa.gov.au/engagebayswater) or contact the City's Coordinator Active Ageing and Volunteers on 9270 4107.

**AWARDS**

- The City was presented with the 2019 WA Age Friendly Local Government Award at the WA Seniors Awards, in recognition of the successful initiatives delivered in-line with the Age Friendly Strategy 2017-2021.
- The City was presented with the 2020 WA Local Government Professionals Connecting Communities Award for its Age Friendly Ambassadors program.

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# Annual Progress Report

CCTV Strategy 2018-2028



This document provides an annual progress report for the implementation of the City of Bayswater CCTV Strategy 2018-2028 (the Strategy) for the year 1 October 2020 to 30 September 2021.

## Purpose

The City's CCTV Management Policy was first adopted by Council in December 2009 with the purpose of providing a Closed-Circuit Television (CCTV) system that assists in decreasing crime and anti-social behaviour, protects community assets and improves the detection of crime and conviction of offenders. The CCTV Strategy 2018-2028 was an action item of the Community Safety and Crime Prevention Plan 2017-2021. Council adopted the CCTV Strategy in May 2018.

## Objectives

**Vision:** Deliver a Safety Service Which Builds a Strong Sense of Community Safety.

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

## Implementation

Of the 18 actions identified in the plan, three are in progress, eight have been completed and six have been incorporated into ongoing business. One action to review the City's CCTV Policy is on hold until the next review scheduled for 2023.

## Achievements

Since the last progress report, the City has achieved the following:

- Installed exterior facing 360-degree CCTV cameras with 31 day recording capability on operational vehicles attached to the Rangers and Security office. Footage from these cameras has been utilised by the Western Australia Police Homicide Squad in the resolution of a suspicious death and the high quality of vision was acknowledged by WA Police.
- Body cameras have been purchased and allocated to the City's Community Rangers, Security Rangers and Parking Officer. A recent survey indicated unanimous officer satisfaction with the cameras and enhanced feeling of safety whilst wearing them.
- Introduction of Licence Plate Recognition cameras at key locations around the City.
- Four new servers installed to replace aged and redundant units.

**Table 1** provides more information about specific actions in the Strategy.

### **COVID-19 implications**

No impact.

### **Priorities going forward**

Into the next year, the City intends to focus on:

- Increasing City's Licence Plate Recognition capability by purchasing additional camera's and analytic software.
- Continuing to explore future funding opportunities to expand the City's CCTV network.
- Investigating analytic capabilities and tools to increase the value derived from the City's CCTV network.

Further considerations will be evaluated as part of the FY2022/23 budget process.

### **Review**

The next review is planned for 2028.

**Table 1: Updates for implementation actions**

Below is an update for CCTV Strategy 2018-2028 implementation actions for the year 1 October 2020 to 30 September 2021. When reading this table, note that:

- The timeframes are indicative only and may vary due to changing circumstances, the City's priorities and budgetary considerations at the time.
- The costings are indicative only and will need to be further refined based on more details, such as detailed design and procurement processes.
- The progress and effectiveness of the actions is monitored through ongoing compliance data and evaluation.

Strategy	Action	Estimated timeframe	Estimated resources	Responsibility/ Collaboration	Current status	Comment
<b>Strategy 1:</b> Establish foundations and use contemporary digital CCTV technology	1. Review existing infrastructure to ensure compliance with relevant legislation.	Short Term (Years 1-2)	Within existing staff resources	City of Bayswater	Complete	All systems comply with relevant legislation/actions recorded with GIS Department.
	2. Adopt the WAPOL Local Interpretation Guide ~ZPAA Recommendations for CCTV Systems as IM minimum recommendations for the use and installation of CCTV systems in the City or Bayswater.	Short Term (Years 1-2)	Within existing staff resources	City of Bayswater	Complete	The use and installation of CCTV systems in the City exceeds the minimum recommendations.
	3. Develop minimum technical specifications for the technical standards in line with relevant industry standards. Technical specifications document includes a reasonable life expectancy for various elements of the CCTV system and suggest a plan for future upgrades based on industry standards and changing technology.	Short Term (Years 1-2)	Within existing staff resources	City of Bayswater	Complete	A technical guide has been produced and will be utilised for future installation projects to ensure minimum technical standards are met and consistency is achieved. An audit undertaken in February 2021 captured age and replacement timeframes for all assets.

Strategy	Action	Estimated timeframe	Estimated resources	Responsibility/ Collaboration	Current status	Comment
<b>Strategy 2:</b> Ensure sustainability of current and future CCTV	1. Integrate CCTV based solutions with ICT systems and business processes where relevant and appropriate.	Short Term (Years 1-2)	\$27,000 for 2018/19 financial year	City of Bayswater	Ongoing	The City's CCTV systems have been incorporated into the City's ICT systems and business processes.
	2. Review replacement funding in the City's Long Term Financial Plan to ensure adequate funding is available at end or life for (1-2 Years) current systems.	Short Term (Years 1-2)	Within existing staff resources	City of Bayswater	Complete	Review undertaken in September 2021.
	3. Monitor developments in mobile and moveable / temporary Ongoing CCTV.	Ongoing	Within existing staff resources	City of Bayswater	Ongoing	This is an ongoing business as usual task.
	4. In consultation with WAPOL and other stakeholders, install, Ongoing maintain and regularly evaluate the City's CCTV camera surveillance system.	Ongoing	Within existing staff resources	City of Bayswater, WA Police, stakeholders	Ongoing	This is an ongoing business as usual task. The City has recently introduced vehicle mounted cameras and body cameras. The footage will support staff, WA Police and other relevant stakeholders.
	5. Maintain and operate CCTV systems in the City of Bayswater and other locations in accordance with relevant legislation.	Ongoing	Within existing staff resources	City of Bayswater	Complete	A CCTV Management Practice was introduced in 2020 to ensure CCTV systems are operated in accordance with legislation.

Strategy	Action	Estimated timeframe	Estimated resources	Responsibility/ Collaboration	Current status	Comment
<b>Strategy 3:</b> Ensure appropriate placement of CCTV cameras	1. Review existing permanent camera locations for suitability and identify areas for future growth of the network with attention given in the short term to AP Hinds Reserve, Bayswater and Riverside Gardens, King William Street, Bayswater.	Short Term (Years 1-2)	Apply for grant funding when available.  If successful, the Safer Communities grant (applied for \$265,511) will provide CCTV covering Riverside Gardens.	City of Bayswater, WA Police, stakeholders	Complete	Current locations remain viable and relevant for CCTV surveillance. In 2020/21 a network was established in AP Hinds Reserve, Bayswater Gardens and Riverside Gardens. Short term projects will consider the Bayswater Train Station precinct and Maylands Waterland, with a risk based approach being taken to identifying suitable areas and establishing systems.
	2. Explore opportunities for temporary camera locations and consider the use of portable CCTV (e.g. Support the installation of portable CCTV and other suitable security treatments in locations where graffiti is severely affecting public space amenity).	Medium Term (Years 2-5)	Within existing staff resources	City of Bayswater, WA Police, stakeholders	Ongoing	Portable, covert cameras are being utilised in high graffiti attack areas, with limited success. At this point in time it is considered that permanent CCTV solutions offer the most effective solution for City requirements, however this is being monitored and may change with state of the art and cheaper technologies emerging.
	3. Consider use of cameras for emergency management real time situational awareness.	Medium Term (Years 2-5)	Within existing staff resources	City of Bayswater	Ongoing	Portable cameras can be hired at short notice and have the capability to stream live vision. The City also has a large network of fixed cameras across the City for use in the event of an emergency.

Strategy	Action	Estimated timeframe	Estimated resources	Responsibility/ Collaboration	Current status	Comment
	4. Set direction and priorities for the further installation and management of electronic surveillance.	Medium Term (Years 2-5)	Within existing staff resources	City of Bayswater	Ongoing	This is a business as usual task where a risk-based approach is taken to establishing surveillance systems at appropriate locations, based on numerous factors including crime data, community expectation and likelihood and consequence of offending behaviour.
<b>Strategy 4:</b> Ensure adherence to relevant legislation, standards and guidelines covering CCTV	1. Develop effective procedures for operations and maintenance of infrastructure.	Short Term (Years 1-2)	Within existing staff resources	City of Bayswater	In progress	Operating Procedures developed and in place which will allow an authorised users to view and download footage. The City also has a CCTV management practice in place.  Maintenance procedures are currently under development.
	2. Review the City's CCTV Management Policy.	Immediate	Within existing staff resources	City of Bayswater	On hold	CCTV Policy was reviewed in May 2018 and is due for its next review in 2023.
<b>Strategy 5:</b> Access to CCTV footage / connected CCTV solution	1. 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 Memorandum of Understanding and WAPOL State CCTV Strategy.	Medium Term (Years 2-5)	Within existing staff resources	City of Bayswater, WA Police, stakeholders	Complete	Review undertaken. The CCTV management practice has been developed to ensure compliance with legislative requirements and standards relating to CCTV systems operated by the City.
<b>Strategy 6:</b> Collaboration and accountability	1. Update the CCTV Information located on the City's website to include links to relevant documents and CCTV locations within the City of Bayswater.	Short Term (Years 1-2)	Within existing staff resources	City of Bayswater	In progress	The City has recently undertaken an audit of all CCTV assets and locations and updated internal databases. It is expected the information will be available on the City's website in February 2022.

Strategy	Action	Estimated timeframe	Estimated resources	Responsibility/ Collaboration	Current status	Comment
	2. Ensure CCTV systems are effective and can be used by WA Police during an investigation. This will be achieved by ensuring that the City of Bayswater CCTV system meets the ANZPAA Recommendations for CCTV Systems and complies with the variations as listed under the State CCTV Strategy.	Medium Term (Years 2-5)	Within existing staff resources	City of Bayswater, WA Police	Complete	The City's CCTV systems are effective, comply with ANZPAA recommendations and able to be successfully utilised by WA Police to support investigations.  The State CCTV strategy expired in 2018 and has not been renewed. Prior to it ceasing the City's CCTV systems complied with all variations listed under the strategy.
	3. Investigate if the City can collaborate with local business and private property owners for the installation of CCTV (temporary or otherwise) onto their property to be used as part of investigations.	Long Term (Years 5-10)	Within existing staff resources	City of Bayswater, stakeholders	In progress	This has been investigated by the City and is considered on a case by case basis.

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# Annual Progress Report

Community Safety and Crime Prevention Plan 2017-2021



This document provides an annual progress report and close-out report for the City of Bayswater Community Safety and Crime Prevention Plan 2017-2021 (the Plan) for the year 1 October 2020 to 30 September 2021.

## Purpose

The City's Community Safety and Crime Prevention Plan identified and prioritised community safety and crime prevention initiatives that improved safety, service delivery and reduced crime within the community. The City is dedicated to creating a safe community for its residents and visitors. Crime prevention is everyone's responsibility and as such, it is vital to join efforts and leverage existing knowledge and expertise.

## Objectives

**Vision:** Create a safe and welcoming place for all.

The Community Safety and Crime Prevention plan outlines the City's vision and commitment to safety and crime prevention while outlining the roles and responsibilities of all partners involved. It aims to provide a safe community where people are able to pursue, and obtain the fullest life possible without fear or hindrance from crime and disorder.

## Implementation

Of the 21 actions in the plan, 13 are complete and 8 have been incorporated into ongoing business or projects. Volume crime offending appears to have decreased following the installation of CCTV networks at AP Hinds Reserve and Riverside Gardens. The introduction of licence plate recognition cameras has provided police with valuable evidence in relation to a number of investigations in the Maylands area including a series of commercial burglaries, stealing with violence and a suspicious death.

**Tables 1 to 5** provide more information about specific actions in the Plan.

## Achievements

Since the last progress report, the City has achieved the following:

- Introduction of Licence Plate Recognition (LPR) cameras in strategic locations throughout the City of Bayswater.
- Bicycle patrols to engage with community members.
- Engagement with support agencies to assist homeless people and reduce anti-social behaviour.
- Introduction of banning notices to prevent repeat offenders who cause harm or threaten staff and community members from attending City owned properties.
- Installation of CCTV at AP Hinds Reserve and Riverside Gardens, Morley Library internal and external cameras, and the Ranger and Security office external cameras.

- Introduction of body cameras for Ranger and Security staff.
- CCTV servers replaced due to age at Morley Sport and Recreation Centre, Bayswater WAVES, the RISE Complex, and Paddy Walker Works Depot.
- Ten CCTV cameras in Maylands replaced to achieve better results.

Perhaps the most significant achievement of the last 12 months is that all actions in the Plan have now been complete or incorporated into ongoing business practices. The Plan is now considered complete.

### **COVID-19 implications**

The pandemic has resulted in a lower rate of formal and informal engagement with the community. For example, informal engagement during patrols. No other effects have been observed.

### **Priorities going forward**

Over the next 12 months the City will continue to maintain the ongoing activities identified in the Plan, including performing streetlight audits, supporting community groups and maintaining its strong relationship with the WA Police. Development of a new Community Safety and Crime Prevention Plan is also expected to commence during this time.

### **Review**

Preliminary planning is underway for a scheduled review in the 2022/23 financial year, subject to funds in the annual budget. As the current plan is now complete, the next review will develop a new Community Safety and Crime Prevention Plan.

**Table 1: Our Community**

Below is an update on actions relating to the ‘Our Community’ theme of the City’s Strategic Community Plan 2017-2027.

No.	Action	Within existing budget?	Timeframe	Current status	Comment
1.1	Develop a comprehensive CCTV strategy for the City of Bayswater.	Yes	2016-2017	Complete	The draft strategy was completed in April 2018 and adopted by Council at the Ordinary Council Meeting on 15 May 2018.
1.2	Develop a Memorandum of Understanding between the City of Bayswater and WA Police to further strengthen information sharing and reinforcing the partnership approach.	Yes	2016-2017	Ongoing	WA Police no longer require an MOU to provide information. A local agreement is now in place to enable information sharing.
1.3	Provide a report in order for Council to consider the funding and appointment of a dedicated Crime Prevention Officer.	No	2016-2019	Complete	A business case for a community safety officer was proposed in the 2020/21 budget but was not approved. The City intended to revisit this in the 2021/22 budget, however it was not progressed due to various budget constraints in the wake of the COVID-19 pandemic. The proposal will be reconsidered for the 2022/23 budget.
1.4	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.	Yes	2016-2017	Ongoing	The City supports and promotes the Eyes on the Street program. City officers have access to the Eyes on The Street mobile application to assist with timely reporting of suspicious behaviour.
1.5	Contribute towards the City wide directory of support services that lists organisations located or operating within the City that assist in combatting homelessness.	Yes	2016-2017	Complete	The City collaborated with the community to develop the “Caring for our Community” booklet which is readily available to community members and is provided to vulnerable community members.
1.6	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.	No	2016-2017	Complete	The City has investigated the “Report It” application, but determined it is not necessary as the City provides a 24/7 service which enables community members to speak directly to a City employee and to report any matters involving the City. The City maintains the “Snap, Send, Solve” application for people who wish to report matters via mobile applications.

No.	Action	Within existing budget?	Timeframe	Current status	Comment
1.7	Develop a community safety campaign that provides residents with information and best practices of crime prevention initiatives around their house and properties.	Yes	2016-2017	Complete	Community safety is continuously promoted through targeted education campaigns, community events and presentations to community groups. Working in conjunction with WA Police, burglary hotspots are identified each week and mail box drops are conducted by officers to inform residents of the activity in their area and targeted patrols are performed by security officers.
1.8	Assist Police with other community based partnerships within resources, as they become available.	Yes	2016-2019	Ongoing	The City has a close working relationship with WA Police and regularly collaborates to deliver inter-agency crime prevention and community safety initiatives, including collaborative patrols and crime prevention initiatives.

In addition to the actions in the table, this theme included the following action from City's Corporate Business Plan 2017-2021.

No.	Action	Within existing budget?	Timeframe	Current status	Comment
C1.3.1	Review and implement the service delivery levels provided by Rangers and Security.	Yes	2017-2021	Ongoing	This task was undertaken as part of the City's SEED initiative and is a business as usual activity. The City continually reviews performance and implements continuous improvement strategies in all service areas.

**Table 2: Our Natural Environment**

Below is an update on actions relating to the ‘Our Natural Environment’ theme of the City’s Strategic Community Plan 2017-2027.

No.	Action	Within existing budget?	Timeframe	Current status	Comment
2.1	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.	Yes	2016-2019	Ongoing	All wards are regularly inspected, and a comprehensive security audit is undertaken annually. Information is provided to the appropriate branch for action.

**Table 3: Our Built Environment**

Below is an update on actions relating to the ‘Our Built Environment’ theme of the City’s Strategic Community Plan 2017-2027.

No.	Action	Within existing budget?	Timeframe	Current status	Comment
3.1	Organise night time audits to decide where improved street lighting would be most beneficial.	Yes	2016-2019	Ongoing	Ongoing business as usual task. Anomalies are reported to appropriate business areas for rectification.
3.2	Continue to assess developments against and promote the principals of Crime Prevention Through Environmental Design (CPTED) principles.	Yes	2016-2019	Complete	In accordance with the Residential Design Codes and Design WA - Apartment guidelines, all developments promote the principles of CPTED. All new structure plans / precincts plans consider CPTED principles as a part of their development (Morley Activity Centre Structure Plan, Bayswater Town Centre Structure Plan, Meltham Station Precinct Structure Plan, and Meltham Surrounds).
3.3	Investigate whether the recent study done by 55Central in Maylands around Designing out Crime can offer opportunities for the City's other suburbs as well.	Yes	2016-2017	Complete	It is considered that the recommendations are sufficiently general that their intent can be applied to other town centres in the City. The City’s place managers implement projects in accordance with the CPTED principles.
3.4	Research the possibility of installing solar powered bollards to improve lighting around public amenities and in reserves.	Yes	2016-2018	Complete	Information shared with place managers Morley/Maylands to use as needed. Solar lights being considered around the RISE and an area in Noranda along a pathway near little athletics, costs pending.
3.5	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.	Yes	2016-2019	Complete	Correspondence has been sent to Public Transport Authority (PTA) and discussions have taken place. PTA maintain control of these areas and do not wish to engage in further collaboration at this point.
3.6	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.	Yes	2016-2019	Complete	The City has liaised with Galleria and PTA management, however attempts to collaborate to enhance safety and security have been unsuccessful to this point. The City will continue to provide quality service provision to areas that fall within the City’s jurisdiction.

In addition to the actions in the table, this theme included the following actions from City's Corporate Business Plan 2017-2021.

No.	Action	Within existing budget?	Timeframe	Current status	Comment
B2.1.2	Complete and implement a City-wide Local Area Traffic Management Study.	Yes	2017-2021	Complete	The City is working to assess and evaluate the issues identified in each of the eight local area traffic management precinct areas and has an annual citywide budget allocation to implement priority measures following community consultation.
B2.1.3	Develop and implement a Parking Management Strategy for each town/city centre.	Yes	2017-2021	Ongoing	The Bayswater short-term car parking management plan is now complete, including implementation. This includes the Hamilton Street car parking in Bayswater town centre, which was planned during the period covered by this report and launched in October 2021. Future car parking plans are intended to be captured as a part of future Precinct Plans. No funding was allocated in 2021/22 to complete this work, however the City continues to investigate options that may be included in the future Precinct Plans.

**Table 4: Our Local Economy**

Below is an update on actions relating to the ‘Our Local Economy’ theme of the City’s Strategic Community Plan 2017-2027.

No.	Action	Within existing budget?	Timeframe	Current status	Comment
4.1	Assist the community in their applications for safe, suitable and quality community events.	Yes	2016-2019	Ongoing	The City continues to assist community members to make application for safe, suitable and quality community events.

### Table 5: Leadership and Governance

Below is an update on actions relating to the 'Leadership and Governance' theme of the City's Strategic Community Plan 2017-2027.

No.	Action	Within existing budget?	Timeframe	Current status	Comment
5.1	Advocate and lobby for funding of projects and regulations increasing crime prevention and community safety.	Yes	2016-2019	Complete	<p>The City advocates and lobby's for project funding. Successful crime prevention and community safety projects undertaken within the life cycle of this plan include as the result of funding applications include:</p> <ul style="list-style-type: none"> <li>• CCTV network installations at locations across the City</li> <li>• Graffiti removal within the Morley commercial precinct</li> <li>• Installation of 360-degree external cameras on Ranger and Security vehicles</li> <li>• Introduction of body worn cameras, which enhance officer safety, accountability and improved evidence gathering capability</li> <li>• Signage to provide awareness and education relating to safe and lawful drone usage</li> <li>• Purchasing of equipment to support the Animal Welfare in Emergencies plan.</li> </ul>
5.2	Promote awareness of the City's 24/7 security services.	Yes	2016-2019	Ongoing	Ongoing marketing and promotional initiatives have been undertaken to promote services including presentations to community groups, pop up stalls, providing merchandise and fridge magnets to community members, social media marketing and by providing visible patrols.
5.3	Promote the directory of available service organisations supporting the more vulnerable members of our community and their families.	Yes	2016-2019	Complete	The City's directory of available services organisations is carried by officers on patrol and handed to vulnerable people as necessary.
5.4	Promote Ranger Services and related laws to the community.	Yes	2016-2019	Ongoing	Ongoing marketing and promotional initiatives have been undertaken to promote services including presentations to community groups, pop up stalls, providing merchandise and fridge magnets to community members, social media marketing and by providing visible patrols.

No.	Action	Within existing budget?	Timeframe	Current status	Comment
5.5	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.	Yes	2017-2018	Complete	Nyoongar Outreach Services and 55 Central have been engaged by the City on an ongoing basis to provide outreach services for vulnerable community members who may have, or could potentially commit offences.

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# Annual Progress Report

Cultural Plan 2019-2024



This document provides an annual progress report for the implementation of the City of Bayswater Cultural Plan 2019-2024 (the Plan). The report covers activities from 1 October 2020 to 30 September 2021.

## Purpose

Council adopted the City's inaugural Cultural Plan 2019-2024 in July 2019. The Plan was developed in collaboration with the community, including artists and industry leaders, and focusses on three main elements of cultural arts, being 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.

## Objectives

The Plan clarifies the City's role and guides priorities for grant funding, partnerships and investments in cultural development within the City, aligned with other City plans and strategies. The Plan does not encompass heritage matters or public art.

The Plan identifies three key pillars which provide focus and reflect the City's role. The pillars are:

- Advocacy and Advisory
- Partner and Collaborate
- Deliver.

## Achievements

Since the development of the Plan, the City has strengthened working relationships with a variety of local artists and key culture and the arts stakeholders. Of the 15 commitments set out in the plan, 13 are ongoing activities, implementation of one is in progress and one is yet to commence. Of the 11 opportunities identified in the plan, 10 have been seized in various ways.

The City has been successful in delivering and supporting various arts and culture initiatives and projects. It is important to note that to date, all of the actions taken have been delivered within existing resources. In addition, during the months of February, April and June 2021 arts and culture opportunities and partnerships were limited due to the COVID-19 pandemic and brief, but irregular lockdowns.

Since the last progress report, the City has achieved the following in the key deliverables:

### Events

Programs and activities are used as a way to promote and deliver cultural experiences, such as arts and literature programs, sustainability workshops, community funded programs and celebrations of Aboriginal culture. From October 2020 to September 2021 the City ran 11 events and supported 16 events through the Community Events Grant program. They include:

- The City delivered a range of community events with arts and culture activities, such as Jazz in the Park, Summer Markets, Bayswater Community Concert, Movie in the Park and Evening in the Park.
- The City commissioned a quartet from WA Youth Jazz Orchestra (WAYJO) to perform at a community engagement event in front of The RISE. The intent was to provide locally produced music for the public and to investigate ways to support WAYJO's active presence in the area.

### **Showcasing of Local Artists**

The City funded the Centre for Stories Café Residency writer-in-residence program featuring local writers. These writers engaged with local visitors to discuss their work and the art of writing. The City also partnered with Baysie Rollers and the Laneway Art Space to introduce a large mural in the Bayswater town centre, painted by local artist Graeme Miles Richards.

### **Partnerships, Sponsorships and Grants**

Through the City's Community Events Grants and Major Town Centre Event Funding allocations, the City provided community groups an opportunity to deliver inclusive events that the whole community can participate in. The City also financially supported Town Centre teams to deliver events that incorporated cultural activities, such as performing arts.

The City partnered with various groups and organisations to deliver events, artwork and literature based activities. Examples of these partnerships include:

- Community group Catch Music provided an all-abilities music performance at the City's Annual Volunteer Function. This provided an opportunity for Catch Music to support two musicians from diverse backgrounds and showcase their talents to the City's community.
- WA Ballet delivered an Open Day of four different free community workshops at the WA Ballet venue in Maylands. This was the City's first arts and culture partnership with WA Ballet.
- Somedae Picture delivered two viewings of *The Spirit of Happiness* in December 2018. This short movie is about Suzanne Dickenson, who was part of the Stolen Generations. The viewings were well attended and made a significant impact. A Welcome to Country was coordinated for this event.
- Creative Maylands was commissioned to produce a mural by Blank Walls on Lyric Lane in Maylands.
- Creative Maylands delivered a kids' art workshop at Roxy Lane Community Garden. The artist, Rahalie McGuirk, was a winner of Creative Maylands' 'Maylands Neighbourhood SOUP' event, and the artwork resulting from the kids' workshop will be painted on Roxy Lane.
- Community group LACE and Roxy Lane Community Garden commissioned artist Graeme Miles Richards to paint a number of artworks as part of the activation of the Roxy Lane and Greenslade Lane precinct in Maylands.

### **Capacity Building**

Between October 2020 and September 2021, the City delivered a number of face-to-face Community Upskiller sessions, including some designed to support cultural awareness and inclusion.

**Connection to Local Noongar Culture**

During NAIDOC Week 2020 (held in October 2020 due to COVID-19 pandemic), the City held arts workshops at the Bayswater Community Centre and Libraries. Activities were free for the community to participate in. Morley Library hosted a cultural workshop with Belinda Cox for children and an adult event where Noongar Elder and poet Alf Taylor was interviewed by author Dennis Haskell. Maylands Library hosted a screening of a documentary on the art and life of Keith Looby.

Noongar cultural and language workshops continue to be held at Maylands Library, facilitated by local Aboriginal and Torres Strait Islander Education Officer and Noongar language teacher Carol Foley. Ten sessions have been held, including about the seasons Boonaroo (February-March) and Djilba (August-September).

**Schools**

The City invited students from Hampton Senior High School to create a digital artwork for shoWcAse in PIXELS 2021. The school selected 'Kookaburra Spirit' by Tunyaluk Yangyuen. The student's artwork was displayed on the iconic digital tower at Yagan Square in September 2021.

**Participant satisfaction**

The level of participant satisfaction for events and activities was 89% (surveyed events only).

**Implementation**

It is important to note that prior to development of the City's 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 implementation of the Plan, activities and events focussed on culture and the arts have increased, as well as engagement with local artists and key stakeholders. 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.

**Tables 1 to 3** provide more information about specific actions in the Plan.

**COVID-19 implications**

Implementation has been impacted by brief lockdowns during February, April and June 2021, and some partnerships, projects and events could not be progressed due to restrictions. These included:

- NAIDOC Week July 2021 events which have been rescheduled to October 2021.
- Bayswater Community Concert in collaboration with the Perth Symphony Orchestra scheduled for 6 February 2021 was postponed and held on 12 March 2021.
- Anzac Day Dawn Services in collaboration with the RSL was cancelled.
- Author Holden Shepherd spoke at an evening event at Maylands Library in April 2021. This event had been rescheduled from August 2020.

### Priorities going forward

The City's main focus for the next 12 months will remain on the three main elements of cultural arts identified in the Plan: visual arts, literature and performing arts. The City will continue to encourage participation and partnerships, contributing to the community's quality of life, celebrating diversity, improving cross-cultural understanding and building community pride.

### Review

Reviews of the Plan are undertaken on an as-needed basis. The next review is expected to occur closer to when the Plan is due to end in 2024.

**Table 1: Advocacy and advisory**

The City already acts as an ambassador for our community with other tiers of government and uses its influence to attract funding for activities and facilities that will add value to our local culture. Our intention is to harness the information we receive from cultural organisations and artists to better inform our advice and advocacy program. Below is an update for ‘Advocacy and Advisory’ actions for the period 1 October 2020 to 30 September 2021.

Details	Status	Comment
<b>Commitments</b>		
1. Lobby for arts and culture organisations in the City of Bayswater.	Ongoing	<ul style="list-style-type: none"> <li>The City actively lobbied for State Planning approval for the Laneway Art Space in Bayswater town centre. A letter of support by the City was included as part of the Development Application to the WA Planning Commission. Approval has been granted.</li> </ul>
2. Promote the City’s cultural assets and events using a range of media platforms, including social media, City of Bayswater website and print media.	Ongoing	<ul style="list-style-type: none"> <li>Events are promoted using a range of media platforms, including the website, social media, print, Bayswater Beat newsletter, posters, bollard covers, electronic signage and large vinyl signage outside the Civic Centre, and media releases, where appropriate. The City prepares a marketing and communications plan for all events to ensure all avenues are considered.</li> <li>Due to the changing nature of the COVID-19 pandemic the 2020/21 City-run events have been advertised individually rather than the whole season.</li> <li>The Art Awards are promoted via social media, the website, Bayswater Beat newsletter, advertorials/media releases, banners and printed collateral at the Civic Centre and outstations. The Art Awards Exhibition was well attended, and a record number of artworks were sold (42).</li> <li>The City partnered with Centre for Stories on a writer-in-residence program at Drip Espresso cafe. This involved City of Bayswater writers and was promoted on social media, in Perth Now, print media, and ABC Radio.</li> <li>The City promoted the Christmas markets and Carols by Candlelight events in December by utilising the tools above. Each event was very well attended, with a record number of attendees for the annual Carols event.</li> <li>Other City led events promoted during this period included Jazz in the Park, Australia Day Community BBQ, Summer Markets, Bayswater Community Concert, Movie in the Park, Evening in the Park and Explore Discover Connect Carnival.</li> <li>The City commenced using variable message boards at reserves to advertise events and provides updates (for example, when the Community concert planned for 6 February was postponed due to lockdown).</li> </ul>

Details	Status	Comment
3. Seek grant funding and commitments to the delivery of infrastructure for cultural activities.	Ongoing	<ul style="list-style-type: none"> <li>55 Central received a Better Bayswater Grant to deliver 'The Art Room' from January to June 2021. The Art Room activities are free-of-charge and are promoted through a range of services in the community that target people who may be living with mental health issues, be homeless and/or socially isolated or have addiction issues.</li> </ul>
<b>Opportunities</b>		
1. Actively encourage the provision of inclusive art and cultural activities by other organisations for people of all ages.	Ongoing	<ul style="list-style-type: none"> <li>The City provides community grant funding to various organisation throughout the year to deliver cultural events.</li> <li>The City processed 20 external event applications in this period, and approved 12 community events grants applications.</li> <li>The City granted funding for the Curate Arts Recycled Instrument Project at Ellis House.</li> </ul>
2. Support a diverse range of arts and culture activities to build a stronger community and meet community needs.	Ongoing	<ul style="list-style-type: none"> <li>The City delivered its annual Art Awards with record entries in 2020. Fees were waived for artists in 2020 to allow for maximum community participation.</li> <li>The City's annual School Banner Competition was delivered to ensure participation of local primary schools.</li> <li>A Christmas Market event was held in December, as well as the annual Carols by Candlelight event, each attracted a record number of patrons.</li> <li>The City delivered a range of community events with arts and culture activities included, such as Jazz in the Park, Summer Markets, Bayswater Community Concert, Movie in the Park, Evening in the Park.</li> <li>The City funded the Centre for Stories Café Residency writer-in-residence program featuring local writers. These writers engaged with local visitors to discuss their work and the art of writing.</li> <li>The City commissioned a quartet from WAYJO (WA Youth Jazz Orchestra) to perform at a community engagement event in front of The RISE. The intent was to provide locally produced music for the public, and to investigate ways to support WAYJO's active presence in the area.</li> <li>The City supported a WA Symphonic Wind Ensemble concert.</li> <li>This City's very own Purple Road went on a roadshow around key City venues during 2020 and 2021. A partnership with Northern Suburbs Legal Centre, in excess of 450 purple flowers were crafted by Bayswater Community Centre craft group members for the road. The aim of the Purple Road is to raise awareness of Elder Abuse, with each flower representing someone's story, conversation or reflection.</li> </ul>

Details	Status	Comment
3. Advocate for the State Government to support cultural expression within the City of Bayswater, such as the provision of funding for arts and cultural facilities (hard infrastructure) that ties in with arts and cultural projects, programs and services (soft infrastructure).	Not started	This action is yet to be progressed.

**Table 2: Partner/collaborate**

The City is always looking to add value to its own investment in culture by working with others. When we invite other groups and individuals to participate the community benefits and we create a stronger, more resilient culture and arts community for the long term. Below is an update for ‘Partner/collaborate’ actions for the period 1 October 2020 to 30 September 2021.

Details	Status	Comment
<b>Commitments</b>		
1. Encourage connections and networking opportunities between the City, arts and cultural workers and artists that live or work in the City of Bayswater.	Ongoing	<ul style="list-style-type: none"> <li>The City funded the Centre for Stories Café Residency writer-in-residence program featuring local writers. These writers engaged with local visitors to discuss their work and the art of writing.</li> </ul>
2. Continue to deliver cultural activities in partnership with others.	Ongoing	<ul style="list-style-type: none"> <li>The City partnered with WA Ballet to deliver an Open Day of four different free community workshops in December 2020 at the WA Ballet venue in Maylands. This was the first arts and culture partnership between the City and WA Ballet.</li> <li>The City partnered with Somedae Pictures to bring to the City of Bayswater the Spirit of Happiness production, which was a short movie about Suzanne Dickenson, who was part of the stolen generation. Two viewings were delivered at the Civic Centre on 18 December 2020 and these were well attended and made a significant impact. A Welcome to Country was coordinated for this event.</li> <li>The City partnered with Baysie Rollers and the Laneway Art Space to introduce a large mural in the Bayswater town centre, painted by local artist Graeme Miles Richards.</li> <li>The City partnered with Creative Maylands to commission a mural by Blank Walls on Lyric Lane in Maylands.</li> <li>The City partnered with Creative Maylands to deliver a kids' art workshop at Roxy Lane Community Garden. The artist, Rahalie McGuirk, was a winner of Creative Maylands' 'Maylands Neighbourhood SOUP' event, and the artwork resulting from the kids' workshop will be painted on Roxy Lane.</li> <li>The City partnered with community group LACE and Roxy Lane Community Garden to commission artist Graeme Miles Richards to create artworks as part of the activation of Roxy Lane and Greenslade Lane in Maylands. The City partnered with Centre for Stories to deliver the Café Residency writer-in-residence program.</li> </ul>

Details	Status	Comment
3. Work with the Office of Multicultural Interests and local groups to build cultural awareness through performance, activities and events.	Not started	This action is yet to be progressed.
4. Continue to facilitate the use of local libraries as venues for exhibitions and other cultural activities.	Ongoing	<ul style="list-style-type: none"> <li>• Morley Library hosted an interactive cultural workshop with Belinda Cox for children for NAIDOC Week.</li> <li>• Morley Library hosted an adult event for NAIDOC Week where Noongar Elder and poet Alf Taylor was interviewed by author Dennis Haskell.</li> <li>• Maylands Library hosted screening of a documentary on the art and life of Keith Looby.</li> <li>• Continue to host monthly writers' workshop program at the Maylands Library.</li> <li>• Host bi-monthly ukulele program in the Maylands Library.</li> <li>• Libraries host a number of events for children during Harmony Week, March 2021 including Seledang Sutra Indonesian Dance and Origami with Sanny Ang.</li> <li>• Author Holden Shepherd spoke at Maylands Library in April 2021. This event had been rescheduled from August 2020 due to COVID-19.</li> <li>• Noongar cultural and language workshops continue to be held at Maylands Library, facilitated by local Aboriginal and Torres Strait Islander Education Officer and Noongar language teach Carol Foley.</li> <li>• The City's Libraries hosted Children's Book Week in October 2020 (rescheduled from August 2020 due to COVID-19). Library staff took four authors and illustrators out to seven schools, and hosted one in library event with an author. Over 700 children participated in the program. Library staff also undertook classroom visits to twelve classes (360 children) promoting literacy and libraries.</li> </ul>
5. Develop the capacity of local cultural groups and organisations through the provision of the City's Community Upskillers Program, grant funding and partnership opportunities.	Ongoing	<ul style="list-style-type: none"> <li>• During October and December 2020 the City delivered three Community Upskiller sessions, covering volunteer management, financial management and waste management.</li> <li>• In October 2020, Better Bayswater Grant funding was approved for 'The Art Room' to be delivered by 55 Central from January to June 2021. This program was for people who may be living with mental health issues, are homeless and/or socially isolated, or have addiction issues. While the group is open to any community member, many people who attend have no other outlet for social interaction and support. During each session, participants will chat while they work on therapeutic art projects over afternoon tea.</li> </ul>

Details	Status	Comment
<b>Opportunities</b>		
1. Explore greater use of technology to make cultural activities more interactive and accessible.	Ongoing	<ul style="list-style-type: none"> <li>The City delivered the school Christmas banner competition, displaying the entries online rather than via an in-person exhibition.</li> </ul>
2. Consider a range of temporary cultural experiences – self-paced, pop-ups, flash mobs, hands-on activities.	Ongoing	<ul style="list-style-type: none"> <li>WAYJO's performance to trial a converted shipping container as a multi-use stage at The RISE was a temporary experience, with the stage gone the next week.</li> </ul>
3. Explore adapting and repurposing unused spaces and creating cultural precincts.	Ongoing	<ul style="list-style-type: none"> <li>In December 2020, the City collaborated with Creative Maylands and Funk Factory to repurpose the disused back area of Lyric Theatre on Lyric Lane for an interactive workshop including a performance from WAYJO musicians.</li> <li>A community engagement session at The RISE to determine improvements to its main public space involved a WAYJO performance. This was partly an investigation into whether there was support to build this space into a regular performance and cultural precinct. The intent is now for performances, historical exhibition, and outdoor reading and literature to feature in the space.</li> </ul>
4. Explore our connections to our local Noongar culture.	Ongoing	<ul style="list-style-type: none"> <li>During NAIDOC Week 2020, the City held arts workshops at Bayswater Community Centre and Libraries. Activities were free for the community to participate in and included basket weaving and working with straw and wool to make 'fantastic creatures'.</li> </ul>
5. Work with schools to involve all parts of the community in arts and culture.	Ongoing	<ul style="list-style-type: none"> <li>The City invited students from Hampton Senior High School to create a digital artwork for shoWcAse in PIXELS 2021. The school selected 'Kookaburra Spirit' by Tunyaluk Yangyuen. The student's artwork was displayed on the iconic digital tower at Yagan Square in September 2021.</li> </ul>

**Table 3: Deliver**

The City has a strong program of events and also delivers cultural opportunities to the community through its facilities and activities. Through community engagement we gain a better understanding of local needs and can shape and remodel our programs to respond. Below is an update for ‘Deliver’ actions for the period 1 October 2020 to 30 September 2021.

Details	Status	Comment
<b>Commitments</b>		
1. Continue to deliver family events which are free or low cost, with entertainment for children.	Ongoing	<ul style="list-style-type: none"> <li>The City's annual events for 2020/21, as detailed in its events calendar are all free of charge and inclusive of all ages.</li> <li>The Avon Descent finish line event is an example of the events that are free of charge and inclusive of all ages.</li> </ul>
2. Optimise community use of buildings and facilities for the delivery of cultural activities and cultural services.	Ongoing	<ul style="list-style-type: none"> <li>Cultural activities were facilitated at various City venues throughout this period including the Civic Centre, Bayswater Community Centre, Morley Community Centre and the City's Libraries.</li> <li>The City sponsored the WA Symphonic Wind Ensemble (WASWE) to utilise the Morley Sport and Recreation Centre for rehearsal sessions in 2021/22.</li> </ul>
3. Increase the City's awareness of changing resident needs, desires and interests.	Ongoing	<ul style="list-style-type: none"> <li>The City's Strategic Community Plan was developed with an array of community engagement opportunities. This Strategic Plan is the one key document capturing the changing needs and aspirations of the community.</li> </ul>
4. Continue to deliver activities and events that are valued by the community.	Ongoing	<ul style="list-style-type: none"> <li>Events delivered included Art Awards, Carols by Candlelight and Markets. These events encourage community participation such as Art Awards which ran from October through to November 2020.</li> <li>The City held its annual school Christmas banner competition and displayed the winning banners in December 2020 in the Town Centres.</li> <li>The City partnered with Co3 Contemporary Dance Australia to deliver three workshops for The Bird Makers Project in various locations throughout the City of Bayswater in September/ October. Community members were guided through the process of creating their own 'black bird'. The birds were then collected to become the set for the Co3 Australia 'Archives of Humanity' main stage production in 2021.</li> </ul>

Details	Status	Comment
		<ul style="list-style-type: none"> <li>Other events include Jazz in the Park, Australia Day Community BBQ, Summer Markets, Bayswater Community Concert, Movie in the Park, Evening in the Park and Explore Discover Connect Carnival.</li> <li>Older adults we're treated to a performance by Little Miss Squeezebox at the community centre members Christmas party at the civic centre in December 2020. Little Miss Squeezebox plays a traditional Italian accordion and sings Italian songs reflecting the cultural diversity of the City of Bayswater.</li> </ul>
5. Link cultural experiences with social opportunities.	Ongoing	<ul style="list-style-type: none"> <li>The Café Residency writer-in-residence program invited members of the public to come to Drip Espresso café, have a drink and chat to the writers.</li> </ul>
6. Utilise open spaces, parks and the riverfront.	Ongoing	<ul style="list-style-type: none"> <li>The majority of the City's events planned for 2020/2021 are being held in open spaces across the City for example Carols by Candlelight and Markets, Australia Day Community BBQ, Summer Markets, Bayswater Community Concert, Movie in the Park and Evening in the Park.</li> </ul>
7. Make way for new cultural initiatives when old practices no longer serve the community.	In progress	<ul style="list-style-type: none"> <li>The City continuously reviews its events and practices. These reviews are part of the annual budgeting process.</li> </ul>
<b>Opportunities</b>		
1. Explore new cultural experiences to appeal to a wide range of audiences.	Ongoing	<ul style="list-style-type: none"> <li>Various cultural experiences were delivered in partnership with others including WA Ballet, Somedae Pictures and others.</li> </ul>
2. Use non-traditional spaces for cultural activities.	Ongoing	<ul style="list-style-type: none"> <li>Trialling of a converted shipping container at a multi-use stage and exhibition space was undertaken, with a WAYJO quartet performing successfully in it.</li> </ul>
3. Embrace spontaneity by cutting red tape where possible - recognising that people want to be more spontaneous about their activities.	Ongoing	<ul style="list-style-type: none"> <li>COVID-19 pandemic has restricted spontaneity but the City works with community to support them to deliver activities and events.</li> </ul>

City of  
**Bayswater**

# Annual Progress Report

The Platform Youth Action Plan 2019-2023



This document provides an annual progress report for the implementation of the City of Bayswater The Platform Youth Action Plan 2019-2023 (the Plan). The report covers activities from 1 October 2020 to 30 September 2021.

## Purpose

The purpose of the Plan is to steer the City, together with the City's Youth Advisory Council (the Plan) to progress the needs and aspirations of young people aged 12-25 years living in the City of Bayswater.

## Objectives

The Plan focuses on three key themes:

- Theme 1:** Health and wellbeing
- Theme 2:** Education and employment
- Theme 3:** Community connection.

Progressing the actions within each theme will ensure that the City is responsive to the current priorities of young people, while maintaining a clear and consistent strategic focus over the 2019/20-2020/21 financial years

## Implementation

There are 14 opportunities identified across the three themes. Work is in progress to maximise seven of those opportunities, and two more are now part of ongoing business. A further two are on hold, one has been delayed and two are yet to commence.

## Achievements

Since the last progress report, the City has reached a number of achievements. Several are detailed below. **Tables 1 to 3** below provide more information about specific actions in the Plan.

### Theme 1: Health and wellbeing

- Wellbeing Programs

The City delivered a ten-week program for 13 students from Anchor Point, focusing on maintaining physical and mental health, and wellbeing. A nine-week program was also run for 40 students at Bold Park Community School, focusing on mental health and wellbeing. These skills-based programs were supported by HelpingMinds and covered a range of skills, including nutrition, fitness and resilience.

### Theme 2: Education and employment

- Study Hubs

Study pressure was identified as the biggest issue for young people aged 12-17. In response, a 'Study Hub' was set up at Morley Library, running for a few hours each afternoon during October and November 2020. It provided a comfortable space for students to relax, focus and prepare for exams. It also offered resources to reduce stress and improve study skills.

Attendance was initially low, but quickly grew to up to ten students in an afternoon. The Study Hub has been recreated for October and November 2021, and has already seen attendance on par with the end of the 2020 run.

- Zero2Hero Workshop  
In October 2020, four YAC members attended a Youth Leadership Workshop by Zero2Hero, coordinated by the Eastern Metropolitan Regional Council (EMRC). Participants enjoyed sessions on leadership, resilience and personality profiles.
- Friendly Footprint  
The YAC received a Drug Aware YCulture Metro grant from Propel Youth Arts. The grant funded Friendly Footprint, an event for young people to learn simple and practical sustainability skills. In October 2020 YAC members coordinated an 'open day' for young people in partnership with Enviro House. The event included free workshops, information and activities to share simple, practical skills. Workshops included growing an edible garden, composting, making bees wax wraps and basket weaving. There were also activities such as a mini 'Repair Café' and a clothes swap. Approximately 40 young people attended the event.

### Theme 3: Community connection

- Youth Workshop for Community Engagement  
In February 2021 the City held a workshop for young people as part of the review of the Community Engagement Framework. Seven young people participated, sharing ideas on how the City could better engage with young people and inform them of decisions.
- Youth Week Jam 2021  
The City partnered with YMCA Morley to celebrate Youth Week 2021 at Crimea Reserve. Approximately 100 young people attended and enjoyed a range of activities, including an all ages 'Jam Session' with Skateboarding WA, a pick-up ball competition, a Circuit Challenge with Morley YMCA, Floral Crown making with Morley Library and more. The YAC helped coordinate the event, which received a 100% satisfaction rating from participants.
- shoWcAse IN PIXELS 2021  
The City invited students from Hampton Senior High School to create an artwork for the shoWcAse IN PIXELS 2021. The school selected 'Kookaburra Spirit' by Year 12 visual arts student, Tunyaluk Yangyuen, which represents the City's commitment to sustainability and abundance of natural areas. The artwork was displayed in Yagan Square on the 45 metre Digital Tower during September 2021.

### School Engagements

The City had various engagements with local high schools during the year, including:

- YAC presentation at John Forrest Secondary College  
Two YAC members delivered a presentation to student prefects in August 2021 to raise awareness of the City's Youth Advisory Council. YAC members discussed their role and showcased a range of workshops and events that they have delivered.
- Bushrangers Club visit

An officer was invited to attend a meeting with the Bushrangers Club at John Forrest Secondary College in November 2020. This was an opportunity for Bushrangers to share their past and upcoming projects, and information about YAC.

- **Morley Mental Health Week**  
Morley Senior High School invited staff to attend an event to raise awareness of the importance of mental health. A total of 26 students completed a Pledge for Mental Health. The events also provided an opportunity to promote the City's youth program to students.
- **Hampton RUOK Day**  
Staff attended an event for RUOK Day at Hampton Senior High School. Various stallholders and activity providers were invited, which encourages students to have meaningful conversations about mental health. Fifteen students completed a Pledge for Mental Health and staff enjoyed networking opportunities with mental health service providers.

## Challenges

The COVID-19 pandemic continues to be the biggest challenge for the Plan, leading to a decrease in participants for many events. The 2020 How to Adult program encountered a number of difficulties. Some workshops had to be rescheduled or cancelled due to low registration, despite strong promotion. The program is currently on hold until 2022. The City continues to engage with young people through other programs which are less affected by the pandemic.

Principals, teachers and chaplains have highlighted the need for mental health initiatives in response to the COVID-19 pandemic. Research by the Youth Affairs Council of Western Australia (YACWA) has confirmed the importance mental health support for young people. Insights from the YACWA include:

- 91% of respondents had experienced some or significant impact on their mental health
- Young people are disproportionately affected by job losses and have difficulties accessing welfare support
- Changes and inconsistencies with education have been extremely difficult for some
- Loss of social connections is a large concern for most young people and contributed to declining mental health.

Over the last year the City has focussed on workshops, events and programs to promote mental health and wellbeing. To reach young people, the City has shifted focus to work directly with schools to engage and deliver programs. Successful delivery of online workshops during lockdowns, such as the Youth Workshop on Community Engagement, also demonstrate the City can respond quickly to ongoing challenges.

## Priorities going forward

The City will continue to deliver wellbeing programs similar to those for students at Anchor Point and Bold Park Community School. The focus and delivery of each program is unique and will be developed through consultation with staff and students at each school. The City will also continue to deliver previous successful initiatives in 2021/22 including Study Hubs, Youth Week Jam and an annual principal's meeting.

The City has allocated \$40,000 for chaplaincy services in the 2021/22 budget, consistent with the financial contributions of previous years. This funding will enable YouthCARE to continue to distribute additional service to John Forest Senior High School, Hampton Senior High School, Morley Senior High School and Maylands Peninsula Primary School.

The City will deliver two youth focussed events for PrideFEST in November 2021. This will include a program similar to the 'Spill the Tea' workshops by the City of Stirling, which were very popular. The events will provide a safe space for young LGBTIQA+ people to connect and support each other. A 'Drag Yourself' make-up workshop for young people will also be held at Roxy Lane Theatre. A professional make-up artist will teach applying makeup to become a Drag Queen or Drag King.

### **Review**

The Plan was designed to apply from 2019-2021. However, given the significant impacts the COVID-19 pandemic on services and young people, the themes within the Plan will remain relevant beyond 2021. This has been confirmed through consultation with the YAC. Subsequently the City resolved to amend the timeframe to 2019-2023 and notified Council of this change via the last annual progress report. A review will be considered closer to the expiry date.

**Table 1: Theme 1 – Health and wellbeing**

Below is an update for health and wellbeing actions for the period 1 October 2020 to 30 September 2021.

Outcomes	Age group	Opportunities	Measures	City's role	Timeframe	Status	Comment
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.	Report on partnerships with high schools.	Nothing specified in plan	2019-2023	Ongoing	The City contacted all local high schools in May 2021 offering to coordinate workshops for students with mental health organisations (e.g., HelpingMinds, Headspace). This was not taken up by any of the schools, but many have engaged mental organisations directly.
Young people in the City of Bayswater are more independent and prepared for the responsibilities of adulthood.	12-17 years	Deliver How to Adult – Wellbeing and Life Skills workshops that enhance confidence and capability.	Four workshops are delivered and a minimum satisfaction rating of 75% is received from participants.	Deliver	2019-2023	On hold	The City has temporarily suspended delivery of the How to Adult workshop program. The City will resume these workshops in 2022 and expects attendance levels to return to normal once the impacts of COVID-19 subside.
Young people are offered opportunities to participate in activities that enhance mental and physical health.	12-25 years	Deliver diverse activities at a range of venues across the City in partnership with local organisations.	Number of partnerships established to deliver activities.	Deliver	2020-2023	In progress	The City has delivered successful wellbeing programs for students at Bold Park Community School and Anchor Point in 2021.
Young people are connected with organisations that offer mental health services.	12-25 years	Identify partnerships and promote organisations that improve mental health information and support.	Mental health services and programs are promoted through at least six social media posts per year.	Facilitate	2020-2023	In progress	The City has promoted mental health services and organisations through seven posts on Facebook and Instagram in the past year.

**Table 2: Theme 2 – Education and employment**

Update for education and employment actions for the period 1 October 2020 to 30 September 2021.

Outcomes	Age group	Opportunities	Measures	City's role	Timeframe	Status	Comment
Young people in the City of Bayswater are more confident to manage their study workload.	12-17 years	Deliver study sessions for young people to assist them with study and school pressures.	Two study skills information sessions are delivered and a minimum satisfaction rating of 75% is received from participants.	Deliver	2020-2023	In progress	Morley Library created a study hub on weekday afternoons during October and November 2020. This was a comfortable space for students to relax, focus and prepare for their upcoming ATAR exams. There was free Wi-Fi, coffee, beanbags and snacks provided.
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.	Four workshops are delivered and a minimum satisfaction rating of 75% is received from participants.	Deliver	2019-2023	On hold	In July 2020 the City offered two workshops focussed on developing employment skills as part of the How to Adult workshop series. Bookings for both of these workshops were exceptionally low. The How to Adult workshops are on hold until the community recovers from the impacts of COVID-19.
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.	Successful external grant application to implement the opportunity.	Facilitate, deliver, partner	2020-2023	Not started	Local businesses are faced with exceptional challenges during the COVID-19 pandemic. The City will wait until local businesses recover before implementing this action.
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.	80% of YAC members attended youth leadership training.	Deliver	2019-2023	Delayed	City of Bayswater YAC expressed a desire to build capacity and develop leadership skills in the area of marketing. This has been delayed due to other priorities.

Outcomes	Age group	Opportunities	Measures	City's role	Timeframe	Status	Comment
		Involve the YAC in the planning and delivery of City events, programs and facilities for young people.	100% of YAC members involved in the City's youth program, events or facility development.	Facilitate, deliver	2019-2023	In progress	Members of City of Bayswater Youth Advisory Council have assisted with the planning and delivery of events such as Friendly Footprint and Youth Week Jam 2021.

**Table 3: Theme 3 – Community connection**

Update for community connection actions for the period 1 October 2020 to 30 September 2021.

Outcomes	Age group	Opportunities	Measures	City's role	Timeframe	Status	Comment
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.	Meetings with local high schools are held twice a year.	Facilitate, deliver, partner	2019-2023	Ongoing	The City has focussed on building strong relationships with local schools in the past year. In particular, strong working relationships have been developed with Anchor Point and Bold Park Community School.
Active membership in Eastern Metropolitan Regional Council, Youth Officer Group.	12-25 years	Participate in quarterly meetings Eastern Metropolitan Regional Council.	Attend four meetings per year at EMRC per year.	Advocate, deliver	2019-2023	In progress	Community Development Officer Youth and Grants has attended quarterly meetings at EMRC during this period.
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.	Number of opportunities offered to participate on committees, panels and forums	Facilitate, partner	2019-2023	In progress	Young people were invited to participate in a workshop exclusively for 12 – 25 year olds to provide input into the City's Community Engagement Review.
Opportunities are explored for young people to participate in actions that arise from a range of City strategies and plans.	12-25 year	Encourage creative expression in young people.	Work with schools to involve all parts of the community in arts and culture.	Facilitate, partner	2019-2023	In progress	The City invited students from Hampton Senior High School to create an artwork to be entered into shoWcAse IN PIXELS 2021.
		Increase appreciation of the cultural richness in our community.	Number of opportunities to participate in actions that arise from the City's cultural plan and strategies.	Facilitate	2019-2023	Not started	

## 8.2 Corporate Business Plan 2019-23 Progress Report - 1 July To 30 September 2021

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

*In accordance with Clause 11(b) of the City of Bayswater Standing Orders Local Law 2021 this item was deferred to the next Audit and Risk Management Committee Meeting as more information has been identified since the report was finalised that will be incorporated into a revised report.*

### SUMMARY

This report presents a progress update for action items contained within the City's Corporate Business Plan 2019-23. This is the first quarterly report for the financial year 2021/22, covering activities between 1 July and 30 September 2021.

### OFFICER'S RECOMMENDATION

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

### BACKGROUND

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

A minor review of Strategic Community Plan and Corporate Business Plan was completed in 2019 and Council adopted the Corporate Business Plan 2019-2023 at the OCM 11 June 2019. The updated plan sets out 34 actions aligned with the Strategic Community Plan 2017-2027. This report presents the first progress report for the financial year 2021/22.

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

### EXTERNAL CONSULTATION

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

### OFFICER'S COMMENTS

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

The following information is current as at 30 September 2021.

**Complete**

The following four actions were completed this quarter.

Action	Target	Comments
<b>C1.1.2</b> Implement a library services strategy.	30 June 2023	A report on recommendations from the Library Services Strategy, and the actions completed, underway and planned was presented to the Executive Leadership Team in December 2020. Supported actions will be implemented as part of ongoing operations.
<b>E1.1.1</b> Create precinct marketing plans that itemise the qualities of the town centres and transmits them to the public.	30 June 2021	The Destination Marketing Strategy was adopted by Council at the OCM 27 April 2021. Implementation has commenced, with banner design and costings. Considerations to continue implementation were included in the 2021/22 budget. Implementation and outcomes will be reported annually as prescribed by action L3.1.3.
<b>L2.1.2</b> Undertake a community perception survey every two years.	30 June 2021	The final Community Perception Survey report was received from the consultant in September 2021, with a presentation on the methodology and high-level results provided to the Operational Leadership Team.
<b>L3.1.3</b> Provide an annual report on the implementation of approved strategies.	30 June 2023	Annual progress reports are presented to the Audit and Risk Management Committee. Different strategies are reported each quarter, to spread the workload for Council and the City. The reports have been well received by the Committee. The reports keep Council informed of how the City is progressing against adopted strategies. As this process is now established, this action is considered complete.

**On track**

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

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

**Off track**

The following three actions are considered off track this quarter.

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

**Not started or on hold**

The following action is yet to commence.

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

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

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

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

The COVID-19 pandemic has had varying impact on the City's services and projects. While most services and projects have continued unhindered (except in lockdown), in cases where there has been an impact, progress has been delayed or postponed due to business continuity needs, service disruption and/or recovery efforts. The City continues to work to mitigate these effects and the operational and community impacts of the pandemic.

### LEGISLATIVE COMPLIANCE

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

### RISK ASSESSMENT

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

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

### FINANCIAL IMPLICATIONS

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

### STRATEGIC IMPLICATIONS

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

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

### CONCLUSION

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

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

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

# Corporate Business Plan 2019-2023

Progress Report - 1 July 2021 to 30 September 2021



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

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

## At a glance...

**OUR COMMUNITY**

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

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




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

**OUR NATURAL ENVIRONMENT**

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

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




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

**OUR BUILT ENVIRONMENT**

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

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




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

**OUR LOCAL ECONOMY**

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

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

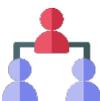



On track	(2)
Off track	(1)
Not started	(0)
Complete	(0)

**LEADERSHIP & GOVERNANCE**

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

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




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



**OUR COMMUNITY**

Aspiration: An active and engaged community.\*

1 July 2021 to 30 September 2021

Outcomes*	Strategies*	Actions	Timeframes				Status	Comments
			19/20	20/21	21/22	22/23		
C1 A strong sense of community through the provision of quality services and facilities.	C1.1 Plan and provide a range of community facilities and services to meet current and future needs.	C1.1.1 Implement the approved future option for the Maylands Waterland site.	●	●	●	●	On track	MG Group has been appointed as the main construction and landscape contractor. Construction work commenced June 2021 following a cultural smoking ceremony to bless the land and work to be completed. Sewer, drainage and soakwells have been installed. Aquatic plant room and underground tanks are under construction, with buildings, pathways, play equipment, BBQ's etc. to follow. At the time of writing this report, work on pathways, ramps and stairs, and some landscaping commenced in early October.
		C1.1.2 Implement a library services strategy.	●	●	●	●	Complete	A report on recommendations from the Library Services Strategy, and the actions completed, underway and planned was presented to the Executive Leadership Team in December 2020. Supported actions will be implemented as part of ongoing operations.
		C1.1.3 Investigate possible locations for permanent event stage structures within the City's Regional reserves.	●	●			Complete	Options were identified and presented to Council. In August 2020, Council resolved not to progress a community event stage.
	C1.2 Deliver community programs that encourage community interaction and participation.	C1.2.1 Develop and implement a Community Recreation Plan.	●	●			Off track	A desktop review and preliminary engagement have been completed and draft action plans are under review. The delivery was delayed six months due to the impact of the COVID-19 pandemic during 2020.
		C1.2.2 Deliver and implement a youth plan.	●	●	●	●	Complete	The City's Youth Action Plan, The Platform, was adopted by Council at the OCM 3 September 2019. The Plan is now available on the City's website and was launched to key external stakeholders at The RISE on 4 December 2019. Actions will be implemented as part of ongoing business as usual operations. Outcomes will be reported annually as prescribed by action L3.1.3.
		C1.2.3 Develop and implement a Public Health Plan.	●	●	●	●	Complete	The Public Health and Wellbeing Plan was completed and endorsed by Council in June 2019. It was reviewed in July 2020 and a progress report was provided to the Audit and Risk Committee in August 2020. Actions will be implemented as part of ongoing business as usual operations. Outcomes will be reported annually as prescribed by action L3.1.3.



**OUR COMMUNITY**

Aspiration: An active and engaged community.\*

1 July 2021 to 30 September 2021

Outcomes*	Strategies*	Actions	Timeframes				Status	Comments
			19/20	20/21	21/22	22/23		
		C1.2.4 Develop and implement a Culture Plan.	●	●	●	●	Complete	The City's inaugural Cultural Plan 2019-2024 was adopted by Council at the OCM of 23 July 2019. The Plan was launched to the wider workforce and community in September 2019. Actions will be implemented as part of ongoing business as usual operations. Outcomes will be reported annually as prescribed by action L3.1.3.
	C1.3 Deliver a safety service which builds a strong sense of community safety.	C1.3.1 Apply Crime Prevention Through Environmental Design principles in Town Centre developments.	●	●	●	●	On track	CPTED principles are applied through projects as they arise.
C2 Accessible services that recognise diversity.	C2.1 Ensure the City's services and facilities are accessible and inclusive.	C2.1.1 Review of Aged Care assets.	●	●			Off track	A report has been prepared for the November 2021 Aged Care Asset Divestment Committee on options for progressing the divestment.

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



1 July 2021 to 30 September 2021

Outcomes*	Strategies*	Actions	Timeframes				Status	Comments
			19/20	20/21	21/22	22/23		
N1 Natural environment and biodiversity that are conserved and protected.	N1.1 Develop and implement management strategies to strengthen the resilience of the environment.	N1.1.1 Develop and implement a City of Bayswater Environmental liveability framework including biodiversity, climate change, and urban forest.	●	●	●	●	On track	The draft Environment and Liveability Framework document was presented to the Executive Leadership Team during the quarter. The document has been updated per feedback and is expected to be presented to Councillors during the first half of 2022.
N2 A resilient community that responds to sustainability challenges.	N2.1 Provide innovative waste and recycling services to reduce waste and empower the community to do the same.	N2.1.1 Review waste collection practices, investigate and implement alternative waste treatment technologies, including Food Organics and Garden Organics (FOGO).	●	●	●	●	On track	The City and the EMRC are currently arranging for a Household Hazardous Waste drop-off point at the City's Transfer Station. Investigations are underway into future waste recovery opportunities for the old material recovery facility shed at the City's Transfer Station. City officers have also started rolling out FOGO to some multi-unit developments based on readiness and infrastructure
		N2.1.2 Deliver waste education to the community in partnership with other stakeholders.	●	●	●	●	On track	The City is continuing to provide waste education through local schools in conjunction with Cleanaway. The City is working with the EMRC in relation to: 1. Implementing additional waste initiatives at the Bayswater Transfer Station 2. Delivering waste education to the community as a part of the FOGO rollout, which commenced in March 2021.

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



**OUR BUILT ENVIRONMENT**

Aspiration: A quality and connected built environment.\*

1 July 2021 to 30 September 2021

Outcomes*	Strategies*	Actions	Timeframes				Status	Comments
			19/20	20/21	21/22	22/23		
B1 Appealing streetscapes.	B1.1 Develop and maintain streetscapes.	B1.1.1 Develop and implement a streetscape upgrade plan for Morley and Bayswater.	●	●			On hold	Council adopted the Morley Activity Centre Streetscape Plan and Implementation Plan in March 2020. The City is currently seeking qualified consultants to developed detailed (construction ready) designs and costings for the upgrades of the streets identified in the Streetscape plan. The Bayswater Streetscape Plan will not be prepared by the City now that DevelopmentWA are involved in the Bayswater town centre. The City will work with DevelopmentWA and the Public Transport Authority.
		B1.1.2 Develop and implement a streetscape upgrade plan for Noranda.			●		Not started	No funding has been allocated to this projected. Therefore it is not scheduled to commence in FY2021/2022. The project will be reconsidered as part of the FY2022/23 budget process.
B2 A connected community with sustainable and well maintained transport.	B2.1 Advocate for safe and accessible public transport.	B2.1.1 Partner with the Department of Transport to deliver strategic bicycle routes.	●	●	●	●	On track	The City has agreed in principle to an agreement with the Department of Transport to commence a review of the Bike Plan. The City is currently awaiting the formal funding agreement from the Department. Funding to match the Department's contribution was included in the FY2021/2022 budget.
		B2.1.2 Complete and implement a City wide Local Area Traffic Management Study.	●	●	●	●	Complete	The study was complete and endorsed by Council in 2018. The Citywide Traffic Management Implementation Plan was adopted by Council in March 2019. Actions will be implemented as part of ongoing business as usual operations. Outcomes will be reported annually as prescribed by action L3.1.3.
		B2.1.3 Develop remaining Parking Management Strategies for Town Centres.	●	●	●	●	On hold	Noranda is the only town centre without an endorsed Parking Management Plan. The City intended to develop the plan as a part of the Noranda District Centre Precinct Plan, which was not funded in the FY2021/2022 budget. Therefore this project is not progressing at this time.
		B2.1.4 Investigate a pedestrian friendly shared place in the Bayswater Town Centre.	●	●	●	●	On track	This will be implemented with DevelopmentWA and PTA as part of the redevelopment of the Bayswater Station and the surrounding precinct. The City will seek to influence the detailed road and public realm design by these two agencies.



**OUR BUILT ENVIRONMENT**

Aspiration: A quality and connected built environment.\*

1 July 2021 to 30 September 2021

Outcomes*	Strategies*	Actions	Timeframes				Status	Comments
			19/20	20/21	21/22	22/23		
B3 Quality built environment.	B3.1 Develop plans, policies and guidelines for quality built form.	B3.1.1 Prepare a Structure Plan and built form policies for each town centre - Maylands, Morley, Noranda and Bayswater.	●	●	●	●	On hold	Noranda is the only town centre without an endorsed Precinct Structure Plan. The project was not funded in the FY2021/2022 budget and is not progressing at present. The project will be reviewed as part of the FY2022/23 budget process.
		B3.1.2 Develop and implement a Local Planning Strategy and develop a new town planning scheme.	●	●	●	●	On hold	The City has been awaiting comments from the Department of Planning, Lands and Heritage regarding the updated Local Planning Scheme. During the last quarter the City was advised the WA Planning Commission's Statutory Planning Committee would consider the draft Scheme in late October for approval to
		B3.1.3 Review and implement the Municipal Heritage Inventory and associated processes.	●	●	●	●	Complete	The Local Heritage Survey was adopted at the OCM 12 February 2020. The document has been finalised and is available on the City's website. It is anticipated that a minor review will be undertaken in FY2024/25, and a major review as needed or up to five years following.
	B3.2 Facilitate the development of activity nodes.	B3.2.1 Facilitate the development of shopping precincts.	●	●	●	●	On track	The City is currently developing Implementation Plans for the Grand Promenade and Walter Road West precincts. Community consultation to develop the plans is set to commence in November 2021.

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

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

1 July 2021 to 30 September 2021

Outcomes*	Strategies*	Actions	Timeframes				Status	Comments	
			19/20	20/21	21/22	22/23			
E1 Support initiatives for local business.	E1.1 Implement initiatives that support business growth.	E1.1.1 Create precinct marketing plans that itemise the qualities of the town centres and transmits them to the public.	●	●			Complete	The Destination Marketing Strategy was adopted by Council at the OCM 27 April 2021. Implementation has commenced, with banner design and costings. Considerations to continue implementation were included in the 2021/22 budget. Implementation and outcomes will be reported annually as prescribed by action L3.1.3.	
E2 Active and engaging town and city centres.	E2.1 Increase public amenity in town and city centres to enhance community interaction and public safety.	E2.1.1 Strengthen the Morley City Centre as a pedestrian friendly environment to meet the requirements of a Strategic Metropolitan Centre.	●	●	●	●	On track	As part of the recent grant funding from RAC, the City is investigating wayfinding signage for pedestrians to provide greater access across the town centre.	
		E2.1.2 Implement Town Centre Activation Plans.		●	●	●	●	On track	The City is implementing a number of projects within the town centres, including the recently completed public space at The RISE and the place space at the Noranda Nook, expected to be completed at the end of November. Preliminary works have commenced for upgrades at Bert Wright Park, which will be staged to limit impact on the park users. Final concept plans for the activation of the front of Morley Library, enabled by the RAC grand funding, are expected to be released for community consultation in November.
		E2.1.3 Develop and implement a Public Art Strategic Plan.		●	●			Off track	No funding has been allocated to this project. A project plan has been prepared to develop the strategy in-house. A budget request will be considered at mid-year review to engage specialists for peer review to ensure the strategy will deliver valuable outcomes for the

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

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

1 July 2021 to 30 September 2021

Outcomes*	Strategies*	Actions	Timeframes				Status	Comments
			19/20	20/21	21/22	22/23		
L1 Accountable and good governance.	L1.1 Ensure policies, procedures and practices are effective.	L1.1.1 Investigate opportunities to simplify processes and reduce red tape in all areas of the City's business.	●	●	●	●	On track	Last quarter the City had launched a new minutes and agenda software, delivering a number of efficiencies for managing Council and committee meetings. To compliment this, work is now underway to begin live streaming Council meetings. This is expected to launch later in 2021. At the time of writing this report, live streaming of Council meetings successfully commenced following the October 2021 election.
	L1.2 Deliver long term financial planning.	L1.2.1 Develop a land asset disposal and acquisition strategy and program, including review of use.	●	●			Complete	Council adopted the Land Acquisition and Disposal Strategy and associated Policy at the OCM 23 June 2020.
L2 Proactively communicates and consults.	L2.1 Communicate and engage with the community.	L2.1.1 Develop a public relations and marketing strategy, including online and social media.	●	●			Complete	The development of a Public Relations and Marketing Strategy was a historic action in the CBP. In consultation with the CEO, the decision was made to instead develop a Strategic Communications Plan and Social Media Strategy. Both documents have now been completed and are currently being implemented. The Social Media Strategy includes the Baysie is My Home video campaign.
		L2.1.2 Undertake a community perception survey every two years.		●		●	Complete	The final Community Perception Survey report was received from the consultant in September 2021, with a presentation on the methodology and high level results provided to the Operational Leadership Team.
	L2.2 Provide quality customer services to the community.	L2.2.1 Develop, review and implement processes and corporate systems to be more responsive to community needs and contemporary customer interaction.	●	●	●	●	On track	The City continues to update IT infrastructure to improve facilities and service delivery. The new corporate digital strategy is also nearing completion. The strategy will provide strategic direction for upgrading key corporate system. In addition to internal business needs, the strategy also considers how the City could respond to changing customer needs.
L3 Strong stewardship and leadership	L3.1 Provide Council with information and support to enable informed decision making.	L3.1.1 Co-ordinate ongoing training programs for elected members.	●	●	●	●	On track	Training for elected members is provided as required and updated upon request. No training was undertaken during the quarter 1 July to 30 September due to the October 2021 election.
		L3.1.2 Undertake annual staff satisfaction surveys.	●	●	●	●	On track	The City has engaged a consultant to undertake the 2021/22 staff survey. Preliminary discussions have been completed, with a view to undertake the survey in late 2021 or early 2022.



**LEADERSHIP & GOVERNANCE**

Aspiration: Open, accountable and responsive service.\*

1 July 2021 to 30 September 2021

Outcomes*	Strategies*	Actions	Timeframes				Status	Comments
			19/20	20/21	21/22	22/23		
		L3.1.3 Provide an annual report on the implementation of approved strategies.	●	●	●	●	Complete	Annual progress reports are presented to the Audit and Risk Management Committee. Different strategies are reported each quarter, to spread the workload for Council and the City. The reports have been well received by the Committee. The reports keep Council informed of how the City is progressing against adopted strategies. As this process is now established, this action is considered complete.

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

### 8.3 Debtors Write-Off

<b>Responsible Branch:</b>	Financial Services
<b>Responsible Directorate:</b>	Corporate and Strategy
<b>Authority/Discretion:</b>	Legislative
<b>Voting Requirement:</b>	Simple Majority <b><i>ABSOLUTE MAJORITY REQUIRED for limb 2</i></b>
<b>Attachments:</b>	<ol style="list-style-type: none"> <li>1. CONFIDENTIAL - Infringement debtors list - for debts under \$500 [8.3.1 - 1 page]</li> <li>2. CONFIDENTIAL - Rate small balance write off list [8.3.2 - 1 page]</li> <li>3. CONFIDENTIAL - Recreation facilities debtors list - for debts under \$500 [8.3.3 - 1 page]</li> </ol>

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

#### SUMMARY

This report presents and notifies Council of a list of bad debts that have been written off under delegated authority in accordance with the Sundry Debt and Recovery Policy. In addition, approval is sought to write off rate small balances.

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

That Council:

1. Notes bad debts of: \$1,190.00 as outlined in Attachments 1 and 3 and; rate penalty interest/administration fees of \$2,916.74 as outlined in this report has been written off under delegated authority and;
2. Approves the write off of \$46.18 rate small balance as outlined in Attachment 2.

***ABSOLUTE MAJORITY REQUIRED***

Cr Giorgia Johnson Moved, Cr Filomena Piffaretti, Mayor Seconded

**CARRIED UNANIMOUSLY: 3/0**

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

**Against:** Nil.

#### BACKGROUND

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

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

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

These can be monies due for user charges, infringements, fees and other services rendered, and the process for collection is dependent on the type of debt raised and the mechanisms available under various legislation for recovery. Section 6.12 (1) of the *Local Government Act 1995* allows for debts to be written off by Council, and the Sundry Debt and Recovery Policy gives delegated

authority to the Chief Executive Officer to write off any uncollectable bad debts under \$500 per account, and advise Council accordingly.

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

**EXTERNAL CONSULTATION**

Not applicable.

**OFFICER'S COMMENTS**

Infringement Debtors

The infringement write-off list (**Attachment 1**) refers to current infringements where the City cannot acquire the offender’s details from the Department of Transport. The total amount written off under Delegated Authority is \$1,100.00.

Rates Debtors

Rate accounts with balances comprising of penalty interest and/or administration fees of \$5.00 or less are written off under Delegated Authority.

For the period 1 July 2021 to 30 September 2021, small balances totalling \$2,916.74 for 1,429 properties has been written off under Delegated Authority.

In addition, Council approval is being sought to write off small balance for rates totalling \$46.18 for 60 properties (**Attachment 2**) for the period 1 July 2021 to 15 October 2021 as the City does not have delegated authority to do so.

Recreation Facilities Debtors

The Recreation Facilities bad debts (**Attachment 3**) have arisen from outstanding invoices for user group bookings at Noranda Family Centre, which have not been recoverable.

Numerous attempts have been made to contact the user groups regarding the outstanding invoices, however no response has been received. 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 require approval to be written off under delegated authority in accordance with Council's Sundry Debt Collection and Recovery. These write-offs total \$90.00.

**LEGISLATIVE COMPLIANCE**

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

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

**RISK ASSESSMENT**

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

<b>Officer’s Recommendation</b>	<b>That Council:</b>
---------------------------------	----------------------

	<ol style="list-style-type: none"> <li>1. Notes bad debts of: \$1,190.00 as outlined in Attachments 1 and 3 and; rate penalty interest/administration fees of \$2,916.74 as outlined in this report has been written off under delegated authority and;</li> <li>2. Approves the write off of \$46.18 rate small balance as outlined in Attachment 2.</li> </ol>	
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
<b>Conclusion</b>	By writing off these debts, the outstanding debtors account will reflect amounts that are deemed recoverable.	

### FINANCIAL IMPLICATIONS

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

### STRATEGIC IMPLICATIONS

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

Theme: Leadership and Governance

Goal L4: Communicate in a clear and transparent way.

### CONCLUSION

It is recommended that Council notes the bad debts written off under delegated authority. Debts include \$1,190.00 for infringement and recreation debtors as outlined in Attachments 1 and 3 and rate penalty interest/administration fees of \$2,916.74 as outlined in this report.

In addition, it is recommended Council approve the rate small balance write off of \$46.18 as outlined in **Attachment 2**.

## 8.4 OAG Report 2021 - Staff Exit Controls

<b>Responsible Branch:</b>	Governance and Strategy
<b>Responsible Directorate:</b>	Corporate and Strategy
<b>Authority/Discretion:</b>	Information Purposes
<b>Voting Requirement:</b>	Simple Majority
<b>Attachments:</b>	<ol style="list-style-type: none"> <li>1. Report 3: Staff Exit Controls [8.4.1 - 29 pages]</li> <li>2. CONFIDENTIAL - 2021 22 Staff Exit Controls [B0DF] [8.4.2 - 5 pages]</li> </ol>
<b>Refer:</b>	Nil.

***In accordance with Clause 11(b) of the City of Bayswater Standing Orders Local Law 2021 this item was deferred to the next Audit and Risk Management Committee Meeting as more information has been identified since the report was finalised that will be incorporated into a revised report.***

### SUMMARY

A performance audit was recently conducted by the Office of the Auditor General (OAG) on the Department of Planning, Lands and Heritage; the Department of Finance and the Department of Local Government, Sport and Cultural Industries on the management of staff exit controls. The City has reviewed the OAG report and undertaken a self-assessment against the City's practices to identify any areas for improvement.

### OFFICER'S RECOMMENDATION

**That Council notes the OAG Report 3: Staff Exit Controls Report and the City's self-assessment against the report findings as contained in Attachments 1 and 2 to this report.**

### BACKGROUND

The role of the OAG is to audit the finances and other activities of State Government agencies and local governments, and report the findings to Parliament. The purpose of that is to reduce risk in the sector and to proactively encourage improvement.

The OAG also conducts performance audits which may involve several State Government agencies or local governments for the purposes of determining sector level practice improvement opportunities.

On 5 August 2021, the OAG released its *Report 3: Staff Exit Controls* which is included at Attachment 1.

### EXTERNAL CONSULTATION

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

### OFFICER'S COMMENTS

The overall purpose of the recent performance audit was to determine if the Department of Planning, Lands and Heritage; the Department of Finance and the Department of Local Government, Sport and Cultural Industries effectively and efficiently manage their staff exit process so as to minimise security, asset and financial risks.

The audit found that, to varying degrees, the entities involved were not effectively or efficiently managing the staff exit process.

While the audit was confined to State Government agencies, it does provide useful insights which may be applicable to how other government agencies should manage their staff exit processes,

and accordingly, the City took the opportunity to undertake a review of our current practices to identify any similar issues and improvement actions.

### **Key findings**

*“Access to work premises and IT systems were not cancelled immediately when staff left.”*

This finding covered delays in actioning the removal of access to premises and IT systems upon a staff member leaving, or in some cases at all. Delays ranged from between 2 and 161 days for disconnecting IT access and in some cases building access passes were not returned or deactivated.

As a result, the OAG identified increased risk in:

- Information and physical assets being made inoperable, lost or used without appropriate authorisation
- Damage to buildings
- Compromised personal security.

*“Entities were not effectively managing asset returns or recovering salary overpayments prior to staff exit.”*

This finding identified that none of the audited entities had a complete and easily accessible record of all assets including ergonomic and IT equipment provided to staff and throughout their employment.

It was noted that one entity could not verify whether assets had been returned as insufficient records had been maintained, and in general there was inconsistency across the three entities. A lack of sound information significantly increased the risk of asset loss and the risk of sensitive information being compromised.

*“Controls for managing staff exits were not adjusted for risks posed by position and termination type.”*

Whilst it was acknowledged that all three entities have a staff exit procedure in place, they were not reviewed or assessed against the individual position, such as those in a position of increased trust and access. In addition, the staff exit procedure did not consider the circumstances in which a person left (such as termination due to adverse reasons or code of conduct investigations).

It was also noted that increased communication between the different business areas involved in managing staff exits would improve the timeliness and effectiveness of the process. In addition, the failure to complete a staff exit checklist increases the risk of key steps being missed in the process.

*“Entities were not consistently offering or conducting exit interviews to identify problems and areas for improvement.”*

A review of the entities revealed that staff exit interviews were rarely offered. This information helps organisations assess their strength and vulnerabilities and identify areas requiring improvement to not only retain staff, but to also attract talent and performance. Only one entity presented the results to management.

### **Entity response**

The responses from the three different entities demonstrated an acknowledgement of the shortcomings and a commitment to implement the recommendations to strengthen the staff exit

process. In addition, it was noted that steady progress had been made since the audit sample and improvements continue to be implemented.

**Self-assessment undertaken by the City**

City Officers undertook their own assessment using the OAG report as a guide to identify any potential areas for improvement in the City’s practices. This self-assessment is included in **Confidential Attachment 1**.

In summary, the majority of the recommendations were found to have already been in practice or have previously been identified and are currently being progressed by Officers. These actions will be added to the Audit Log.

**LEGISLATIVE COMPLIANCE**

Nil.

**RISK ASSESSMENT**

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

<b>Officer’s Recommendation</b>	<b>That Council notes the OAG Report 3: Staff Exit Controls Report and the City’s self-assessment against the report findings as contained in Attachments 1 and 2 to this report.</b>		
<b>TRisk Category</b>	<b>Adopted Risk Appetite</b>	<b>Risk Assessment Outcome</b>	
Strategic Direction	Moderate	Low	
Reputation	Low	Low	
Governance	Low	Low	
Community and Stakeholder	Moderate	Low	
Financial Management	Low	Low	
Environmental Responsibility	Low	Low	
Service Delivery	Low	Low	
Organisational Health and Safety	Low	Low	
<b>Conclusion</b>	Noting this report from the OAG provides the Audit and Risk Management Committee and Council assurance that the City is regularly reviewing sector reports and undertaking a self-assessment to ensure that the City is applying best practice.		

**FINANCIAL IMPLICATIONS**

Nil.

**STRATEGIC IMPLICATIONS**

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

- Theme: Leadership and Governance
- Goal L1: Engage the community in a meaningful way.  
Provide opportunities for the community to have their say and consider their views when making decisions.
- Goal L4: Communicate in a clear and transparent way.  
Provide the community with useful information about Council's policies, services and events and advise the community of engagement outcomes.

## **CONCLUSION**

The report from the OAG's performance audit of Stage Government agencies on staff exit controls provides insights to the Audit and Risk Management Committee on how staff exit controls are managed across the sector and areas for improvement. The report findings and recommendations were used as a guide for the City to do a self-assessment of the staff exit practices to identify any opportunities for improvement as provided in the confidential attachment.

# Western Australian Auditor General's Report



## Staff Exit Controls



Report 3: 2021-22

5 August 2021

**Office of the Auditor General  
Western Australia**

**Audit team:**

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

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

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

WESTERN AUSTRALIAN AUDITOR GENERAL'S REPORT

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**Staff Exit Controls**

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Report 3: 2021-22  
August 2021





**THE PRESIDENT  
LEGISLATIVE COUNCIL**

**THE SPEAKER  
LEGISLATIVE ASSEMBLY**

**STAFF EXIT CONTROLS**

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

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

This audit assessed if the Department of Planning, Lands and Heritage; the Department of Finance and the Department of Local Government, Sport and Cultural Industries effectively and efficiently manage the exit of staff to minimise security, asset and financial risks.

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

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

CAROLINE SPENCER  
AUDITOR GENERAL  
5 August 2021

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## Auditor General’s overview

Entities need to have controls in place to make sure that when a member of staff leaves their job their access to buildings and information systems is cancelled and all assets that have been issued to them are returned. If these controls are absent or ineffective, entities increase the risk of unauthorised access to buildings and information, and the risk of losing sensitive information and public assets and money.



My financial and information systems audits in previous years have raised concerns over former employees having systems access after they leave an entity, and the failure to complete staff exit checklists. This report, based on a more in-depth review of 3 state entities, confirms those findings and identifies issues around asset return and physical access. It again highlights how critical effective exit controls are.

Having effective controls is not, however, straightforward. One of the reasons that entities can struggle with staff exit controls is that they are a shared responsibility across areas of entity operations that may not always work closely together. The controls also need to operate across multiple systems that may not be linked. To deliver prompt action there needs to be a shared understanding of the risks, and good coordination between the different divisions within the entity.

The risks and challenges identified in my report are not confined to the 3 entities we audited. I urge all state and local government entities to look at the findings and recommendations from this report, and draw on the better practice guidance provided in Appendix 1, to ensure that they have effective staff exit controls in place.

## Introduction

This audit assessed if the Department of Planning, Lands and Heritage; the Department of Finance and the Department of Local Government, Sport and Cultural Industries effectively and efficiently manage the exit of staff to minimise security, asset and financial risks.

Our 2015 audit on *Controls Over Employee Termination* found that entities were not following their approved staff exit requirements. More recent financial and information systems audits from this office have also highlighted similar issues. This audit builds on this work.

## Background

In December 2020, there were over 148,500 people employed in the Western Australian State sector to deliver a diverse range of government services and programs. Public sector employees (including contractors and consultants) generally have access to confidential information and use a range of public resources to carry out their daily duties. These include credit cards, cars, computers, mobile phones, laptops and tablets.

At the 3 audited entities, 957 people including third party contractors ceased their employment in the 18 month period to December 2020 (Table 1).

Entity	Employees	Contractors	Total exits	Selected sample
Department of Finance (DoF)	180	50	230	26
Department of Local Government, Sport and Cultural Industries (DLGSC)	429	36	465	30
Department of Planning, Lands and Heritage (DPLH)	148	114	262	27
<b>Total</b>	<b>757</b>	<b>200</b>	<b>957</b>	<b>83</b>

Source: OAG using audited entity information

**Table 1: Number of staff exits at the audited entities**

When staff leave an entity through dismissal, resignation, retirement, end of contract or permanent transfer to another public sector entity, entities should:

- immediately cancel access to information systems, premises and confidential information
- revoke all physical controls such as ID cards, security access passes (fobs or cards) and keys
- collect all entity owned property
- issue a reminder of the individual’s ongoing obligations not to disclose entity information
- offer exit interviews.

Entities should also assess the relative security implications and other risks posed by staff members who leave voluntarily or are terminated for misconduct or other adverse reasons (Appendix 1: Staff exit better practice guidance).

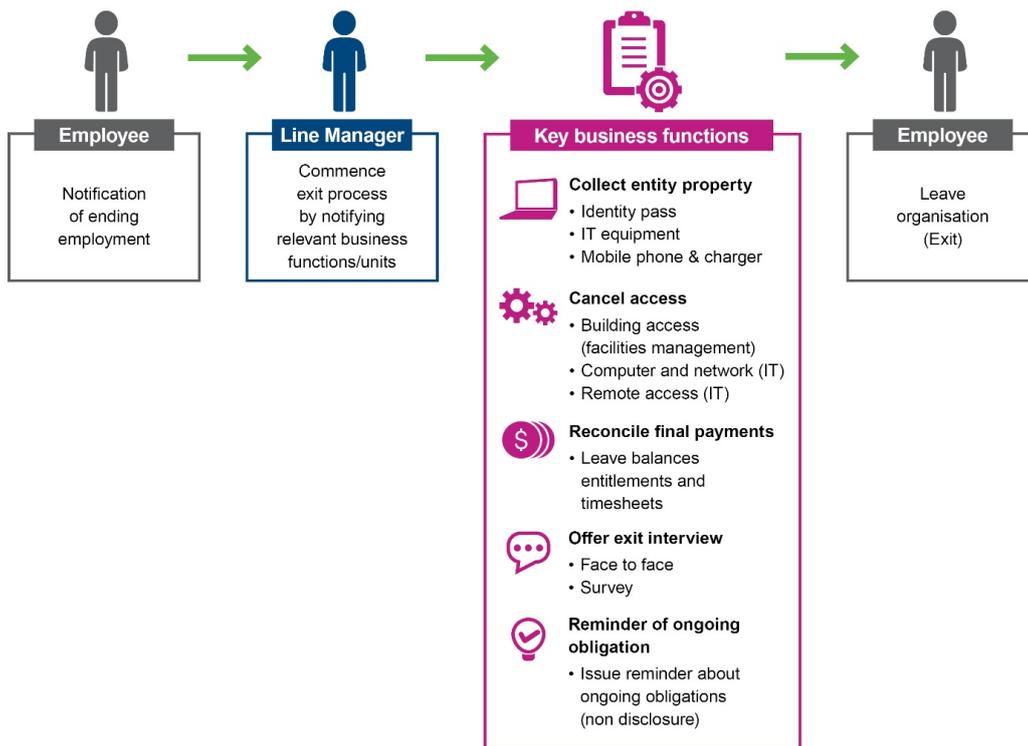
The Commonwealth Government established the *Protective Security Policy Framework* to assist Commonwealth entities to protect people, information and assets. It underpins the Commonwealth Government’s security policy and aims to ensure the secure delivery of government business. The framework is not mandatory for state and territory government

entities, but is considered better practice. It supports entities to implement policies across security governance and its principles reflect key aspects of minimising security risks that can come with staff exits:

- information security – maintaining the confidentiality, integrity and availability of all official information
- physical security – providing a safe and secure physical environment for people, information and assets
- personnel security – ensuring continued protection of resources after staff leave the entity.

The *Digital Security Policy* issued by the WA Office of Digital Government provides a checklist of controls that entities should apply. It includes making clear the enduring requirement on staff to maintain the security of information after they leave employment with a government entity, and that entities should ensure that all IT assets are returned when the person’s employment ends.

At our sampled entities the staff exit process is a shared responsibility across multiple business areas and positions (Figure 1). Consequently, good staff exit processes require areas to work together to ensure responsibilities are actioned effectively and promptly. Failure to do this presents significant risks to the entity of a security breach, asset or financial loss.



Source: OAG using entity and Australian Public Service Commission information

Figure 1: Staff exit process

## Conclusion

To varying degrees, the entities were not effectively or efficiently managing the exit of staff to minimise security, asset and financial risks. Although the Department of Finance managed its staff exits better than the other 2 entities, none of the 3 entities consistently met all the key criteria of an effective and efficient staff exit management process.

Physical and information security risks were not minimised because access to entity premises was not consistently cancelled immediately, or in some cases at all, when staff left. The cancellation of IT access at all 3 entities was also not timely.

Entities were not effectively or efficiently managing asset returns or recovery of salary overpayments. Two entities could not demonstrate that all assets were returned or accounted for when staff left because they did not keep adequate records of what assets were provided and what was returned. Not all salary overpayments or debt owed by exiting staff were settled at the time of leaving and in some cases, entities had no arrangements to recover the money. Across the 3 entities, 20 staff that had left still owed around \$53,500.

The exit controls at the entities were not risk based to take account of high integrity positions and the circumstances in which staff leave. At all entities there were missed opportunities for identifying areas of improvement because they were not consistently offering or conducting exit interviews. Exit interviews or surveys can help entities assess organisational strengths and vulnerabilities with the aim to improve staff attraction, retention and performance.

## Findings

### Access to work premises and IT systems were not cancelled immediately when staff left

At all 3 entities access to premises and IT systems were not cancelled within 24 hours of staff leaving or, in some cases, at all. This means that government entities that are entrusted with significant resources and highly sensitive and confidential information, are not minimising the risk of:

- information and physical assets being made inoperable, lost or used without appropriate authorisation
- damage to the building
- compromised personal security.

### Two of the entities could not demonstrate that all security access passes were returned or deactivated immediately or, in some cases, at all

We tested a sample of 57 people that had left the DPLH and DLGSC. The entities lacked adequate information to show that access passes had been returned or deactivated when 41 out of 57 (72%) staff left.

For 19 out of our sample of 27 people (70%) who left DPLH there was insufficient evidence to confirm that access passes were returned or disabled. The entity advised us that they had not previously tracked when passes were reallocated, deactivated or cancelled but a new process had been implemented in May 2021 in response to our audit.

At DLGSC, similar issues were evident. For 22 out of 30 (73%) people, there was insufficient evidence to verify that access passes were returned or disabled when staff left.

We were advised by staff at both entities that there was a disincentive to cancel or deactivate passes because they incurred a \$12 fee for any changes to the status of passes from the private operator that managed the building.

At DoF all access passes were cancelled or deactivated after staff left the entity. However, for 5 out of 26 (19%) the cancellation of passes was not timely. For 4 people it took between 6 and 44 days. In another case it took 116 days to cancel the card after the person had left. The entity advised that this case related to a secondment arrangement where the former employee continued undertaking work on behalf of the entity following the end of their secondment.

Failure to reclaim, deactivate or cancel security passes when staff leave increases security risk to assets, information and people through unauthorised physical access.

### *DLGSC and DPLH could not account for all active security passes with 24/7 access to key floors*

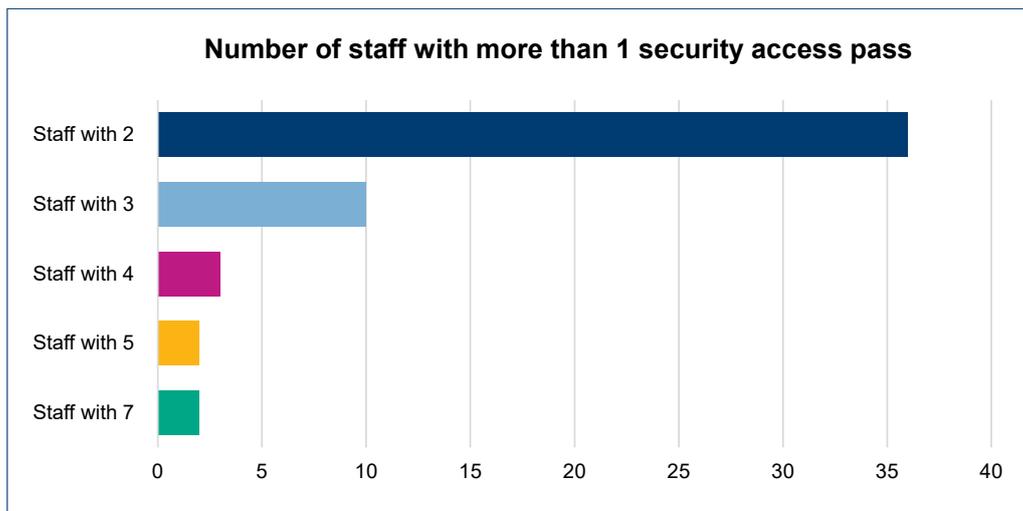
Our review of records of all access passes issued by DLGSC at 1 of its premises showed that there were 320 unallocated but active security access passes with 24 hour access to all floors of the building. This contravened the entity's own access control procedures. On 4 June 2021, the entity advised that an audit of all security access passes had been completed and all unauthorised or unallocated passes had been deactivated.

The DPLH and its contracted building access control firm did an audit in 2019 and found 205 active passes where cardholders could not be identified. At the time of this audit we found that for 164 passes there was insufficient evidence to demonstrate that these had been

deactivated or the cardholders identified. This increased the risk of these passes being used to access the premises without authorisation or knowledge of the entity.

*DLGSC had current staff with multiple security passes even though it is prohibited under their policy*

We found 17 staff still employed by the entity who each held between 3 and 7 active access passes to the same premises. An additional 36 people had 2 active passes each (Figure 2). Under the entity’s *Key control guideline*, the keeping of spare keys and activated access passes is prohibited.



Source: OAG analysis using the DLGSC information

**Figure 2: Number of current staff at DLGSC with more than 1 security access card**

**All entities cancelled exiting staff’s IT system access, but not always immediately**

Cancellation of exiting staff’s IT system access at all 3 entities was not timely. It took between 2 and 161 days to deactivate or withdraw access to information systems after staff left the entity. This increases the risk of unauthorised access and can compromise the confidentiality, integrity and availability of the entities’ information.

At DoF, it took between 6 and 161 days to cancel access to IT systems after the last day of employment. The entity advised that the case that took 161 days related to a secondment arrangement where the former employee continued undertaking work on behalf of the entity. Without that case it took the entity on average 7 days to cancel IT systems access. For 10 (38%) of the people in our sample, there was insufficient information to determine when their access was cancelled. DoF’s security management framework notes that IT access for terminated staff is to be disabled on the last day of employment. In some cases, this may mean people continue to have access while clearing their remaining leave when they should have no need to access systems. This increases the risk of unauthorised access and weakens controls over inappropriate use. The entity advised that employees have genuine need to access systems such as HR self-service, email and other web systems while they remain formally employed.

DPLH confirmed that they did not routinely record specific dates when IT access is cancelled. Based on system log information where it was available, late cancellations ranged between 1 and 124 days after the individual had left. For 10 of our sample, there was no information to determine when access was cancelled.

At DLGSC there was insufficient information to determine when access to IT systems was cancelled for all 30 people in our sample. System logs showing the dates of when this occurred were not recorded. In the absence of this information, we checked whether any of the individuals had accessed the IT systems and found that 29 did not access the system after they left. One person had accessed the system 4 days after their exit date.

Concerns over ongoing systems access at the audited entities has been consistently raised in our financial and information systems audits for the last 6 years (2013-14 to 2019-2020).

*None of the entities systematically remind all exiting staff of their obligation not to disclose information or access systems upon exit*

At both DLGSC and DoF there was no evidence that 56 people in our sample had been reminded of their obligation not to disclose confidential information when they left.

At DPLH only 2 people out of 27 had been reminded of and acknowledged their obligation not to disclose confidential entity information or make any unauthorised disclosure after leaving. For the other 25 in our sample we found no evidence that this had occurred. The entity's policy requires employees not to disclose confidential entity information or make unauthorised disclosures after leaving.

All 3 entities have access to information that is not in the public domain and can be highly sensitive and confidential. The entities have obligations to manage how and when the information is released. Failure to remind exiting staff of their obligations not to disclose entity information increases the risk of its misuse.

## **Entities were not effectively managing asset returns or recovering salary overpayments prior to staff exit**

### **Entities could not demonstrate that all assets were returned because they did not keep accurate records of what was provided to staff**

None of the audited entities had a complete and easily accessible record of all assets, including ergonomic and IT equipment, provided to staff at the start and throughout their employment. Without sound information on assets that are issued to staff, entities cannot verify with certainty that all entity owned assets are returned when staff leave.

At DPLH, we could not verify whether all IT assets had been returned because there were insufficient records of what was issued to the 27 people in our sample:

- 15 staff had left with no evidence of laptop return or what was issued
- the entity advised that 6 people were not issued with IT equipment
- 6 had some information of laptop return.

The entity advised that the system overrides the history of ownership when the asset is re-issued and are confident that no assets had been taken from the entity when staff left.

Mobile phones were also inconsistently captured on the entity's asset management system or register of attractive assets. Without evidence of what mobile phones were issued, their return could not be verified. Only 2 of the 27 people in our sample at DPLH were known to have had a phone issued. Information provided at the time of the audit showed that only 1 had been returned.

At DLGSC records of only 6 exited staff in our sample of 30 had some evidence that laptops had been returned or re-issued. We were advised that historical information for the majority of laptops in our sample was not available. In the absence of this information or any other records we could not determine whether these were returned.

We note that at DPLH and DLGSC, accessories such as computer mouses, chargers and laptop bags are not captured increasing the risk that these are not returned when staff leave.

While employees are generally provided with computers and mobile phones for work, some positions are responsible for other valuable items. For example, at DLGSC camp managers have custody of items such as kayaks, canoes, electric bikes and portable radios. Entities should ensure that such items are adequately accounted for when staff leave. None of the individuals in our sample had such items.

DoF demonstrated that 19 of 26 staff in our selected sample returned their IT equipment. However, 7 did not have adequate documentation of asset return. The entity attributed this to previously having 2 different asset management processes. They advised that since February 2021, the administration of all hardware assets and mobile equipment was centralised within the Procurement and Asset team.

Lack of sound information increases the risk of asset loss. This may also increase the risk of sensitive information being compromised especially if access to systems is not terminated.

### **All entities identify overpayments to exiting staff but do not always implement strategies to recoup the payments in a timely manner**

In some cases, staff may receive a salary overpayment, such as where salary is continued to be paid when staff are on leave but they have no leave entitlements. We found that in a number of cases the overpayments were not repaid before the person left the entity and that repayment plans were not always in place.

At 31 December 2020:

- At DoF 6 staff had left who had not fully repaid overpayments, leaving a total of \$19,680 still owing. Two of the staff still owed a total of \$3,735 but did not have a payment plan.
- At DPLH 13 staff had left with outstanding overpayments totalling \$19,308. Six of them (accounting for \$17,835) had repayment plans in place, but 7 (\$1,473) did not. The DPLH's policy requires that any outstanding debt is settled before staff leave the entity.
- At DLGSC 3 staff who had received overpayments had left. Two had made full repayments but 1 person had \$14,542 outstanding debt with no arrangements for repayment at the time the information was provided to us. The entity advised that they are in the process of undertaking a full audit and quality assurance check on the reported overpayment. Following this, DLGSC will commence the recoup and recovery of overpayment.

Causes of overpayments at all 3 entities included:

- late notification of termination
- incorrect higher duties allowance
- late notice of unpaid leave
- error on payment of leave entitlements.

All State government entities have an obligation under the *Financial Management Act 2006* to account for public money. Failure to collect all outstanding debt or make repayment arrangements before staff leave increases the risk of financial loss. Entities need to make payment arrangements whilst still complying with section 17D of the *Minimum Conditions of Employment Act 1993* that does not allow employers to withhold money from employees without their consent.

*In a few cases procedures requiring a second person to check the accuracy of payments calculations to exiting staff were not followed*

At DPLH records of human resources' calculations of final payments were available for the staff who had exited. However, for 5 in our sample of 27 they had not been checked by a second person. One was a fixed term contract employee and the other 4 were secondments. At DLGSC 3 cases in our sample of 30 were not reviewed by a second person. These were all before the entity established a formal quality assurance function in October 2019.

Failure to cross check calculations increases the risk of over or under payments due to calculation errors.

## **Controls for managing staff exits were not adjusted for risks posed by position and termination type**

### **Entities do not evaluate risk posed by individual positions or the reason people leave**

Although all 3 entities have procedures in place to manage staff exits, none assessed or evaluated risks posed by individual positions and the circumstance in which people left. Risk assessments can help entities identify security implications and use different approaches to adequately minimise risks to information and assets.

Not all positions and circumstances by which people leave an entity are the same. So, an entity's understanding of the risks and having sound processes is vital to allow for prompt adjustment of controls when needed. For example, controls may need to be adjusted to manage risks or security concerns for staff:

- whose employment or contract is terminated for adverse reasons
- who are subject to a code of conduct investigation, whether completed or not
- who have outstanding security issues, including any risks or issues identified through a risk assessment
- in positions of increased trust and access e.g. IT and senior positions.

Risks of information loss and other adverse impacts to the entity are increased when staff have access to sensitive or classified information or administrative rights to the entity's information systems.

### **Communication between business areas responsible for managing staff exits could be improved**

At all entities, communication between the different functions, to verify that relevant tasks had been completed, could be improved to enhance timeliness and effectiveness of the staff exit process. Although managers are responsible for initiating the exit process, several business areas are involved and have different responsibilities for parts of the process. Consequently, clear and prompt communication is vital to ensure that risks are adequately mitigated. This is critical when, for instance, staff with access to privileged information are terminated for adverse reasons.

The relevant business functions included payroll, IT services/ help desk and facilities management.

### **The majority of exit checklists or forms used to ensure all staff exit requirements are met were not completed on time**

Entities use an employee exit checklist or form as the main control to help relevant staff make sure that all steps are followed when an employee is terminated. However, none of the entities completed these promptly.

At DPLH, checklists for 20 out of 27 exited staff (74%) were completed after the individual had left the entity. On average it took 90 days after the person had left to finalise the checklist. In 1 instance it took 268 days for an exit form to be completed after the staff member had left. The DPLH's policy requires managers and employees to complete the forms and all the relevant responsibilities as soon as practicable.

Exit forms at DPLH were not completed for 4 contractors employed under a common use agreement (CUA). We were advised that the process of completing termination checklists for CUA contractors at the entity commenced in June 2020. This was evident for the 2 CUA contractors in our sample who had an exit form completed after that date.

At DLGSC we found no evidence that checklists had been completed for 21 of the 30 people (70%) in our sample. For 4 people we were advised that this was not necessary as 3 were still employed as casual and 1 was still working for the DLGSC but had moved roles. Nine (30%) people in our sample had completed checklists. Of these 2 had been completed late, 19 and 91 days after the termination date.

None of the contractors at DLGSC had a completed checklist on file. The entity requires that the employee checklist is actioned as soon as the employee has provided notice of termination or a decision has been made not to renew a contract.

At DoF just over half (14 of 26) of our sample had exit forms/checklists completed late. On average it took 23 days after the person left to finalise the checklist. For 9 people we could not determine when checklists were completed because the entity's system does not maintain an audit trail of the logs/records when the electronic service tickets are closed. For 1 person it took 169 days to complete their checklist.

Long timeframes to complete checklists increase access and security risks to the entity's IT system, information, property and premises, and over/under payments of staff. A checklist or form generally includes the requirement to return all entity property from the exiting employee and removal of physical and system access. Consequently, it is vital that these are completed and verified by all responsible parties in a timely way when staff leave.

Failure to complete termination checklists in a timely manner or at all has been consistently raised with the audited entities in our financial and information systems audits since at least 2015-16.

### **Entities were not consistently offering or conducting exit interviews to identify problems and areas for improvement**

Only 1 of the 27 DPLH staff exits we looked at was offered an exit interview. Although the entity's policy requires that staff leaving are invited to participate in a voluntary exit interview, we were advised that these were not generally conducted. In the 1 instance where this had occurred, it was to manage a dispute regarding roles and responsibilities that arose during a secondment and not standard practice. The entity advised it has now introduced an exit survey for all employees leaving the entity to fill in.

At DLGSC only 5 staff of the 30 that we sampled had been asked to complete an exit survey. One declined, 2 accepted the offer and for the remaining 2 individuals there was no information on whether they declined or completed the survey.

Information from exit interviews and surveys can help entities to assess organisational strengths and vulnerabilities, and target workforce management strategies to drive talent attraction, retention and performance. Consequently, failure to consistently offer or conduct exit interviews presents a missed opportunity for the entity's business improvement.

*Only DoF collates information from exit survey responses and reports key themes to its corporate executive on an annual basis*

DoF offers exit surveys to staff but for 12 of 26 people (46%) in our sample, the entity did not offer an exit survey. We note that participation in the exit interview process is voluntary. However, failure to encourage departing staff to participate means that there are missed opportunities to improve management strategies to drive talent attraction, retention and performance.

DoF was the only audited entity that collated and reported the results of its exit surveys to management annually.

#### **Case study 1: Use of exit interviews for business improvement**

DoF gathers data from staff exit surveys to inform and identify issues relating to its staff retention strategies. In 2018, the entity identified that staff were leaving due to lack of career advancement and challenge. Using this insight, the entity introduced the Aspiring Leaders Pilot Program targeting level 3 to 6 staff as a retention strategy and development opportunity.

The entity's 2019 Exit Survey report was deferred due to the COVID-19 emergency in 2020 and was to be incorporated into the 2020 Exit Survey report which was in development at the time of the audit.

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## Recommendations

1. To minimise the risk of unauthorised access to premises when staff leave, DPLH and DLGSC should:
  - a. maintain an accurate register of all access passes including returns, cancellation/deactivation
  - b. conduct regular audits of all active passes held by staff
  - c. immediately ensure that all unclaimed, duplicate or lost access passes are cancelled/ deactivated
  - d. ensure all access passes are returned when staff leave.

**DPLH response:** Accepted

**Implementation timeframe:** by October 2021

**DLGSC response:** Accepted

**Implementation timeframe:** by October 2021

2. To minimise the risk of property and information loss entities should:
  - a. ensure access to IT systems is removed or disabled immediately when staff leave
  - b. clearly record when the removal of IT system access occurred
  - c. maintain a register of all assets issued to staff at commencement, during employment and what is returned at exit
  - d. ensure all assets are returned when staff leave
  - e. maintain an audit trail of asset ownership.

**DPLH response:** Accepted

**Implementation timeframe:** by October 2021

**DLGSC response:** Accepted

**Implementation timeframe:** by October 2021

**DoF response:** Accepted

**Implementation timeframe:** by October 2021

3. To minimise the risk of financial loss from overpayments entities should ensure that overpayments are identified and repayment arrangements are determined before staff leave.

**DPLH response:** Accepted

**Implementation timeframe:** by October 2021

**DLGSC response:** Accepted

**Implementation timeframe:** by October 2021

**DoF response:** Accepted

**Implementation timeframe:** by October 2021

4. To better manage risks posed by different positions and circumstance of exit, all entities should:
  - a. evaluate risk posed by different positions and termination types
  - b. develop and document procedures to manage the risks effectively and efficiently
  - c. communicate the process to key staff in the relevant business functions or areas.

**DPLH response:** Accepted

**Implementation timeframe:** by January 2022

**DLGSC response:** Accepted

**Implementation timeframe:** by January 2022

**DoF response:** Partially accepted

**Implementation timeframe:** by January 2022

5. To improve communication between business functions responsible for staff exits all entities should ensure:
  - a. each business area knows its roles and responsibilities in relation to exiting staff and the action they need to perform
  - b. there is good communication and coordination around staff exits at the right time.

**DPLH response:** Accepted

**Implementation timeframe:** by October 2021

**DLGSC response:** Accepted

**Implementation timeframe:** by October 2021

**DoF response:** Accepted

**Implementation timeframe:** by October 2021

6. All entities should:
  - a. offer interviews to all staff leaving
  - b. collate, analyse and internally report exit interview themes/results.

**DPLH response:** Accepted

**Implementation timeframe:** by October 2021

**DLGSC response:** Accepted

**Implementation timeframe:** by October 2021

**DoF response:** Accepted

**Implementation timeframe:** by October 2021

### **Response from Department of Finance**

The Department of Finance (Finance) acknowledges the findings of this audit and will implement recommendations where they will strengthen its staff exit processes. Finance is pleased with the Auditor General observation of the strengths in its staff exit processes, including the exit interview process. Finance actively uses the exit interview process to improve staff attraction and retention.

Appendix 2 includes Finance's specific responses to recommendations.

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

The Department of Local Government Sport and Cultural Industries (DLGSC) are committed to minimising the risks associated with staff exiting the department. We welcome the findings to review and enhance our processes. DLGSC are pleased to report that we have made steady progress in the 18 months since the audit sample and continue to make improvements.

Appendix 2 includes DLGSC's full response.

### **Response from Department of Planning Lands and Heritage**

The Department welcomes the findings and recommendations contained within this performance audit. A number of improvement activities were underway at the time of the audit and the Department is confident that it can achieve all the recommended actions in line with the timeframes committed. Whilst the Department did not previously maintain an audit history of ICT asset and access card allocations, the Department has undertaken audits to verify all assets and access cards have been accounted for.

Appendix 2 includes the Department's specific responses to recommendations.

## Audit focus and scope

The audit assessed whether the Department of Planning, Lands and Heritage, the Department of Finance and the Department of Local Government, Sports and Cultural Industries effectively and efficiently manage the exit of staff to minimise security, asset and financial risks. Our key questions were:

- a) Do entities minimise the risk of financial, information and asset loss by effectively implementing staff exit controls?
- b) Do entities conduct and consider exit interviews as part of the staff exit process?

The audit covered the period 1 July 2019 to 31 December 2020.

In conducting the audit, we:

- reviewed policies and procedures and records for staff exits at the entities
- reviewed OAG Financial Audit and Information Systems Audit management letters from 2013-14 to 2019-20
- interviewed key staff at the 3 entities responsible for staff exits (facilities management, human resources, payroll and information technology services)
- selected a sample of 30 staff from DLGSC, 27 from DPLH and 26 from DoF (including consultants and third-party contractors) that had left between 1 July 2019 to 31 December 2020. For each we sought evidence for whether:
  - termination checklists had been completed before or on the staff exit date and signed by the relevant authority
  - building security access passes had been de-activated and/or keys had been collected prior to staff leaving
  - assets issued to staff (computers, mobile phones, vehicles) were returned
  - credit cards were returned and cancelled, with no transactions occurring after this date
  - access to the entity's IT systems was revoked prior to their departure
  - an exit interview was offered or conducted
  - exiting staff were reminded and acknowledged their obligation not to disclose sensitive information
  - final payments were reviewed and money owed to the entity was identified and paid at the time of leaving
  - risks posed by departing staff and circumstances of their exit were assessed and controls modified accordingly.

We did not assess termination decisions and whether they complied with the relevant legislation.

This was an independent performance audit, conducted under Section 18 of the *Auditor General Act 2006*, in accordance with Australian Standard on Assurance Engagements ASAE 3500 *Performance Engagements*. We complied with the independence and other ethical requirements related to assurance engagements. Performance audits focus primarily on the effective management and operations of entity programs and activities. The approximate cost of undertaking the audit and reporting was \$258,000.

## Appendix 1: Better practice guidance

Key requirements	
<b>Assess and mitigate risks posed by exiting staff</b>	<p>Entities should assess the security implication and other risks posed by the exiting staff member. Exiting staff can include those leaving voluntarily or terminated for misconduct or other adverse reasons. So, an assessment should include:</p> <ul style="list-style-type: none"> <li>• reason for leaving (resignation, retirement, transfer to another entity and termination for corruption or misconduct)</li> <li>• level of access to key IT systems and entity premises</li> <li>• access to confidential or secret information</li> <li>• position within the entity and level of delegated authority</li> <li>• financial delegations and purchasing card limit</li> <li>• assigned assets (vehicles, mobile phones, laptops etc.).</li> </ul>
<b>Collect all entity owned property</b>	<p>Entities should maintain an up-to-date register of all assets and property issued to staff from when they start and during their employment with the entity. Using information on the register ensures that all entity owned property is returned when staff leave. These include but are not limited to:</p> <ul style="list-style-type: none"> <li>• identification badges and name tags</li> <li>• office, cabinet and safe keys</li> <li>• access security passes, swipe cards</li> <li>• computer and other IT equipment - laptop, iPad, storage devices, wireless mouse and keyboards</li> <li>• mobile phone and charger</li> <li>• vehicles, keys, fuel cards and logbooks</li> <li>• cab charges.</li> </ul> <p>Where access passes and keys are not returned entities should take immediate action to cancel access passes, reprogram or change locks.</p>
<b>Cancel all access to premises and IT systems</b>	<p>Entities should ensure that exiting staff have their access to entity premises and information systems withdrawn or cancelled immediately when staff leave. This includes:</p> <ul style="list-style-type: none"> <li>• building (including carpark) access</li> <li>• computer login and network access</li> <li>• access to third party systems that they only have as a result of their employment</li> <li>• email address</li> <li>• voicemail</li> <li>• remote access</li> <li>• corporate memberships.</li> </ul>
<b>Prevent overpayments and recover debt owed</b>	<p>Entities should ensure that they meet their responsibility to recover overpayments and rectify underpayments, while considering the needs and special circumstances of employees.</p> <p>Timely review of payroll information will reduce the likelihood of errors. Overpayments can also be prevented by checking employee leave balances before approval and avoiding late changes to booked leave or working arrangements where possible. Where overpayments occur entities need to make timely payment arrangements in line with section 17D of the <i>Minimum Conditions of Employment Act 1993</i>.</p>

Key requirements	
<b>Issue reminder of ongoing obligations</b>	Entities should ensure that all exiting staff especially those with access to sensitive or classified information are advised and acknowledge their obligation not to disclose entity information even after they leave. This helps safeguard entity resources and limit potential for the integrity, availability and confidentiality of sensitive information to be compromised.
<b>Offer exit interview</b>	<p>Entities should offer exiting staff the option of an exit interview. This can be a structured discussion or survey to gauge their perception of working in the entity.</p> <p>Entities should also collate the data, report internally and where relevant act on the findings. Information from exit interviews can help entities assess organisational strengths and vulnerabilities and target workforce management strategies to drive attraction, retention and performance.</p>
<b>Regularly monitor and review staff exit processes</b>	<p>Entities should periodically review staff exits to ensure that they comply with:</p> <ul style="list-style-type: none"> <li>• entity policies and procedures</li> <li>• better practice.</li> </ul>

Source: OAG, using the Australian Public Service Commission Information<sup>1</sup> and Australian Government, Protective Security Policy Framework<sup>2</sup>

<sup>1</sup> Australian Public Service Commission- Example employee exit checklist <https://legacy.apsc.gov.au/checklistexample-employee-exit-checklist>

<sup>2</sup> The Protective Security Policy Framework <https://www.protectivesecurity.gov.au/>

## Appendix 2: Responses from audited entities

### Department of Local Government, Sport and Cultural Industries

The Department of Local Government Sport and Cultural Industries (DLGSC) are committed to minimising the risks associated with staff exiting the department. We welcome the findings to review and enhance our processes. DLGSC are pleased to report that we have made steady progress in the 18 months since the audit sample and continue to make improvements.

We have already implemented, or commenced implementing processes to address Recommendations 1, 2, 3.

An asset register has been implemented to ensure the allocation, movement and return of all access passes are recorded and auditable. The register is regularly reviewed. A digital solution is planned to provide greater security and auditability of the process.

The Digital and Technology Service Desk solution has been upgraded to enable the recording and tracking of IT systems access.

To strengthen and improve procedures and rates of recovery of overpayments, Payroll are reviewing and updating DLGSC overpayment processes and undertaking an audit of the current register of overpayments.

More broadly, key business functions are working together to implement an automated offboarding solution, clearly documented processes and communication strategies. The approach will improve on progress already made against Recommendations 1,2 and 3 also address Recommendations 4,5 and 6.

The offboarding solution will provide further security, transparency and the ability to produce information more efficiently for reporting purposes and further audits.

We are committed to implementing the solution by the October 2021 timeframe.

### Specific responses to recommendations from DPLH and DoF

1. To minimise the risk of unauthorised access to premises when staff leave, DPLH and DLGSC should:
  - a. maintain an accurate register of all access passes including returns, cancellation/deactivation
  - b. conduct regular audits of all active passes held by staff
  - c. immediately ensure that all unclaimed, duplicate or lost access passes are cancelled/ deactivated
  - d. ensure all access passes are returned when staff leave.

**DPLH response:** Agree with the identified recommendations and the proposed timeframes.

Work has commenced on the identified recommendations and plans are in place to formalise the processes:

- a. In May 2021 an access card management process was implemented which included the introduction and maintenance of a comprehensive tracking sheet to

manage all access card activity including new card issues, re-assigned cards, or cancellations (due to loss or damage, returns (dated)) and the responsible officer.

- b. An audit of all access cards was completed in June 2021 including a reconciliation between the contracted building access control and internal records. Annual audits of cards will be carried out at the end of each financial year.
  - c. Access cards that are unaccounted for have been cancelled and the access card management processes have been updated to ensure unclaimed, duplicate or lost passes are cancelled and deactivated as soon as they are identified.
  - d. Where cessation forms have been completed for a departing officer, the returned access card identity number will be recorded on the form. The tracking sheets developed will record this action as described in a) above.
2. To minimise the risk of property and information loss entities should:
- a. ensure access to IT systems is removed or disabled immediately when staff leave
  - b. clearly record when the removal of IT system access occurred
  - c. maintain a register of all assets issued to staff at commencement, during employment and what is returned at exit
  - d. ensure all assets are returned when staff leave
  - e. maintain an audit trail of asset ownership.

**DPLH response:** Agree with the identified recommendations and the proposed timeframes.

Work has commenced on the identified recommendations and plans are in place to formalise the process to:

- a. Automate the off-boarding task to ensure access to IT systems is removed or disabled immediately when staff or contractors leave.
- b. The recording of the actual effective time of removing IT systems access.
- c. Tracking of the assets lifecycle to manage assets issued to staff at commencement, during employment and what is returned at exit.
- d. The tracking of the assets lifecycle will ensure the reconciliation of assets as they are returned when staff leave. Whilst the Department was unable to show a history of allocation for each individual asset, the Department can confirm that all assets are accounted for and no assets have been lost.
- e. The asset lifecycle will enable an audit trail of asset ownership.

**DoF response:** Finance acknowledges the recommendation and will implement changes to strengthen processes to minimise the risk of property or information loss.

3. To minimise the risk of financial loss from over payments entities should
  - a. ensure that overpayments are identified and repayment arrangements are determined before staff leave.

**DPLH response:** Agree with the identified recommendation and the proposed timeframe.

The Department will review its staff termination and overpayment processes to ensure overpayments are identified and repayment arrangements are determined before staff leave.

Reporting on overpayments to the corporate executive was introduced in March 2021, with these reports to be presented to the corporate executive on a regular basis.

**DoF response:** Finance acknowledges the recommendation and will seek to ensure overpayments are identified prior to cessation of employment and repayment plans are put in place.

4. To better manage risks posed by different positions and circumstance of exit, all entities should:
  - a. evaluate risk posed by different positions and termination types
  - b. develop and document procedures to manage the risks effectively and efficiently
  - c. communicate the process to key staff in the relevant business functions or areas.

**DPLH response:** Agree with the identified recommendations and the proposed timeframes.

The Department will review its cessation process to:

- a. Identify positions and termination types that pose significant risks.
- b. Develop and document procedures to manage the risk.

Communicate the procedures to key staff and include the procedures in the Department's Management Training Module.

**DoF response:** Finance acknowledges the risk involved in staff exits will vary depending on the circumstance. For staff exiting for disciplinary reasons, Finance proactively restricts access through the disciplinary process.

Finance considers its existing staff exit processes apply sufficient risk mitigation for all positions including high trust positions.

5. To improve communication between business functions responsible for staff exits all entities should ensure:
  - a. each business area knows its roles and responsibilities in relation to exiting staff and the action they need to perform
  - b. there is good communication and coordination around staff exits at the right time.

**DPLH response:** Agree with the identified recommendations and the proposed timeframes.

The Department's cessation form already generates notifications to the relevant line manager as each business function completes its allocated tasks.

Work on the identified recommendations has occurred and processes are being implemented to ensure:

- a. Each business area knows its roles and responsibilities in relation to exiting staff and the action they need to perform, and
- b. There is good communication and coordination around staff exits at the right time.

**DoF response:** The recommendation is acknowledged and Finance will remind business areas involved in the exit process of their responsibilities to ensure effective and timely exiting of staff.

6. All entities should:
  - a. offer interviews to all staff leaving
  - b. collate, analyse and internally report exit interview themes/results.

**DPLH response:** Agree with the identified recommendations and the proposed timeframes.

- a. Exit interviews were introduced for all departing staff as standard practice in April 2021.
- b. Analyse of exit interview data will be undertaken and included in the Business and Corporate Services' report to Corporate Executive on a quarterly basis from FY 2021-22.

**DoF response:** The recommendation is noted and Finance will explore options to maximise the offer of exit surveys for departing employees to assist its annual exit survey report findings.

**Auditor General’s 2021-22 reports**

Number	Title	Date tabled
2	SafeWA – Application Audit	2 August 2021
1	Opinion on Ministerial Notification – FPC Arbitration Outcome	29 July 2021



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**8.5 OAG Report 2021 - Local Government COVID-19 Financial Hardship Support**

<b>Responsible Branch:</b>	Financial Services
<b>Responsible Directorate:</b>	Corporate and Strategy
<b>Authority/Discretion:</b>	Information Purposes
<b>Voting Requirement:</b>	Simple Majority
<b>Attachments:</b>	1. OAG Report: Local Government COVID-19 Financial Hardship-Support [8.5.1 - 28 pages] 2. CONFIDENTIAL - Self -Assessment COVID-19 Financial Support [8.5.2 - 3 pages]
<b>Refer:</b>	Nil.

**SUMMARY**

An audit was recently conducted by the Office of the Auditor General (OAG) on the Cities of Belmont and Rockingham and the Shire of Northampton to assess if local government entities provided effective financial hardship support to assist ratepayers impacted by COVID-19 response measures. The City has reviewed the report and undertaken a self-assessment against the City's practices to identify any areas for improvement.

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

That Council notes the OAG Report 'Local Government COVID-19 Financial Hardship Support' and the City's self-assessment against the report findings, as contained in Attachments 1 and 2 to this report.

Cr Giorgia Johnson Moved, Cr Josh Eveson Seconded

**CARRIED UNANIMOUSLY: 3/0**

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

**Against:** Nil.

**BACKGROUND**

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

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

On 15 October 2021, the OAG released *Local Government COVID-19 Financial Hardship Support* which is included at Attachment 1.

**EXTERNAL CONSULTATION**

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

**OFFICER'S COMMENTS**

The overall purpose of the recent audit was to determine if local government (LG) entities provided effective financial hardship support to assist ratepayers impacted by COVID-19 response measures. As part of the audit, the OAG undertook a review of the approaches taken by the Cities of Belmont and Rockingham and the Shire of Northampton.

When reviewing the findings, the Auditor General noted that it was pleasing that most LG entities stepped up and provided support, in some instances over and above what was requested by the

State Government. The Auditor General further commented that it was critical LG entities balance application and assessment costs with the value of any support provided, to ensure eligible applicants receive timely support at their time of need.

In identifying areas for improvement, the Auditor General noted that there were instances where help didn't reach those in need because LG entities either didn't do enough to tell their local communities about the support available or made it too difficult to access.

The OAG also reviewed whether other LG entities across the state had financial hardship policies. Out of 137 LG entities, 123 had a financial hardship policy in 2020/21. It was noted that most have kept these for 2021/22 or have taken a longer-term view and adapted their policies to apply beyond the pandemic.

### **Key findings**

*"All 3 sampled LG entities had financial hardship policies but only 2 informed their ratepayers."*

All entities adopted financial hardship policies; however, the Shire of Northampton did not notify ratepayers of its existence or that financial support was available beyond uploading the policy to the Shire's website. It was noted that this was contrary to its policy to write to ratepayers with accounts in arrears to encourage them to apply for support.

All 3 entities were identified as providing support to all ratepayers (and just those assessed as experiencing financial hardship) through a variety of measures including:

- Total rates revenue and fees and charges were kept at or below 2019/20 levels
- Interest not charged on unpaid rates for part of 2019/20
- Extra time given to ratepayers before charging penalty interest
- Waiving instalment interest

*"Belmont and Rockingham effectively processed applications while Northampton did not receive any."*

This finding identified that Belmont and Rockingham established effective processes in line with their respective policies.

#### City of Belmont

It was noted that Belmont received 53 applications and approved 32. Applications that were approved and did not require staff follow up were processed, approved and a decision communicated to the applicant within 3 days. The 4 remaining applications that required further information were advised of the outcome in 4, 21 and 96 days from the date of application and one remaining outstanding. In comparison, the City of Bayswater's response timeframes on average is 10 days.

Applications that were rejected by the City of Belmont were for reasons including being assessed as not experiencing COVID-19 related hardship or providing insufficient information.

It was also highlighted that the minimal supporting information required reflected the dollar value of support available to each ratepayer and the administration costs and risks to the City. The City of Belmont accepted a Centrelink Job Keeper or Job Seeker statement or redundancy letter as evidence for reduced income.

It was noted that the City relied on the existing Code of Conduct to manage conflicts of interest and it was recommended that an additional process be introduced to confirm staff who assess financial hardship applications do not have any conflicts of interest.

City of Rockingham

The City of Rockingham received 70 applications and approved 41. Similarly, applications that were rejected were for reasons including being assessed as not experiencing COVID-19 related hardship or providing insufficient information.

The OAG felt that the City of Rockingham’s approach was more time consuming and onerous for ratepayers, as applications were kept open and followed up applications for supporting information. The OAG concluded that this exceeded the risks and dollar value of COVID-19 specific support available to individual ratepayers. It was also noted that if applicants could not meet the requirements of the payment arrangement offered, they were asked to provide an income and expense statement from a State-funded financial counsellor. This again was viewed as too onerous for ratepayers, particularly in comparison to the approach taken by the City of Belmont.

*"Most of the State’s 137 LG entities have a financial hardship policy."*

Out of the 137 LG entities in WA, 123 had a financial hardship policy in 2020/21 (including the City of Bayswater). At October 2021, 109 entities advised they have policies in 2021/22, again including the City of Bayswater.

**Entity response**

The responses from the 3 LG entities acknowledged the recommendations of the OAG, noting that a short time frame was provided to implement the measures requested by the State Government. Of note, the City of Rockingham outlined that it is management’s view that the systems are appropriate based on support available and the evidence-based approach of Council’s policy.

**Self-assessment undertaken by the City**

City Officers have undertaken a self-assessment against the findings of the OAG report to identify any potential areas for improvement in the City’s practices. This self-assessment is included in **Confidential Attachment 2.**

In summary, the majority of the recommendations were found to have already been in practice or have previously been identified and are currently being progressed by Officers. These actions will be added to the Audit Log.

**LEGISLATIVE COMPLIANCE**

Nil.

**RISK ASSESSMENT**

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

<b>Officer’s Recommendation</b>	<b>That Council notes the OAG Report 3: Staff Exit Controls Report and the City’s self-assessment against the report findings, as contained in <u>Attachments 1 and 2</u> to this report.</b>		
<b>Risk Category</b>	<b>Adopted Risk Appetite</b>	<b>Risk Assessment Outcome</b>	
Strategic Direction	Moderate	Low	
Reputation	Low	Low	
Governance	Low	Low	
Community and Stakeholder	Moderate	Low	
Financial Management	Low	Low	
Environmental Responsibility	Low	Low	
Service Delivery	Low	Low	

Organisational Health and Safety	Low	Low
<b>Conclusion</b>	Noting this report from the OAG provides the Audit and Risk Management Committee and Council assurance that the City is regularly reviewing sector reports and undertaking a self-assessment to ensure the City is utilising best practice.	

**FINANCIAL IMPLICATIONS**

Nil.

**STRATEGIC IMPLICATIONS**

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

- Theme: Leadership and Governance
- Goal L1: Engage the community in a meaningful way.  
Provide opportunities for the community to have their say and consider their views when making decisions.
- Goal L4: Communicate in a clear and transparent way.  
Provide the community with useful information about Council's policies, services and events and advise the community of engagement outcomes.

**CONCLUSION**

This report from the OAG provides insights to the Audit and Risk Management Committee on how effective the local government sector as a whole was in providing effective financial hardship support to assist ratepayers impacted by COVID-19 response measures. In addition, a self-assessment has been undertaken against the City's practices to identify any areas for improvement.

# Western Australian Auditor General's Report



## Local Government COVID-19 Financial Hardship Support



Report 5: 2021-22

15 October 2021

**Office of the Auditor General  
Western Australia**

**Audit team:**

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(to assist people with hearing and voice impairment)

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

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

WESTERN AUSTRALIAN AUDITOR GENERAL'S REPORT

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**Local Government COVID-19 Financial  
Hardship Support**

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Report 5: 2021-22  
October 2021

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**THE PRESIDENT  
LEGISLATIVE COUNCIL**

**THE SPEAKER  
LEGISLATIVE ASSEMBLY**

**LOCAL GOVERNMENT COVID-19 FINANCIAL HARDSHIP SUPPORT**

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

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

This audit assessed if local government entities provided effective financial hardship support to assist ratepayers impacted by COVID-19 response measures.

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

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

CAROLINE SPENCER  
AUDITOR GENERAL  
15 October 2021

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## Auditor General's overview

COVID-19 policy responses have had a profound impact on not only the way we live and work but, for many, the ability to work at all. This resulted in many people experiencing reduced and uncertain incomes with consequent financial implications and hardship. This was particularly the case early in the pandemic in 2020, and during the subsequent government-mandated lockdowns of the first half of 2021.



This report summarises our performance audit of the financial hardship support provided by local government (LG) entities in 2020-21 to ratepayers impacted by the COVID-19 pandemic. We conducted the audit partly in response to requests we received to audit LG entities' processes for providing financial hardship support to ratepayers.

LG entities provided support above what was requested by the State Government. They not only provided financial support to ratepayers assessed as being in financial hardship but, at their own initiative, supported all ratepayers. Most support came in the form of interest waivers and allowing ratepayers additional time to pay rates. This came at a direct cost to LG entities' revenues, which may present budgetary impacts for some years.

Most LG entities had a financial hardship policy in 2020-21, and it was encouraging to find that most have kept these for 2021-22 or have taken a longer-term view and adapted their policies to apply beyond the pandemic.

A key message from this audit, however, is the importance of LG entities applying a commonsense and balanced approach to probity. We observed that some LG entities set a very high bar for ratepayers to access financial support of only a few hundred dollars a year, or less. This includes, in some cases, requiring ratepayers to see a financial counsellor, which could be a significant time impost and emotional intrusion on people in need of short-term financial relief. Policies and assessment processes should balance the need for proportionate assurance that support is provided only to ratepayers experiencing genuine financial hardship, against the need to provide timely support to those in need.

Providing clear public information about processes and the type and amount of support available will also help potential applicants decide whether the benefits of applying outweigh the time and effort, thereby reducing the administrative load on both LG entities and the ratepayers they serve.

## Executive summary

### Introduction

The objective of the audit was to assess if local government (LG) entities provided effective financial hardship support to assist ratepayers impacted by COVID-19 response measures.

We assessed if the City of Belmont (Belmont), Shire of Northampton (Northampton) and City of Rockingham (Rockingham) had financial hardship policies in 2020-21, and if they processed applications effectively. We also confirmed if Western Australia's (WA) other 134<sup>1</sup> LG entities had policies in place.

### Background

The State Government recognised that restrictions introduced in response to the COVID-19 pandemic would cause financial hardship for many people, potentially reducing their ability to pay property rates.

On 8 May 2020, the Minister for Local Government issued Ministerial Circular 03-2020 (Circular), which encouraged LG entities to adopt financial hardship policies to assist ratepayers. On the same day the Minister issued Local Government (COVID-19 Response) Order 2020 (Order).<sup>2</sup> The Order applied for 2020-21 and capped the maximum amount of interest that LG entities could charge all ratepayers and prevented LG entities imposing interest or other charges on ratepayers they assessed as experiencing financial hardship due to COVID-19.

We expected LG entities to have adopted a financial hardship policy and to have complied with the Order. We also expected that LG entities' processes to implement their policies would follow better practice guidance<sup>3</sup> and reflect the dollar value of support available to each ratepayer and the administration costs and risks to the LG entity. For example, a ratepayer owing \$1,500 in overdue rates could receive a penalty interest waiver of up to \$120 (at 8% per annum being the maximum rate allowed under the Order).

In terms of processes, we expected that LG entities:

- had a current Council-approved financial hardship policy
- actively promoted the policy to their ratepayers and made the policy and application form publicly available
- used clear eligibility and assessment criteria and timeframes to process applications
- kept clear records of applications and outcomes
- identified and managed actual, potential and perceived conflicts of interest for staff who assessed applications
- improved their application and assessment processes in response to complaint feedback.

<sup>1</sup> Western Australia has a total of 148 local government entities. We did not audit the 9 regional councils and 2 Indian Ocean Territories.

<sup>2</sup> On 1 June 2021, Local Government (COVID-19 Response) Amendment Order 2021 was issued to extend the Order to 2021-22.

<sup>3</sup> Western Australian Local Government Association (WALGA), Good Governance in Practice: Implementing a Financial Hardship Policy - A Guide for Developing Administrative Practices.

## Conclusion

Of WA's 137 LG entities, 123 had a financial hardship policy in 2020-21. At October 2021, 109 LG entities have policies in 2021-22, of which 105 are available on their websites. The 3 LG entities we reviewed had policies and provided financial support at their own discretion to all ratepayers (not just those experiencing financial hardship), such as waiving interest or allowing additional time to pay rates.

Northampton did not promote its policy or the availability of financial support to its ratepayers and did not establish processes to implement its policy. The Shire did not receive any financial hardship applications.

Belmont and Rockingham promoted the availability of financial support to their ratepayers, made their policies and application forms available on their websites, and established eligibility criteria and processes to assess applications in line with their policies:

- Belmont's processes reflected the dollar value of support available to each ratepayer and the administration costs and risks to the LG entity.
- Rockingham's policy and processes were designed to cover both general and COVID-19 specific financial hardship and to provide applicants with the maximum financial assistance they were entitled to under the policy. However, in our view this approach was time consuming and onerous for ratepayers in need of short term support, and likely meant the City's costs to process each application exceeded the risks and dollar value of COVID specific support available to individual ratepayers. Streamlining processes could reduce information requirements for applicants and provide more timely responses.

## Findings

### All 3 sampled LG entities had financial hardship policies but only 2 informed their ratepayers

Belmont, Northampton and Rockingham adopted financial hardship policies in response to the Ministerial Circular. Their policies and how they were promoted and applied are summarised in Table 1.

Northampton’s policy was available on its website, but the Shire did not otherwise notify ratepayers of its existence or that financial support was available to them. This was contrary to its policy to write to ratepayers with accounts in arrears, encouraging them to apply for support. At the time of the audit, Northampton had not extended its policy or adopted another for 2021-22 rates. Northampton Council subsequently approved an updated policy on 17 September 2021.

	Belmont	Northampton	Rockingham
<b>2020-21</b>			
<b>Policy title</b>	<i>Financial Hardship Policy (COVID-19)</i>	<i>Financial Hardship Policy and Procedures – Rate Debtors</i>	<i>Council Policy - Financial Hardship</i>
<b>Adoption date</b>	26 May 2020	22 June 2020	28 July 2020
<b>Policy applies to:</b>			
COVID-19 related financial hardship	✓	✓	✓
General financial hardship	X	X	✓
Unpaid rates	At adoption date and for 2020-21	At adoption date and for 2020-21	At adoption date and for 2020-21 and beyond
<b>Eligible ratepayers</b>	All	All	Residential and small businesses
<b>Publicised to ratepayers:</b>			
<b>Multiple channels</b>	✓	X	✓
<b>Policy on website</b>	✓	✓	✓
<b>Application form on website</b>	✓	X	✓
<b>2021-22</b>			
<b>Policy title</b>	<i>Financial Hardship Policy</i>	<i>Financial Hardship Policy and Procedures – Rate Debtors</i>	<i>Council Policy - Financial Hardship</i>
<b>Adoption date</b>	22 June 2021	17 September 2021	28 July 2020

Source: OAG using LG entity information

Table 1: Financial hardship policies adopted by the 3 audited LG entities

**COVID-19 financial hardship support measures**

The 3 LG entities provided financial support to all ratepayers (not just those they assessed as experiencing financial hardship). For example:

- 2020-21 total rates revenue<sup>4</sup>, and fees and charges were kept at or below 2019-20 levels
- Belmont and Northampton did not charge interest on unpaid rates for part of 2019-20
- Belmont and Rockingham gave ratepayers an extra 4 months to pay 2020-21 rates before charging penalty interest
- Rockingham did not charge instalment interest in 2020-21.

In addition, the 3 LG entities’ policies offered the following financial supports to ratepayers assessed as experiencing financial hardship due to COVID-19 (Table 2).

Financial support measures on rates	Belmont	Northampton	Rockingham
Waive instalment interest and administration charges	✓	✓	✓*
Waive penalty interest	✓	✓	✓
Extra time to pay after due date	✓	✓	✓
Suspend debt recovery	✓*	✓	✓
Additional once-off relief or write-off	✓	Not offered	✓

\* Support not included in policy but provided in practice

Source: OAG using LG entity information

**Table 2: Financial support measures for ratepayers assessed as experiencing COVID-19 financial hardship during 2020-21**

Most financial support was provided through interest waivers. This contributed to sizeable reductions in LG entities’ revenues from interest on overdue rates and instalment payments in 2019-20 and 2020-21 (Table 3). Over the 3 financial years from 2018-19 to 2020-21, the LG entities’ interest revenues decreased by 13% at Belmont, 37% at Northampton, and 84% at Rockingham. This, along with other reduced revenues from the freezing of property rates and the closure of recreational, sporting and community facilities during the pandemic, may present budgetary challenges for LG entities for some years.

LG entity	2020-21*	2019-20	2018-19
	(\$)	(\$)	(\$)
Belmont	225,213	248,602	260,318
Northampton	32,433	38,126	51,690
Rockingham	189,168	1,233,123	1,215,543

\* Unaudited figures provided by LG entities

Source: OAG using LG entity information

**Table 3: LG entities’ revenue from interest on overdue rates and instalment payments in the last 3 financial years**

<sup>4</sup> The value of rates for individual ratepayers could vary, but total rate revenue for each LG entity was frozen.

## Belmont and Rockingham effectively processed applications while Northampton did not receive any

Belmont and Rockingham's processes to assess applications, and to identify and manage conflicts of interest, were in line with their policies and were generally effective. Both LG entities kept records of applications received and their outcomes. Northampton did not establish any processes but also did not receive any applications. Clear processes contribute to consistent, timely and transparent decision making.

Belmont received 53 applications and approved 32. Most approved applicants received more than 1 type of support including waivers of interest and administration charges and extra time to pay. Around one-third also received a rates rebate of up to \$250 (of which the median value received was \$40). Applications were rejected for reasons including being assessed as not experiencing COVID-19 related hardship and providing insufficient information. We reviewed 10 applications and found:

- clear eligibility and assessment criteria that aligned with the intent of the City's policy. This supported consistent and timely assessment of applications and provision of support to the City's ratepayers
- minimal supporting information requirements that reflected the dollar value of support available to each ratepayer and the administration costs and risks to the City. The City accepted a Centrelink Job Keeper or Job Seeker statement, or a redundancy letter from an employer as sufficient evidence for reduced income
- 6 of the 10 applications were submitted with sufficient information to demonstrate eligibility and did not require staff follow-up. These applications were processed, approved and a decision communicated to the applicant within 3 days (which is less than the 10-day target established by the City's customer service charter). The remaining 4 applicants had to provide further supporting information. Three were advised of the outcome in 4, 21 and 96 days from the time they applied, and 1 was pending further information at the time of our review
- consistent with the Order, the City did not charge interest or administration fees to approved applicants
- the City relied on existing employee declarations against its code of conduct to identify and manage conflicts of interest in the assessment process. Additional assurance would be provided if the City implemented a process to confirm that staff who assess financial hardship applications do not have any conflicts of interest when assessing applications. However, we did not become aware of any conflicts for the applications we reviewed
- the City's complaints register did not list any formal complaints from ratepayers about its hardship policy, processes or decisions.

Rockingham received 70 applications and approved 41. Most approved applicants received more than 1 type of support. All approved applicants were allowed extra time to pay, most had interest and administration fees waived, and around 15% received a one-off rebate of \$200. Applications were rejected for reasons including being assessed as not experiencing COVID-19 related hardship or providing insufficient information. We reviewed 9 applications for COVID-19 specific relief and found:

- Rockingham's eligibility and assessment criteria aligned with the intent of its policy. Applicants were assessed against general financial hardship criteria and, if found not eligible, were then assessed against COVID-19 specific criteria. This allowed applicants to be assessed for maximum financial assistance under the policy. The City kept the

applications open and followed-up applicants for supporting information. In our view this approach was time consuming and onerous for ratepayers in need of short term support, and likely meant the City’s costs to process each application exceeded the risks and dollar value of COVID-19 specific support available to individual ratepayers (which was in the order of \$250<sup>5</sup> for 2020-21, or about 20% of the median rate value):

- all 9 applicants indicated they were seeking COVID-19 specific support but were required to provide information to demonstrate eligibility for general financial hardship support
- this required applicants to enter into a payment arrangement with the City to pay off their rates for the current and next year by the end of next financial year. The 6 applicants that could not meet this requirement were asked to provide an income and expense statement from a State-funded financial counsellor
- 1 of the 6 applicants provided the required statement and their support was approved in 22 days, another application was considered withdrawn by the City after 20 days due to the applicant’s changed circumstances. The remaining 4 applications remained open for between 143 and 271 days.
- consistent with the Order, the City did not charge interest or administration fees to approved applicants. Further, the City did not take legal action against ratepayers while assessing their applications and any interest charges were reversed if approval was granted
- the City relied on existing employee declarations against its code of conduct to identify and manage conflicts of interest in the assessment process. Additional assurance would be provided if the City implemented a process to confirm that staff who assess financial hardship applications do not have any conflicts of interest when assessing applications. However, we did not become aware of any conflicts for the applications we reviewed
- the City’s complaints register did not include any formal complaints from ratepayers about its policy, processes or decisions.

Northampton did not receive any applications for COVID-19 financial support. The Shire’s policy was available on its website, but it was not promoted to ratepayers. This may have limited ratepayer knowledge about the support available to them. Furthermore, the Shire did not create an application form or other processes to support the assessment of applications. At the time of our review Northampton had not received any formal complaints about its policy or lack of processes.

### Most of the State’s 137 LG entities have a financial hardship policy

Of WA’s 137 LG entities, 123 advised they had a financial hardship policy in 2020-21. Three of the 34 LG entities in the Perth and Peel region, and 11 of the 103 LG entities in regional WA advised they did not (Table 4).

	Perth and Peel entities	Regional WA entities	Total
Number with a financial hardship policy	31	92	<b>123</b>

<sup>5</sup> For example, a ratepayer owing \$1,278 in overdue rates (being the median value of residential rates in Rockingham in 2020-21) would have received an interest waiver of about \$51 (at 8% per annum for 6 months). They may have also received a rebate of \$200 if found eligible for COVID-19 support.

	Perth and Peel entities	Regional WA entities	Total
Number without a financial hardship policy	3	11	<b>14</b>
Total	34	103	<b>137</b>
Percent with a financial hardship policy	91%	89%	<b>90%</b>

Source: OAG using LG entity information

**Table 4: LG entities with a financial hardship policy in 2020-21**

On 1 June 2021, the Minister for Local Government issued the Local Government (COVID-19 Response) Amendment Order 2021 to extend the requirements of the Order to 2021-22. The Order specifies instalment interest thresholds that LG entities must comply with based on whether they do or do not have a financial hardship policy in place.

At October 2021, 109 LG entities advised they have policies in 2021-22, 105 of which made the policies available online. LG entities might continue to apply their 2020-21 financial hardship policies or might be in the process of updating them to apply to 2021-22 rates.

As a result of our audit information request, some LG entities updated their policies or sought Council approval to apply the policies to 2021-22 rates.

LG entities that do not have a financial hardship policy in 2021-22 may still support ratepayers. For example, through flexible payment arrangements.

Information on the 2020-21 and 2021-22 financial hardship policies of all 137 LG entities is presented in Appendix 1.

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## Recommendations

All LG entities, including those not sampled in this audit, should review their policies and implement processes to support their approach to providing financial hardship support to ratepayers. LG entities should balance application and assessment costs with the value of any support provided, and ensure they:

1. have a current Council-approved financial hardship policy that, if they want to charge the higher threshold of instalment interest, covers 2021-22 rates
2. actively promote the policy to their ratepayers and make the policy and application form publicly available (Northampton)
3. put in place clear eligibility and assessment criteria and timeframes to process applications (Northampton and Rockingham)
4. maintain records of applications and outcomes
5. identify and manage actual, potential and perceived conflicts of interest for staff who assess applications (Belmont, Northampton and Rockingham)
6. review their application and assessment processes in response to complaint feedback.

Under section 7.12A of the *Local Government Act 1995*, the 3 sampled LG entities are required to prepare an action plan addressing significant matters relevant to them for submission to the Minister for Local Government within 3 months of this report being tabled in Parliament, and within 14 days of submission publish it on their website. The action plans should address the recommendations relevant to each entity as indicated in the brackets above.

## Response from the City of Belmont

The City of Belmont is especially proud that in the short time available it was able to implement processes in response to the Financial Hardship requirements, we welcome the OAG's acknowledgement of what we were able to do well during this time.

The City appreciates the recommendations and areas for improvement and these will be or have been incorporated to ensure there is continuous improvement and transparency of processes.

## Response from the Shire of Northampton

The Shire of Northampton has co-operated fully with Office of Auditor General (OAG) in relation to "Financial Hardship" performance audit. We didn't find any major factual inaccuracies in the audit report and we intend to address any shortcomings in our approach to this matter.

Whilst the Shire didn't actively promote the Financial Hardship Policy our staff have always encouraged ratepayers that were having financial hardship to go onto payment plans. Additionally, we have a very small proportion of ratepayers on payment plans and outstanding rates debtors. Currently we have less than 20 ratepayers on a payment plan and our rate debt is approximately 4% of our annual rate billings. Therefore the impact of ratepayers not being aware of the Financial Hardship policy would have been minimal due to our pro-active approach to helping ratepayers that are having difficulty.

Council has approved the extension of our Financial Hardship policy to apply for rates levied in the current 2021/2022 financial year and we have implemented other measures to ensure we comply with the requirements of the points raised in the "Emerging Findings" report.

## Response from the City of Rockingham

The City has clear eligibility criteria and an assessment process. It is management's view that the systems are appropriate based on support available and Council Policy requirement of an evidence-based approach. Council Policy – Financial Hardship is responding to matters related to public funds and the process applied by the City maximises the benefit to applicants on an evidence-based approach. The City has received no complaints regarding its process and to those applicants which received support, it is considered a material benefit to them.

The City has multi-layered conflict of interest systems enshrined in organisational processes and practices. On a risk based approach further controls are also applied to further reduce actual, potential or perceived conflicts of interest. These controls apply to all staff involved in assessing applications. These have all been applied and the audit found no evidence of any actual, potential or perceived conflicts of interest for staff who assess the applications.

## Audit focus and scope

The objective of the audit was to assess if LG entities provided effective financial hardship support to assist ratepayers impacted by COVID-19 using the following criteria:

- Do the sampled LG entities have an effective financial hardship policy?
- Do the sampled LG entities process applications for financial hardship effectively?

The audit included testing for the 2020-21 financial year at the 3 sampled LG entities:

- City of Belmont
- Shire of Northampton
- City of Rockingham.

Selection of these LG entities was based on a number of factors including the socio-economic ratings assigned by the Australian Bureau of Statistics and their locations in metropolitan and regional Western Australia.

We also received confirmation from Western Australia's other 134 LG entities (excluding Christmas and Cocos Islands and regional councils) if they had financial hardship policies in 2020-21 and 2021-22, and if the 2021-22 policies were available on their LG entity's website. We did not independently verify most of the information provided by the 134 LG entities, but we did confirm that their 2021-22 policies were available on their websites.

Audit evidence was gathered by:

- reviewing relevant Government policies, Ministerial Circular 3-2020, Local Government (COVID-19 Response) Order 2020, Local Government (COVID-19 Response) Amendment Order 2021 (Amendment Order), and better practice guidance and templates<sup>6</sup>
- identifying and reviewing LG entities' policies and procedures
- assessing the public availability of LG entity policies and processes
- interviewing LG entity staff responsible for assessing and approving hardship applications
- reviewing LG entities' eligibility assessments and their timeliness. We tested 10 of the 53 COVID-19 specific hardship applications at Belmont and 9 of the 70 applications at Rockingham. Northampton did not receive any formal applications
- validating if LG entities provided the approved support to the eligible persons
- reviewing LG entity complaint registers for complaints about the hardship application process or decisions
- assessing if LG entities have processes to identify and address conflicts of interest in the hardship application assessment process.

We audited compliance with the financial hardship aspects of the Local Government (COVID-19 Response) Order 2020, specifically whether LG entities waived interest and administration charges for people assessed as experiencing financial hardship. We did not

<sup>6</sup> WALGA, Good Governance in Practice: Implementing a Financial Hardship Policy - A Guide for Developing Administrative Practices.

audit LG entity compliance with the maximum limits on interest for ratepayers not assessed as experiencing COVID-19 financial hardship, or the Amendment Order.

This was an independent performance audit, conducted under Section 18 of the *Auditor General Act 2006*, in accordance with Australian Standard on Assurance Engagements ASAE 3500 *Performance Engagements*. We complied with the independence and other ethical requirements related to assurance engagements. Performance audits focus primarily on the effective management and operations of entity programs and activities. The approximate cost of undertaking the audit and reporting was \$293,000.

## Appendix 1: Summary of LG financial hardship policies

LG entities provided the information included in the following table about their 2020-21 and 2021-22 financial hardship policies. We did not independently verify most of it. However, we did confirm if their 2021-22 policies were available on their websites.

LG entity	2020-21 policy	2021-22 policy	2021-22 policy on website
Albany, City of	✓	✓	✓
Armadale, City of	✓	✓	✓
Ashburton, Shire of	✓	✓	✓
Augusta-Margaret River, Shire of	✓	✓	✓
Bassendean, Town of	✓	✓	✓
Bayswater, City of	✓	✓	✓
Belmont, City of	✓	✓	✓
Beverley, Shire of	✓	X	n/a
Boddington, Shire of	X	✓	✓
Boyup Brook, Shire of	✓	✓	✓
Bridgetown-Greenbushes, Shire of	✓	✓	✓
Brookton, Shire of	✓	✓	✓
Broome, Shire of	✓	✓	✓
Broomehill-Tambellup, Shire of	✓	✓	X
Bruce Rock, Shire of	✓	X	n/a
Bunbury, City of	✓	✓	✓
Busselton, City of	✓	✓	✓
Cambridge, Town of	✓	✓	✓
Canning, City of	✓	✓	✓
Capel, Shire of	X	X	n/a
Carnamah, Shire of	✓	✓	✓
Carnarvon, Shire of	✓	✓	✓
Chapman Valley, Shire of	✓	✓	✓
Chittering, Shire of	✓	✓	✓
Claremont, Town of	✓	✓	✓
Cockburn, City of	✓	✓	✓
Collie, Shire of	X	X	n/a
Coolgardie, Shire of	✓	✓	✓
Coorow, Shire of	✓	✓	✓

LG entity	2020-21 policy	2021-22 policy	2021-22 policy on website
Corrigin, Shire of	✓	✓	✓
Cottesloe, Town of	X	✓	✓
Cranbrook, Shire of	✓	✓	✓
Cuballing, Shire of	✓	X	n/a
Cue, Shire of	✓	X	n/a
Cunderdin, Shire of	✓	✓	✓
Dalwallinu, Shire of	✓	✓	✓
Dandaragan, Shire of	X	X	n/a
Dardanup, Shire of	✓	✓	✓
Denmark, Shire of	✓	✓	✓
Derby-West Kimberley, Shire of	✓	✓	✓
Donnybrook-Balingup, Shire of	✓	✓	✓
Dowerin, Shire of	✓	X	n/a
Dumbleyung, Shire of	✓	✓	✓
Dundas, Shire of	✓	✓	✓
East Fremantle, Town of	✓	✓	✓
East Pilbara, Shire of	✓	✓	✓
Esperance, Shire of	✓	✓	✓
Exmouth, Shire of	✓	✓	✓
Fremantle, City of	✓	✓	✓
Gingin, Shire of	✓	X	n/a
Gnowangerup, Shire of	✓	✓	✓
Goomalling, Shire of	✓	✓	✓
Gosnells, City of	X	X	n/a
Greater Geraldton, City of	✓	✓	X
Halls Creek, Shire of	✓	✓	✓
Harvey, Shire of	✓	✓	✓
Irwin, Shire of	✓	✓	✓
Jerramungup, Shire of	✓	✓	✓
Joondalup, City of	✓	✓	✓
Kalamunda, City of	✓	✓	✓
Kalgoorlie-Boulder, City of	✓	✓	✓
Karratha, City of	✓	✓	✓
Katanning, Shire of	✓	✓	✓
Kellerberrin, Shire of	X	✓	✓

LG entity	2020-21 policy	2021-22 policy	2021-22 policy on website
Kent, Shire of	✓	✓	✓
Kojoonup, Shire of	✓	✓	✓
Kondinin, Shire of	✓	✓	✓
Koorda, Shire of	✓	✓	✓
Kulin, Shire of	X	X	n/a
Kwinana, City of	✓	✓	✓
Lake Grace, Shire of	✓	✓	✓
Laverton, Shire of	X	X	n/a
Leonora, Shire of	✓	✓	✓
Mandurah, City of	✓	✓	✓
Manjimup, Shire of	✓	✓	✓
Meekatharra, Shire of	✓	X	n/a
Melville, City of	✓	✓	✓
Menzies, Shire of	✓	✓	✓
Merredin, Shire of	✓	✓	✓
Mingenew, Shire of	✓	✓	✓
Moora, Shire of	✓	✓	X
Morawa, Shire of	✓	✓	✓
Mosman Park, Town of	✓	X	n/a
Mount Magnet, Shire of	✓	X	n/a
Mt Marshall, Shire of	✓	✓	✓
Mukinbudin, Shire of	✓	✓	✓
Mundaring, Shire of	✓	X	n/a
Murchison, Shire of	✓	✓	✓
Murray, Shire of	✓	✓	✓
Nannup, Shire of	✓	X	n/a
Narembeen, Shire of	✓	✓	✓
Narrogin, Shire of	✓	✓	✓
Nedlands, City of	✓	✓	✓
Ngaanyatjarraku, Shire of	✓	✓	✓
Northam, Shire of	✓	X	n/a
Northampton, Shire of	✓	✓	✓
Nungarin, Shire of	X	X	n/a
Peppermint Grove, Shire of	✓	✓	✓
Perenjori, Shire of	✓	X	n/a

LG entity	2020-21 policy	2021-22 policy	2021-22 policy on website
Perth, City of	✓	✓	✓
Pingelly, Shire of	✓	✓	✓
Plantagenet, Shire of	✓	✓	✓
Port Hedland, Town of	✓	✓	✓
Quairading, Shire of	X	X	n/a
Ravensthorpe, Shire of	✓	✓	✓
Rockingham, City of	✓	✓	✓
Sandstone, Shire of	X	X	n/a
Serpentine Jarrahdale, Shire of	✓	✓	✓
Shark Bay, Shire of	✓	X	n/a
South Perth, City of	✓	✓	✓
Stirling, City of	✓	✓	✓
Subiaco, City of	✓	✓	✓
Swan, City of	✓	✓	✓
Tammin, Shire of	✓	✓	✓
Three Springs, Shire of	✓	✓	✓
Toodyay, Shire of	✓	✓	✓
Trayning, Shire of	✓	X	n/a
Upper Gascoyne, Shire of	X	X	n/a
Victoria Park, Town of	✓	✓	✓
Victoria Plains, Shire of	✓	✓	✓
Vincent, City of	✓	✓	✓
Wagin, Shire of	✓	X	n/a
Wandering, Shire of	✓	✓	✓
Wanneroo, City of	✓	✓	✓
Waroona, Shire of	✓	✓	✓
West Arthur, Shire of	✓	✓	X
Westonia, Shire of	✓	✓	✓
Wickepin, Shire of	✓	✓	✓
Williams, Shire of	✓	✓	✓
Wiluna, Shire of	✓	X	n/a
Wongan-Ballidu, Shire of	✓	✓	✓
Woodanilling, Shire of	X	X	n/a
Wyalkatchem, Shire of	✓	✓	✓
Wyndham-East Kimberley, Shire of	✓	✓	✓

LG entity	2020-21 policy	2021-22 policy	2021-22 policy on website
Yalgoo, Shire of	✓	✓	✓
Yilgarn, Shire of	✓	✓	✓
York, Shire of	✓	✓	✓

Source: OAG using information provided by LG entities

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**Auditor General's 2021-22 reports**

Number	Title	Date tabled
4	Public Building Maintenance	24 August 2021
3	Staff Exit Controls	5 August 2021
2	SafeWA – Application Audit	2 August 2021
1	Opinion on Ministerial Notification – FPC Arbitration Outcome	29 July 2021



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Office of the Auditor General for  
Western Australia

**8.6 2020/21 Interim Audit**

<b>Responsible Branch:</b>	Financial Services
<b>Responsible Directorate:</b>	Corporate and Strategy
<b>Authority/Discretion:</b>	{custom-field-authority-discretion}
<b>Voting Requirement:</b>	Simple Majority
<b>Attachments:</b>	<ol style="list-style-type: none"> <li>1. CONFIDENTIAL - Interim Management Letter to CEO [8.6.1 - 1 page]</li> <li>2. CONFIDENTIAL - Interim Management Letter with Management Comments [8.6.2 - 18 pages]</li> </ol>

**PROCEDURAL MOTION**

That item 8.6 be brought forward to ensure there is adequate time to discuss this important matter.

Cr Filomena Piffaretti, Mayor Moved, Cr Josh Eveson Seconded

**CARRIED UNANIMOUSLY: 3/0**

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

*Against: Nil.*

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

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

**SUMMARY**

This report presents the interim audit management letter including management comments for the interim audit completed in June 2021.

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

That Council notes the 2021 interim audit management letter including management comments as contained in Attachments 1 and 2 to this report.

Cr Filomena Piffaretti, Mayor Moved, Cr Josh Eveson Seconded

**CARRIED UNANIMOUSLY: 3/0**

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

*Against: Nil.*

**BACKGROUND**

The City's auditor, the Office of the Auditor General (OAG), has completed the interim audit for the year ending 30 June 2021 and has provided the City with an interim audit management letter. The OAG has recommended that this report be kept confidential as the report is considered to be part of working papers until such time as the final audit report has been issued.

**EXTERNAL CONSULTATION**

Officers from OAG liaised with City staff from May to June 2021 to complete the interim audit process.

Officers from OAG met with City staff on 3 August 2021 to discuss the draft interim audit management letter and the recommendations included therein.

## **OFFICER'S COMMENTS**

### **Interim Audit**

The interim audit management letter raised 4 findings for 2020/21 and followed up 8 findings from 2019/20. These findings include recommended actions relating to revenue, expenditure, payroll, general ledger and Technology One user access management.

### **Revenue Findings**

As outlined in **Attachment 2**, revenue findings include the recreation branch's point-of sale system (Phoenix) and its end of shift reconciliation; and user access in Property and Rating system. All revenue findings have been addressed and actioned as outlined in the interim audit management letter.

### **Expenditure Findings**

Expenditure findings in **Attachment 2** include recommendations covering procurement and accounts payable. Financial delegation for procurement and supplier master file changes were both identified as moderate to significant risks. Process changes have enabled system controls to be implemented to reduce the risk of financial delegations being set up incorrectly and prevent inconsistency on information provided within branches (i.e., Governance, Information Services and People, Culture and Safety). Change in the procurement policy have also given more clarity on purchase order exempt categories such as expenses relating to utilities.

### **Payroll Findings**

The payroll findings outlined in **Attachment 2** include recommendations for changes to pay rates, reconciliations and the employee termination exit procedure and return checklist. A secure ECM folder and reconciliation report were created to facilitate the review of changes to pay rates and reconciliation processes.

### **General Ledger and User Access Management**

The two items noted in **Attachment 2** are Technology One user access Management and the lack of timeliness of monthly reconciliations and review including bank reconciliations. Information Services have worked closely with the relevant managers who have constantly assessed the appropriate users' access rights based on their roles. This is challenging at times due to inherent system limitations. The delays in completing reconciliations are due to staff movements leading to increased workloads for the remaining staff with competing priorities. It is likely the timing of monthly reconciliation will be an on-going risk until the staffing is at full capacity. The Financial Services team will continue to face increased pressures due to more frequent audits (both internal and external), and legislation changes.

## **LEGISLATIVE COMPLIANCE**

*Local Government Act 1995*

*Local Government (Financial Management) Regulations 1996*

*Australian Accounting Standards*

## **RISK ASSESSMENT**

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

<b>Officer's Recommendation</b>	<b>That Council notes the 2021 interim audit management letter including management comments as contained in <u>Attachments 1 and 2</u> to this report.</b>	
<b>Risk Category</b>	<b>Adopted Risk Appetite</b>	<b>Risk Assessment Outcome</b>
Strategic Direction	Moderate	Low
Reputation	Low	Low
Governance	Low	Low
Community and Stakeholder	Moderate	Low
Financial Management	Low	Low
Environmental Responsibility	Low	Low
Service Delivery	Low	Low
Organisational Health and Safety	Low	Low
<b>Conclusion</b>	This option of the Audit and Risk Management Committee and Council noting the interim audit management letter, including management's comments has the above low risks.	

### FINANCIAL IMPLICATIONS

Implementation of the officer's recommendation can be completed within existing resources.

### STRATEGIC IMPLICATIONS

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

Theme: Leadership and Governance

Goal L4: Communicate in a clear and transparent way.

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

### CONCLUSION

It is recommended that the Audit and Risk Management Committee and Council note the interim audit management letter, including management's comments.

**8.7 GST Audit**

<b>Responsible Branch:</b>	Financial Services
<b>Responsible Directorate:</b>	Corporate & Strategy
<b>Authority/Discretion:</b>	Information Purposes
<b>Voting Requirement:</b>	Simple Majority
<b>Attachments:</b>	<ol style="list-style-type: none"> <li>1. CONFIDENTIAL - Summary of Recommendations [8.7.1 - 4 pages]</li> <li>2. CONFIDENTIAL - GST Data Analytics Report [8.7.2 - 47 pages]</li> </ol>

**PROCEDURAL MOTION**

That item 8.7 be brought forward for discussion as there is an external presenter.

Cr Filomena Piffaretti, Mayor Moved, Cr Josh Eveson Seconded

**CARRIED UNANIMOUSLY: 3/0**

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

**Against:** Nil.

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

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

**SUMMARY**

For Council to consider the internal audit outcome of GST compliance for the City.

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

That Council notes the outcomes of the Ernst & Young GST audit as contained in Attachment 2 to this report.

Cr Josh Eveson Moved, Cr Filomena Piffaretti, Mayor Seconded

**CARRIED UNANIMOUSLY: 3/0**

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

**Against:** Nil.

**At 5:15pm, Mr Peter Dolzadelli withdrew from the meeting and did not return.**

**BACKGROUND**

There are no specific legislative requirements for carrying out a GST audit. However, it is best practice to ensure that the City's Business Activity Statement (the BAS) lodgements are compliant with the *New Tax System (Goods and Services Tax) Act 1999* and its various Tax Rulings issued by the ATO.

The City lodges the BAS monthly to the Australia Taxation Office (ATO). It is a self-declaration document, and the City submits output tax credit from sales transactions and claims input tax credit for purchases transactions according to the above GST Act. The table below provides a summary of the value of GST submitted and claimed over the 5-year period.

Financial Year	GST Sales (\$)	GST Purchases (\$)
2015/16	1,621,716	3,953,347
2016/17	1,727,744	3,900,479
2017/18	1,578,534	4,265,438
2018/19	1,651,262	3,827,408
2019/20	770,592	3,816,443

Ernst & Young (EY) were contracted by the City to complete an audit of the City's GST compliance. EY have been engaged to complete state government audits, and carried out GST compliance analysis/audits for the City as well as similar audits for other local governments.

The project brief for EY was to provide an in-depth analysis of compliance, and to identify:

- Potential over-claims of GST;
- Potential under-claims of GST; and
- Opportunities for process improvement.

EY completed GST data analytics of the City's Accounts Receivable data for the period 1 July 2015 to 30 June 2020, and the City's Accounts Payable data for the period 1 January 2017 to 30 June 2020.

#### **EXTERNAL CONSULTATION**

EY liaised with the City's staff during the audit process. The Auditor Manager met with City's staff on 27 November 2020 and 22 June 2021 to discuss the report and the recommendations.

#### **OFFICER'S COMMENTS**

The audit found that most transactions appeared to have been treated appropriately for GST purposes. However, it did identify some transactions where GST had potentially been incorrectly remitted or claimed. Under-claiming GST is a lost financial opportunity, but the greater risk from a compliance perspective is over-claiming GST credits. This often occurs when the GST status of a company changes after they have been registered in the City's financial system. Periodic reviews of the vendor master list are required in order to maintain the GST status of each company.

The audit identified inconsistencies with the GST treatment of some transactions with similar nature. However, upon further investigation these were found to be correct as the GST treatment is based on the registration status of each organisation.

A few inconsistencies between the fees & charges and the system GST configurations set up were detected and have subsequently corrected.

Other areas tested include GST attribution as well as transactions between the City and key vendors. Testing was also conducted to identify transactions that are potential duplicates by identifying transactions with the same set of distinct variables. The report identified a number of anomalies. However, after further investigation and a sample review, the transactions were found to be correct and not duplicates.

In addition to correcting the transactions, refresher training was provided to the finance team based on the results of the audit.

A summary of all recommendations and management response is outline in **Attachment 1** with **EY's detailed report in Attachment 2**.

## LEGISLATIVE COMPLIANCE

The requirement to have a scope of work for audit is covered under regulation 7 of the Local Government (Audit) Regulations 1996 and the compliance of the A New Tax System (Goods and Services Tax) Act 1999.

## RISK ASSESSMENT

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

Officer's Recommendation	That Council notes the outcomes of the Ernst & Young GST audit as contained in <u>Attachment 2</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	
<b>Conclusion</b>	Noting this report from Ernst & Young provides the Audit and Risk Committee and Council with insight into the City's level of GST compliance and manage risk to the organisation.		

## FINANCIAL IMPLICATIONS

EY was engaged to complete GST data analytics of the City's Accounts Receivable and Accounts Payable data for a total cost of \$19,250. The City investigated the anomalies identified by Ernst and Young. The resulting overall discrepancy for the 5-year period is an overclaim amount of \$4,701.01 which was corrected with the lodgement of the October 2021 BAS.

## STRATEGIC IMPLICATIONS

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

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

## CONCLUSION

This report provides Council with an update on the outcomes of the GST data audit of the City's Accounts Receivable data for the period 1 July 2015 to 30 June 2020, and the City's Accounts Payable data for the period 1 January 2017 to 30 June 2020.

The audit identified a small number of transactions where GST had been incorrectly claimed. However, in context of the overall number of transactions analysed over the 5-year period, these do not indicate any concerns with internal controls. The resulting over-claimed amount of \$4,701.01 will be corrected through submitting an amendment to ATO along with the next Business Activity Statement for October 2021.

A number of recommendations have also been considered and incorporated into our BAS procedure checklist. Regular GST refresher training will also be offered to staff members to ensure information on GST requirements are up to date and enforced.

**8.8 Review Of Terms Of Reference**

<b>Responsible Branch:</b>	Governance and Strategy
<b>Responsible Directorate:</b>	Corporate and Strategy
<b>Authority/Discretion:</b>	Legislative
<b>Voting Requirement:</b>	Simple Majority
<b>Attachments:</b>	1. Audit and Risk Management Committee Terms of Reference [ <b>8.8.1</b> - 2 pages]
<b>Refer:</b>	OCM 26.10.2021 Item 10.2.9

**SUMMARY**

For the Audit and Risk Management Committee to undertake a review of the Committee's terms of reference.

**OFFICER'S RECOMMENDATION**

That Council:

1. Notes the Audit and Risk Management Committee has undertaken a review of the terms of reference adopted by Council at the Ordinary Council Meeting on 26 October 2021; and
2. Notes that no changes are recommended to the Audit and Risk Management Committee terms of reference at this point in time.

**COMMITTEE RECOMMENDATION TO COUNCIL**

That Council:

1. **Notes the Audit and Risk Management Committee has undertaken a review of the terms of reference; and**
2. **Recommends the following changes to the Terms of Reference:**
  - a) **The wording in the External Members section be changed from "Two external members" to "Up to two external members".**
  - b) **In the Roles and Functions of the Committee, the word "May" be inserted at the beginning of point (a), so it reads "May guide and assist the City in carrying out its functions under part 6 of the Act which deals with the annual budgeting process, financial accounting, and management and reporting of municipal and trust funds and the requirements for rates setting and land valuation general."**
  - c) **Point (a) of the Roles and Functions section to be changed to point (f), and the remaining points renumbered accordingly.**
  - d) **A new point (g) to be added to the Roles and Functions of the Committee, which reads: "Review the quarterly performance reports of the Corporate Business Plan and annual review of the corporate strategies".**

*Cr Filomena Piffaretti, Mayor Moved, Cr Josh Eveson Seconded*

**CARRIED UNANIMOUSLY: 3/0**

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

**Against:** *Nil.*

**REASON FOR CHANGE**

***The Committee changed the officer's recommendation to remove the absolute requirement for two external members, in case the City is not successful in attracting external members to join the Committee. It also further refined the roles and functions of the Committee.***

**BACKGROUND**

At the Ordinary Council Meeting on 26 October 2021, Council established minor committees of Council and appointed members to each committee for the term 26 October 2021 to 20 October 2023.

As part of the Council resolution to establish the Committees, the following limb was resolved:

*'...3. Requests each Committee review their terms of reference at their first meeting and recommend any changes considered necessary to improve the efficiency or effectiveness of the Committee to Council.'*

**EXTERNAL CONSULTATION**

Nil.

**OFFICER'S COMMENTS**

City Officers undertook a review of all Committee terms of reference as part of the preparation for the establishment of minor Committees following the 2021 Local Government Elections.

In relation to the Audit and Risk Management Committee, the following changes were made to the terms of reference:

**Formatting**

The terms of reference were updated to ensure consistent formatting and content for all minor committees.

**External member**

Membership of the Committee was expanded from one External Member to up to two External Members.

**Reimbursement of fees**

The reimbursement of fees to external members was formally included in the terms of reference. To ensure consistency with legislative provisions, an amount of \$250 has been provided to allow for travel time and time spent reviewing and considering Committee business commensurate with the skills required of external members.

**Removal of Integrated Planning and Reporting framework reporting**

At the Ordinary Council Meeting on 26 October 2021, City Officers proposed the establishment of the Corporate Reporting and Performance Committee, in light of duplication of reporting between the Audit and Risk Management Committee and the Budget Review and Expenditure Committee. The remit to receive reporting on Integrated Planning and Reporting was therefore removed from the Audit and Risk Management Committees terms of reference. As the Corporate Performance and Reporting Committee was not established by Council, the Committee may wish to consider whether this remit should be reintroduced to the Audit and Risk Management Committee's terms of reference.

**Committee review of terms of reference**

In accordance with Council's resolution, the Audit and Risk Management Committee may propose further changes to the terms of reference to improve the efficiency or effectiveness of the Committee. Any proposed changes will be presented to Council for formal endorsement.

**LEGISLATIVE COMPLIANCE**

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Section 7.1A of the *Local Government Act 1995* (WA) provides that Council is required to establish an audit committee of 3 or more persons to exercise the powers and discharge the duties conferred on it.

**RISK ASSESSMENT**

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.

<b>Officer’s Recommendation</b>	<p><b>That Council:</b></p> <ol style="list-style-type: none"> <li><b>Notes the Audit and Risk Management Committee has undertaken a review of the terms of reference adopted by Council at the Ordinary Council Meeting held on 26 October 2021; and</b></li> <li><b>Notes that no changes are recommended to the Audit and Risk Management Committee terms of reference at this point in time.</b></li> </ol>	
<b>Risk Category</b>	<b>Adopted Risk Appetite</b>	<b>Risk Assessment Outcome</b>
Strategic Direction	Moderate	Low
Reputation	Low	Low
Governance	Low	Low
Community and Stakeholder	Moderate	Low
Financial Management	Low	Low
Environmental Responsibility	Low	Low
Service Delivery	Low	Low
Organisational Health and Safety	Low	Low
<b>Conclusion</b>	<p>As part of the preparation for the establishment of all minor committees, City Officers undertook a review of the Audit and Risk Management Committee terms of reference. No changes are proposed at this point in time, which represents a low risk in all categories.</p>	

<b>Option 2</b>	<p><b>That Council:</b></p> <ol style="list-style-type: none"> <li><b>Notes the Audit and Risk Management Committee has undertaken a review of the terms of reference; and</b></li> <li><b>Recommends the following changes to the terms of reference:</b> <ol style="list-style-type: none"> <li>_____;</li> <li>_____; and</li> <li>_____.</li> </ol> </li> </ol>	
<b>Risk Category</b>	<b>Adopted Risk Appetite</b>	<b>Risk Assessment Outcome</b>
Strategic Direction	Moderate	Dependant on the changes recommended by the Audit and Risk Management Committee.
Reputation	Low	
Governance	Low	
Community and Stakeholder	Moderate	
Financial Management	Low	
Environmental Responsibility	Low	
Service Delivery	Low	
Organisational Health and Safety	Low	
<b>Conclusion</b>	<p>Should the Committee propose changes to the terms of reference, there may be associated risks with governance or service delivery, which will be evaluated depending on the changes proposed.</p>	

**FINANCIAL IMPLICATIONS**

Nil.

**STRATEGIC IMPLICATIONS**

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

Theme: Leadership and Governance

Goal L4: Communicate in a clear and transparent way.

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

## **CONCLUSION**

In accordance with the Council resolution on 26 October 2021, the Audit and Risk Management Committee is required to undertake a review of the terms of reference at the Committee's first meeting. City Officers undertook a review of the terms of reference as part of the establishment of the Committee, and no changes are proposed at this point in time.

<b>TERMS OF REFERENCE</b>	
<b>Audit and Risk Management Committee</b>	
<b>Purpose</b>	The purpose of the Committee is to provide independent oversight so that Council can be satisfied with the performance and effectiveness of the City's financial reporting, governance systems, risk management and internal control practices.
<b>Elected membership</b>	<p><b>Member</b> Four Elected Members*.</p> <p><i>*minimum three required under legislation</i></p>
<b>External membership</b>	<p><b>Member</b> Two external members.</p>
<b>Non-Voting Members</b>	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.
<b>Powers</b>	<p>The Committee does not have executive powers or authority implement actions in areas over which the Chief Executive Officer has legislative responsibility and does not have any delegated financial responsibility. The Committee does not have any management functions and cannot involve itself in the management processes or procedures.</p> <p>In discharging its responsibilities, the Committee will liaise with the Chief Executive Officer to ensure the effective and efficient management of the City's functions and compliance with legislation and, in particular, Part 6 (Financial Management) and Part 7 (Audit) of the <i>Local Government Act 1995</i> ('the Act') as well as Part 16 (Functions of Audit Committee) and Part 17 (CEO to review certain systems and procedures) of the <i>Local Government (Audit) Regulations 1996</i> ('the audit regulations') and periodic reviews of the City's financial management systems under Regulation 5 (2) of the <i>Local Government (Financial Management) Regulations 1996</i> ('the financial regulations').</p> <p>The Committee may request such access to members of management, employees and all relevant information as it considers necessary to discharge its duties. This includes being entitled to request access to records, data, reports and explanatory information as the Committee deems necessary to discharge its responsibilities for providing independent oversight.</p>
<b>Roles and Functions</b>	<p>The roles and functions of the Committee are to:</p> <ul style="list-style-type: none"> <li>(a) Guide and assist the City in carrying out its functions under part 6 of the Act which deals with the annual budgeting process, financial accounting, and management and reporting of municipal and trust funds and the requirements for rates setting and land valuation general.</li> <li>(b) Guide and assist the City in carrying out its functions under Part 7 of the Act which covers the essential requirements for appointment of auditors and conducting audits, and in particular, oversee implementation of any action under section 7.12 of the Act which covers financial audits, supplementary audits and performance audits by the Auditor General.</li> </ul>

	<p>(c) Guide and assist the City in carrying out its functions under regulation 17 of the audit regulations and, in particular, monitor and advise the CEO when undertaking a review under regulation 17 (1) of the audit regulations or regulation 5 (2) of the financial management regulations, and review reports provided to the Committee by the CEO under regulation 17 (3) of the audit regulations and refer the results of its review to Council;</p> <p>(d) Support the City's auditors, both external (including the financial and performance audits conducted by the Office of the Auditor General) and internal when conducting an audit or carrying out other duties under the Act and associated regulations;</p> <p>(e) Perform any other function conferred on the Committee by these regulations or another written law.</p> <p>(f) In addition to the above functions, the Committee also has the following responsibilities:</p> <ul style="list-style-type: none"> <li>• To review the scope of the Internal Audit plans and to consider their effectiveness;</li> <li>• Support the implementation of a risk management culture. Consider reports at least annually on the City's Risk Management Framework.</li> </ul>
<b>Delegated Authority</b>	Nil.
<b>Meetings:</b>	Committee meetings are to be in accordance with the <i>City of Bayswater Standing Orders Local Law 2021</i> .
<b>Meeting Frequency:</b>	The Committee shall meet at least quarterly**. <i>**minimum annually under legislation</i>
<b>Meeting Date and Time:</b>	Quarterly or as required.
<b>Location</b>	City of Bayswater Civic Centre
<b>Liaison Officer</b>	Director Corporate and Strategy or nominated officer.

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

Reconciliation arising from past meetings:

Nil.

**10 GENERAL BUSINESS****10.1 Items To Be Discussed At Next Meeting****10.1.1 Expressions of Interest for Independent Members.**

The Expression of Interest for independent members of the Audit and Risk Management Committee will be published on the City's website this week, and applications received will be considered at the next meeting of the Committee.

**10.1.2 Audit Log**

The Audit Log will be considered at the next meeting of the Audit and Risk Management Committee.

**10.1.3 Financial Reports**

Audit work on the end of year financial reports will conclude by mid-December, and findings from this will also be available at that time.

**11 BRIEFING NOTES**

Nil.

**12 CONFIDENTIAL ITEMS****12.1 Internal Audit - People, Culture And Safety (Payroll Master File)**

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

**PROCEDURAL MOTION**

That items 12.1 and 12.2 be brought forward so that external presenters may present the item content.

Cr Filomena Piffaretti, Mayor Moved, Cr Josh Eveson Seconded

**CARRIED UNANIMOUSLY: 3/0**

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

**Against:** Nil.

**REASON FOR CONFIDENTIALITY**

**Item 12.1, Internal Audit – People, Culture and Safety (Payroll Master File) is a CONFIDENTIAL REPORT in accordance with section 5.23(2) of the Local Government Act 1995 (WA), which permits the meeting to be closed to the public for the business relating to:**

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

**COMMITTEE RESOLUTION**

That the meeting be closed to the public.

Cr Filomena Piffaretti, Mayor Moved, Cr Josh Eveson Seconded

**CARRIED UNANIMOUSLY: 3/0**

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

*Against: Nil.*

*At 05:17 pm, the meeting closed to the public.*

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

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

Cr Josh Eveson Moved, Cr Filomena Piffaretti, Mayor Seconded

**CARRIED UNANIMOUSLY: 3/0**

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

*Against: Nil.*

**12.2 Internal Audit - Procurement**

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

**REASON FOR CONFIDENTIALITY**

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

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

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

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

Cr Josh Eveson Moved, Cr Filomena Piffaretti, Mayor Seconded

**CARRIED UNANIMOUSLY: 3/0**

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

*Against: Nil.*

**COMMITTEE RESOLUTION**

That the meeting be reopened to the public.

Cr Filomena Piffaretti, Mayor Moved, Cr Josh Eveson Seconded

**CARRIED UNANIMOUSLY: 3/0**

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

*Against: Nil.*

*At 05:33 pm, the meeting was reopened to the public.*

*At 5:33pm, Mr Martin Schaafsma, Mr Conley Manifis and Mr Khurram Shahzad withdrew from the meeting and did not return.*

**13 NEXT MEETING**

The next meeting of the Audit and Risk Management Committee will take place on a day time and date to be determined.

**14 CLOSURE**

There being no further business to discuss, the Chairperson, Cr Giorgia Johnson, declared the meeting closed at 5:57 pm.