

Minutes

Audit and Risk Management Committee

Tuesday 6 December 2022

By signing these minutes I certify that they were confirmed at the Audit and Risk Management Committee held on 14 February 2023

CR GEORGIA JOHNSON
CHAIRPERSON

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Minutes of the Audit and Risk Management Committee of the Bayswater City Council which took place in the Committee Room, City of Bayswater Civic Centre, 61 Broun Avenue, Morley on Tuesday 6 December 2022.

1 OFFICIAL OPENING

The Presiding Member, Cr Giorgia Johnson, declared the meeting open at 4:59pm.

2 ACKNOWLEDGEMENT OF COUNTRY

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

Noongar Language

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

English Language Interpretation

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

The Presiding Member, Cr Giorgia Johnson 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 Giorgia Johnson	Chairperson
Cr Filomena Piffaretti	Mayor
Cr Josh Eveson	
Cr Michelle Sutherland	
Mr Andrew Cox	External Member

Officers

Mr Jeremy Edwards	Chief Executive Officer
Ms Lorraine Driscoll	Director Corporate and Strategy
Ms Tami Cooper	Coordinator Risk Management
Ms Chelsea Beavington	Executive Assistant to the CEO

Observers

Mr Duy Vo	Director, William Buck Advisors
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Leave of Absence

3.1 Apologies

Ms Jillian Brazil External Member
 Ms Amanda Albrecht Manager Governance and Organisational Planning and Development

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.

There were no disclosures of interest made at this meeting.

5 DELEGATED AUTHORITY BY COUNCIL

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

This meeting is open to the public.

6 TERMS OF REFERENCE

TERMS OF REFERENCE Audit and Risk Management Committee	
Purpose	The purpose of the Committee is to provide independent oversight so that Council can be satisfied with the performance and effectiveness of the City's financial reporting, governance systems, risk management and internal control practices.
Elected Member membership	Four Elected Members*. <i>*minimum three required under legislation</i>
External Member membership	Up to two external members.
Non-Voting Members	The Chief Executive Officer or his/her nominee is to be available together with the Director Corporate and Strategy or his/her nominee, to attend all meetings to provide advice and guidance to the Committee. Other Council officers may attend meetings as and when required. The City shall provide such administrative support to the Committee as may be required from time to time.
Powers	The Committee does not have executive powers or authority implement actions in areas over which the Chief Executive Officer has legislative responsibility and does not have any delegated financial responsibility. The Committee does not have any management functions and cannot involve itself in the management processes or procedures. In discharging its responsibilities, the Committee will liaise with the Chief Executive Officer to ensure the effective and efficient management of the City's functions and compliance with legislation and, in particular, Part 6 (Financial Management) and Part 7 (Audit) of the <i>Local Government Act 1995</i> ('the Act') as well as Part 16 (Functions of Audit Committee) and Part 17 (CEO to review certain systems and procedures) of the <i>Local Government (Audit) Regulations 1996</i> ('the audit regulations') and periodic reviews of the City's financial management systems under Regulation 5 (2) of the Local

	<p>Government (Financial Management) Regulations 1996 ('the financial regulations').</p> <p>The Committee may request such access to members of management, employees and all relevant information as it considers necessary to discharge its duties. This includes being entitled to request access to records, data, reports and explanatory information as the Committee deems necessary to discharge its responsibilities for providing independent oversight.</p>
Roles and Functions	<p>The roles and functions of the Committee are to:</p> <p>(a) Guide and assist the City in carrying out its functions under Part 7 of the Act which covers the essential requirements for appointment of auditors and conducting audits, and in particular, oversee implementation of any action under section 7.12 of the Act which covers financial audits, supplementary audits and performance audits by the Auditor General.</p> <p>(b) Guide and assist the City in carrying out its functions under regulation 17 of the audit regulations and, in particular, monitor and advise the CEO when undertaking a review under regulation 17 (1) of the audit regulations or regulation 5 (2) of the financial management regulations, and review reports provided to the Committee by the CEO under regulation 17 (3) of the audit regulations and refer the results of its review to Council;</p> <p>(c) Support the City's auditors, both external (including the financial and performance audits conducted by the Office of the Auditor General) and internal when conducting an audit or carrying out other duties under the Act and associated regulations;</p> <p>(d) Perform any other function conferred on the Committee by these regulations or another written law.</p> <p>(e) In addition to the above functions, the Committee also has the following responsibilities:</p> <ul style="list-style-type: none"> • To review the scope of the Internal Audit plans and to consider their effectiveness; • Support the implementation of a risk management culture. Consider reports at least annually on the City's Risk Management Framework. <p>(f) May guide and assist the City in carrying out its functions under part 6 of the Act which deals with the annual budgeting process, financial accounting, and management and reporting of municipal and trust funds and the requirements for rates setting and land valuation general.</p> <p>(g) Review the quarterly performance reports of the Corporate Business Plan and annual reviews of the Corporate Strategies.</p>
Delegated Authority	Nil.
Meetings:	Committee meetings are to be in accordance with the <i>City of Bayswater Standing Orders Local Law 2021</i> .
Meeting Frequency:	The Committee shall meet at least quarterly**. **minimum annually under legislation
Meeting Date and Time:	Quarterly or as required.
Location	City of Bayswater Civic Centre
Liaison Officer	Director Corporate and Strategy or nominated officer.

7 CONFIRMATION OF MINUTES

COUNCIL RESOLUTION

The Minutes of the Audit and Risk Management Committee held on 12 September 2022 which have been distributed, be confirmed as a true and correct record.

Mr Andrew Cox Moved, Cr Josh Eveson Seconded

CARRIED UNANIMOUSLY: 5/0

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

Against: Nil.

PROCEDURAL MOTION

That this items 8.9 and 8.10 be brought forward to the beginning of section 8 for discussion.

Cr Filomena Piffaretti, Mayor Moved, Cr Josh Eveson Seconded

CARRIED UNANIMOUSLY: 5/0

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

Against: Nil.

8 REPORTS**8.1 Debtors Write-Off**

Responsible Branch:	Financial Services
Responsible Directorate:	Corporate and Strategy
Authority/Discretion:	Legislative
Voting Requirement:	Simple Majority Required
Attachments:	<ol style="list-style-type: none"> 1. CONFIDENTIAL REDACTED - Infringement Debtors List [8.1.1 - 2 pages] 2. CONFIDENTIAL REDACTED - Recreation Debtor List [8.1.2 - 17 pages] 3. CONFIDENTIAL REDACTED - Sundry Debtor List [8.1.3 - 1 page] 4. CONFIDENTIAL REDACTED - Small Rates Write Offs List [8.1.4 - 1 page]

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

SUMMARY

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

COMMITTEE RECOMMENDATION TO COUNCIL
(OFFICER'S RECOMMENDATION)

That Council:

1. **Notes an amount of \$75,792.45 of bad debts as outlined in Attachment 1, 2 and 3 and \$5,666.79 of rates penalty interest was written off.**
2. **Approves the write off of \$15.04 rate small balance as outlined in Attachment 4.**

Cr Filomena Piffaretti, Mayor Moved, Cr Josh Eveson Seconded

CARRIED UNANIMOUSLY: 5/0

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

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 \$1,000 per account, and advise Council accordingly.

Any amount in excess of \$1,000.00 requires approval from Council to write off.

Last debt write off was reported on 08 February 2022.

EXTERNAL CONSULTATION

Not applicable.

OFFICER'S COMMENTS

Infringement Debtors

The infringement write-off list (**Attachment 1**) refers to infringements where either the City cannot acquire the offender's details from the Department of Transport or the Fines Enforcement Registry (FER) has advised that the debt is not recoverable or economical to enforce. The amount written off under Delegated Authority is \$16,116.59 for the period from 2014 to 2022. Majority of infringements prior to 2019 are being written off either because the offender has deceased or the FER has reviewed the debt and considered irrecoverable.

Recreation Facilities Debtors

The Recreation Facilities bad debts (**Attachment 2**) have arisen from outstanding invoices for passes issued for The Waves, which have not been recoverable.

These are direct debit bad debts as a result of the customer not following the cancellation procedure as set out in the membership terms and conditions. In most instances customers made arrangements with their bank to cancel the direct debit however failed to provide the same communication to the facility. As a result, a direct debit payment was taken for services that the customer no longer wanted or used. 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 \$59,627.36 for the period between July 2020 and May 2022. Recreation staff did not request write offs of these debts in prior years in attempt to get these patrons back in the club with an aim to retain customers and collect outstanding debts.

Sundry Debtors

The sundry bad debts (**Attachment 3**) have arisen from small balances that remain outstanding from past years and these amounts are not viable for debt recovery.

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 \$48.50 for the period between 2017 and 2020.

Rates Debtors

Council approval is being sought to write off small balance for rates totalling \$15.40 for 47 properties (**Attachment 4**) as the City does not have delegated authority to do so.

In addition, \$5,666.79 in small balance penalty interest for 3,327 properties was written off under delegated authority for the period 1 January to 31 October 2022.

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.

Risk Category	Adopted Risk Appetite	Risk Assessment Outcome
Strategic Direction	Moderate	Low
Reputation	Low	Low
Governance	Low	Low
Community and Stakeholder	Moderate	Low
Financial Management	Low	Low
Environmental Responsibility	Low	Low
Service Delivery	Low	Low
Organisational Health and Safety	Low	Low
Conclusion	By writing off these debts, the outstanding debtors account will reflect amounts that are deemed recoverable.	

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.

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 Council notes an amount of \$75,792.45 of bad debts and \$5,666.79 of rates penalty interest has been written off under delegated authority. In addition, it is recommended Council approve the rate small balance write off of \$15.40 as outlined in **Attachment 4**.

8.2 Quarterly Performance Review - Corporate Strategies - Qtr. 3 & 4 - 2021/22

Responsible Branch:	Governance and Organisational Planning and Development
Responsible Directorate:	Office of the CEO
Authority/Discretion:	Executive/Strategic
Voting Requirement:	Simple Majority
Attachments:	<ol style="list-style-type: none"> 1. Annual Progress Report Environment and Liveability Framework [8.2.1 - 2 pages] 2. Annual Progress Report Emission Reduction and Renewable Energy Plan [8.2.2 - 2 pages] 3. Annual Progress Report Urban Forest Strategy [8.2.3 - 8 pages] 4. Annual Progress Report Waterwise Bayswater [8.2.4 - 5 pages] 5. Annual Progress Report Town Centre Activation Plans Bayswater, Maylands, Morley, Noranda [8.2.5 - 14 pages] 6. Annual Progress Report Destination Marketing Strategy [8.2.6 - 12 pages] 7. Annual Progress Report Morley Activity Centre Plan [8.2.7 - 6 pages] 8. Annual Progress Report Low Cost Urban Road Safety Program (replacing City Wide Traffic Management Plan) [8.2.8 - 3 pages] 9. Annual Progress Report Interim Economic Development Plan [8.2.9 - 8 pages] 10. Annual Progress Report Play Space Strategy 2019 24 [8.2.10 - 4 pages] 11. Annual Progress Report Public Health and Wellbeing Plan [8.2.11 - 20 pages] 12. Annual Progress Report Bayswater Town Centre Short-term Parking Management Plan [8.2.12 - 2 pages] 13. Annual Progress Report Town Centre Parking Management Plan - Maylands [8.2.13 - 7 pages] 14. Annual Progress Report Town Centre Parking Management Plan - Morley [8.2.14 - 8 pages]

SUMMARY

The City undertakes an annual review of each of its Council approved informing strategies and plans and provides a report on progress to the Audit and Risk Management Committee. These reviews are spread out over the calendar year, with reports being submitted each quarter.

This report provides Council with an annual progress update for the strategies below for the period of 1 April 2021 – 31 March 2022 (i.e. the 'Quarter Three' strategies).

1. Environment and Liveability Framework 2021-45
2. Emission Reduction and Renewable Energy Plan
3. Urban Forest Strategy
4. Waterwise Bayswater 2020-2030
5. Town Centre Activation Plan for Bayswater, Maylands, Morley and Noranda
6. Destination Marketing Strategy
7. Morley Activity Centre Plan

This report also provides Council with an annual progress update for the strategies below for the period of 1 July 2021 to 30 June 2022 (i.e. the 'Quarter Four' strategies').

1. Low-Cost Urban Road Safety Program (currently replaces the Citywide Traffic Management Implementation Plan)
2. Interim Economic Development Plan (currently replaces the Economic/Business Framework)
3. Play Space Strategy 2019-29
4. Public Health and Wellbeing Plan 2019-24
5. Bayswater Town Centre Short-term Parking Management Plan
6. Town Centre Parking Management Plan - Maylands
7. Town Centre Parking Management Plan – Morley

In addition to these progress updates, this report provides a proposed schedule for the annual progress reporting on council approved strategies for the new financial year, 1 July 2022 – 30 June 2023.

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

1. That Council notes the annual progress reports for the 'Quarter Three' and 'Quarter Four' strategies – provided in attachments 8.1.1 to 8.1.14.

That Council approves the proposed schedule for annual progress reporting on council approved strategies for the new Financial Year as detailed in this report.

Cr Josh Eveson Moved, Cr Michelle Sutherland Seconded

CARRIED UNANIMOUSLY: 5/0

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

Against: *Nil.*

BACKGROUND

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

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

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

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

Table 1: Progress Reporting Schedule for calendar years 2021 – 2022.

	Quarter One	Quarter Two	Quarter Three	Quarter Four
ARMC	November 2021	February 2022	Dec 2022	Dec 2022
Strategies for progress reporting	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	Destination Marketing Strategy Local Housing Strategy/Local Planning Strategy 2012	Environment & Liveability Framework 2021-2045 Emission Reduction & Renewable Energy Plan Urban Forest Strategy Waterwise Bayswater 2020-2030 Town Centre Activation Plans for Bayswater, Maylands, Morley & Noranda Destination Marketing Strategy Morley Activity Centre Plan	Low-Cost Urban Road Safety Program Interim Economic Development Plan Play Space Strategy 2019-2029 Public Health & Wellbeing Plan 2019-2024 Bayswater Town Centre Short-term Parking Management Plan Town Centre Parking Management Plan for Maylands Town Centre Parking Management Plan for Morley
Report period	1 July 2021 to 30 September 2021	1 October 2021 to 31 December 2021	<u>1 January 2022 to 31 March 2022</u>	<u>1 April 2022 to 30 June 2022</u>

The format of progress reports for the calendar year 2021 appeared to be clear and inclusive of necessary information for the ARMC and Council. The Governance and Organisational Planning and Development 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 fourteen strategies (or plans) adopted by Council. A summary of these strategies is provided in **Table 2**.

Table 2: Summary of strategies being reported on for Quarter 3 and Quarter 4:

Strategy	Adopted	Last review	Next review	Status	Attachment
<i>Environment and Liveability Framework 2021-45</i>	26 April 2022	N/A	5 years after the ELF implementation plan is adopted	Complete (Implementation plan is being developed)	<u>Attachment 1</u>
<i>Emission Reduction and Renewable Energy Plan</i>	24 August 2021	N/A	August 2026	In progress	<u>Attachment 2</u>
<i>Urban Forest Strategy</i>		N/A	No review scheduled	Complete	<u>Attachment 3</u>
<i>Waterwise Bayswater 2020-2030</i>	April 2020	N/A	No review scheduled	In progress	<u>Attachment 4</u>
<i>Town Centre Activation Plans for Bayswater, Maylands, Morley and Noranda</i>	May 2017	Nil	2023	In progress	<u>Attachment 5</u>
<i>Destination Marketing Strategy</i>	April 2021	Nil	2025	In Progress	<u>Attachment 6</u>
<i>Morley Activity Centre Plan</i>	March 2017	Nil	By 2029	In Progress	<u>Attachment 7</u>
<i>Low-Cost Urban Road Safety Program</i>	March 2019 (the CTMIP)	May 2022	Current (October 2022)	In progress	<u>Attachment 8</u>
<i>Interim Economic Development Plan</i>	26 April 2022 (EDS)	Nil	No review scheduled	In progress	<u>Attachment 9</u>
<i>Play Space Strategy 2019-29</i>	2019	Currently under review	2025	In progress	<u>Attachment 10</u>
<i>Public Health and Wellbeing Plan 2019-24</i>	2019	2022	July 2023	In Progress	<u>Attachment 11</u>
<i>Bayswater Town Centre Short-term Parking Management Plan</i>	August 2019	Nil	Not required	Complete	<u>Attachment 12</u>
<i>Town Centre Parking Management Plan – Maylands</i>	April 2018	Nil	2023	In progress	<u>Attachment 13</u>
<i>Town Centre Parking Management Plan – Morley</i>	February 2018	Nil	Not scheduled	In Progress	<u>Attachment 14</u>

This cover report provides general information about each strategy and key achievements from the past year. [Attachments 1-14](#) provide further information about key achievements and priorities.

Environmental Liveability Framework 2021-45

The Environmental Liveability Framework (ELF) will guide the City in adapting and responding to climate change and growing urbanisation over the next 25 years. The Framework will assist the City in delivering quality green spaces, enabling more sustainable lifestyles, supporting sustainable infrastructure and creating more desirable streetscapes and buildings.

The twelve main themes of the ELF are:

- Climate change adaptation
- Biodiversity
- Energy and water use
- Groundwater and storm water

- Natural areas and wetlands
- Park and green spaces
- River foreshore
- Sustainable building design
- Sustainable living
- Sustainable transport
- Precinct design
- Waste management

Council adopted the ELF in April 2022 and a five-year implementation plan is currently being prepared.

Emission Reduction and Renewable Energy Plan

This plan cements the City's commitment to mitigate the effects of climate change at a local level. The aim is transition to renewable energy, improve energy efficiency and reduce greenhouse gas emissions in a cost-effective way.

In 2019, Council set a corporate renewable energy target of 100% by 2030, and a corporate greenhouse gas emissions reduction target of 100% by 2040 for its operations.

Since then, the City has implemented a number of initiatives to reduce energy demand and cost including:

- Installing solar panels
- Transitioning the City's fleet to hybrid and electric vehicle technology
- Changing to LED lighting.

The plan was developed with an understanding of the current emissions environment and future technology trends.

Urban Forest Strategy

This Strategy guides the City's approach to creating a resilient urban forest.

Significant changes occurred shortly *after* the end of the reporting period (1 April 2021 to 31 March 2022) and these are indicated as comments/footnotes in the attachment 'Annual Progress Report – Urban Forest Strategy'.

These recent changes will be summarised briefly here but more detail will be provided in next year's Annual Progress Report on this strategy:

- On 28 June 2022, Council resolved to amend its urban forest canopy target from an aspirational target of 20% coverage by 2025 to a specific target of 20% coverage by 2030. Council also set middle-term specific targets of 16% by 2025 and 18% by 2027.
- It was decided to focus tree planting efforts on areas surrounding schools and town centres, supplemented by planting on streets with low canopy coverage, in line with the Green Dreams Approach. The Green Dreams approach is underpinned by research from The University of Western Australia and the Australian Urban Design Research Centre.
- The City has committed to planting 7,000 new trees per year. These efforts are supported by the City's environmental groups, and implementation of the Plants to Residents program in partnership with Environment House.

- Council Adopted the 'Significant Tree Register for Private Land' policy in August 2022.
- In June the Urban Tree Policy was renamed the 'Urban Tree Planting and Maintenance Policy' and was adopted by Council in June 2022.

This strategy is part of the City's multi-faceted approach to adapting to climate change and improving liveability.

Waterwise Bayswater 2020-2030

The City's Waterwise Bayswater strategy (WB) aims to reduce water use at City facilities, and public open spaces. This program is driven by a Water Efficiency Action Plan; designed to improve water quality and quantity outcomes. The plan is consistent with the intent of the State Government's Waterwise Perth Action Plan (2019).

The N2 strategy aims to:

- Reduce the City's energy and water use
- Lower greenhouse gas emissions
- Empower the community to do the same.

The City of Bayswater has been recognised as a Gold Waterwise Council.

The WB will complement the City's Environment and Liveability Framework; providing more detail and guidance in the management of the water cycle and creation of a Waterwise City.

Progress was made over the past year by engaging consultants Urbaqua to develop a plan and methodology for the City to implement several items from within the WB strategy. City staff participated in many networking and focus groups and received training in Water Sensitive Urban Design.

While many milestones have been met, there have been challenges including staff turnover, conflicting goals, resourcing issues and supply chain issues.

Town Centre Activation Plan for Bayswater, Maylands, Morley and Noranda

The Place Activation Plans ("PAPs") - available on [the City's website](#) - set out the vision and priorities for each town centre. The main achievements for 2021 were:

1. The adoption of the Bert Wright Park Concept Plan, and commencement of its implementation.
2. Laneway Activation- including completing an artwork, lighting and a launch event.
3. The adoption of the Destination Marketing Strategy – to support visitation and raise the profile of each town centre.

The main projects for Maylands are the revitalisation of the public space at The Rise, and the Laneway Activation.

The plan for Morley focusses on the Progress Street precinct and the Morley Activity Centre.

Main achievements from the Noranda plan include the new Noranda Nook Nature Playspace, the Pridefest and the new pathway between Noranda Nook and the Netball/Tennis Courts.

Of all the actions set out in this plan, three are Complete, three are On Hold and the rest are On track.

Destination Marketing Strategy 2021-25

This strategy, adopted in April 2021, provides a blueprint for attracting visitors to the Maylands, Bayswater and Morley town centres. The DMS has four pillars:

1. Brand
2. Events and Attractions
3. Visitor Experience
4. Partnerships

Brand style guides have been created for each town centre, inspiring the creation of new banners, installed in January 2022. Visit pages have also been created on the City's website – including maps, key attractions, images and videos for each town.

Morley Activity Centre Plan

This Plan sets out the vision for the Morley Activity Centre to be a lively and bustling place for business and shopping; including alfresco dining and lush parks. The aim is for Morley to be the City of Bayswater's social, economic and civic centre. Works have commenced on the Streetscape project – focussing on Russell Street between Broun Avenue and Rudloc Road.

Of all the actions outlined in this Plan, 17 actions are Complete, 6 are Not Started, 8 are On Track and 3 were Discontinued.

Low-Cost Urban Road Safety Program

This program, funded by Main Roads WA, supersedes the City-Wide Traffic Management Implementation Plan, and focusses on low-cost traffic treatments. The vision is 'to improve the safety of the local road network'.

Phase 1 of the program included two precincts - Bayswater and Embleton. Eleven additional precincts were identified as part of Phase 2, which will be staged over the 2022/23 and 2023/24 financial years.

The City collects traffic data before treatments are undertaken and again 6 months after to determine the treatments effectiveness. This data is then provided to Main Roads WA – they conduct a review to give the City a picture of the effectiveness of the LCURS program.

Interim Economic Development Plan

This plan focusses on growing the local economy and attracting largescale development.

The City has commenced two key projects:

1. Preparing a draft prospectus
2. Pitching the Bayswater industrial Area sewer program to the Industrial Land Steering Committee.

The City will continue to work with developers to attract them to the Morley activity centre.

Play Space Strategy 2019-29

A play space is defined as:

A place that allows all people, regardless of age or ability, to experience physical and creative play, social interaction and physical activity.

This strategy aims to plan, design and deliver quality play spaces in the City. Key components of the strategy are the City's annual Play Space Redevelopment Program, and the *Parks and Play Space Classification Hierarchy*, a valuable tool to guide decisions around parks and play space improvements.

The three guiding principles of the strategy are:

- Quality local provision
- Effective and sustainable asset management
- Annual Assessment.

In the past financial year, the City:

- Redeveloped Wattle Park and Mahogany Reserve.
- Completed the concept planning and engagement stage of the Gibbney Reserve development.

In 2022/23, the City will redevelop the following four play spaces:

- Birkett Reserve, Bedford
- Feredy Reserve, Embleton
- Lower Hillcrest Reserve, Bayswater
- Kelvin/Sherwood Reserve, Maylands.

All play space redevelopments are informed by community engagement.

Public Health and Wellbeing Plan 2019-24

This Plan aims to promote, improve and protect community health and wellbeing.

Many health and wellbeing programs were delivered over the past financial year, catering to a variety of differing ages, backgrounds and abilities. High attendance rates were recorded and positive feedback received.

The City also made significant progress on its Local Climate Change Adaption Action Plan, particularly in relation to restoration works, tree planting and emission reductions/ renewable energy planning. Additionally, the City has reduced the amount of waste to landfill, through the introduction of a FOGO waste collection system.

The City received the following two awards in recognition of its partnership with Environment House and Waste is My Resource in the delivery of the Organics Matter School Composting Program:

- 2021 Local Government Honour Awards – Winner for “Partnerships and Collaboration”.
- 2021 Local Government Policy Awards – Commendation for “Promoting Healthy Behaviours for Children and Young People”.

Two actions within this Plan are completed and the rest are On-track.

Bayswater Town Centre Short-term Parking Management Plan

This plan aimed to manage parking in the Bayswater Town centre - making it an attractive place to dine, shop and visit.

The City advocated to the State government to:

- Provide more commuter parking at Bayswater station
- Improve bus services in Bayswater.

Other actions included:

- Line marking parking bays on King William Street
- Installing parking time restrictions.
- Improving the cycling/pedestrian network
- Constructing an additional town centre car park on Hamilton Street.

The plan was considered to be fully implemented at the end of 2020. A review will be scheduled when the works at Bayswater Train Station are complete.

Town Centre Parking Management Plan – Maylands

This strategy aimed to improve parking in the Maylands Town Centre while also reducing car dependency and increasing walking, cycling and public transport use.

Over the past year, the City progressed the relocation of the taxi bay and loading bay on Eighth Avenue.

Next year the City will focus on the area surrounding The RISE – lining new marking bays and introducing time restrictions.

Town Centre Parking Management Plan – Morley

The purpose of this plan is to transition to an ‘ultimate parking scenario’ that supports a medium/high intensity, mixed use urban centre. The plan includes objectives relating to both car parking and sustainable modes of alternative transport, to support the City’s broader goals for the Morley Activity Centre Structure Plan.

Over the past year, City appointed consultants developed designs for the Morley Activity centre streetscape plan. The priority for next year is finalising this streetscape plan.

SCHEDULE FOR THE NEW FINANCIAL YEAR

In the Table below, a proposed schedule is outlined for Annual Progress Reports on council-adopted strategies for the new financial year: July 2022 – June 2023.

Table 3: Proposed schedule for Annual Progress Reports on council-adopted strategies for the new financial year: July 2022 – June 2023.

	Quarter One	Quarter Two	Quarter Three	Quarter Four
ARMC	November 2022	February 2023	May 2023	August 2023
Strategies for progress reporting	Age Friendly Strategy 2021-2025 CCTV Strategy 2018-2028 Cultural Plan 2019-2024 Land Acquisition & Disposal Strategy The Platform Youth Action Plan 2019-2023	Destination Marketing Strategy 2021-2025 Local Bike Plan Community Engagement Strategy 2021-25 Town Centre Activation Plans for Bayswater, Maylands, Morley & Noranda Town Centre Parking Management Plan – Maylands Town Centre Parking Management Plan – Morley	Environment & Liveability Framework 2021-2045 Emission Reduction & Renewable Energy Plan 2021-2040 Urban Forest Strategy 2021 Waterwise Bayswater 2020-2030 Morley Activity Centre Plan Local Homelessness Strategy 2021-2025 Advocacy Strategy	Low-Cost Urban Road Safety Program Interim Economic Development Plan Play Space Strategy 2019-2029 Public Health & Wellbeing Plan 2019-2024 Community Recreation Plan 2022-2032 Collective Local Biodiversity Strategy
Total no. of strategies	5	6	7	6
Reporting period	1 July 2022 to 30 September 2022	1 October 2022 to 31 December 2022	1 January 2023 to 31 March 2023	1 April 2023 to 30 June 2023

Please note that the following two council adopted plans have been removed from the annual schedule as thorough reporting already occurs to the RAP and the IADAC committees, respectively:

- Access and Inclusion Plan 2020-2024
- Reconciliation Action Plan 2021-2023

LEGISLATIVE COMPLIANCE

Not applicable.

RISK ASSESSMENT

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

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

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 for these two quarters 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 fourteen strategies and plans reported on for Quarter 3 and Quarter 4 have delivered a number of benefits for the community.

The new, proposed schedule for annual progress reports on key corporate, council-adopted strategies for the Financial Year 2022/2023 is outlined in Table 3, for Council approval.

City of
Bayswater

Progress Report

Environment and Liveability Framework



This report details the City's progress in implementing the Environment and Liveability Framework - covering activities from 1 April 2021 to 31 March 2022.

Purpose

The City of Bayswater is facing historic challenges to adapt to climate change and growing urbanisation. The Environment and Liveability Framework (ELF) outlines the City's proposed response to these challenges and opportunities.

The ELF offers a long-term perspective - up to the year 2050. The goal is for the City to not only adapt to climate and urbanisation challenges, but to regenerate, thrive and prosper.

The City's Corporate Business Plan 2019-2023 identified the need to develop this framework as there was previously no formal document integrating the development of strategies relating to the health of the environment and liveability in the City.

Action N1.1.1 (from the Corporate Business Plan 2019-23):

"Develop and implement a City of Bayswater Environmental liveability framework including biodiversity, climate change, and urban forest."

Vision

The ELF provides direction for a sustainable future in the City of Bayswater. It will enable the City to become a sustainability leader, known for protecting and enhancing our environment, while preparing for and mitigating challenges. By working with our natural resources and providing a well-considered built environment, we will ensure the community remains diverse, active, vibrant and healthy into the future.

Progress in the last year

The framework was written in collaboration with a local expert panel. In 2021, this expert panel, with help from City officers, reviewed community input from a two-stage engagement process, and finalised the draft framework. City of Bayswater managers also contributed to the draft – ensuring alignment with internal objectives.

The final draft framework was presented to ELT in February 2022. On 26 April 2022, Council unanimously adopted the ELF.

Priorities for next year

City officers, in collaboration with the relevant branch managers, are currently preparing a 5-year ELF implementation plan - scheduling projects and actions over the next 5 years, with initial cost estimates. It is anticipated that a draft implementation plan will be submitted to Council in January 2023 (dependant on when the Sustainable Environment Strategy Officer position is filled).

COVID-19 implications

The COVID-19 pandemic significantly delayed the Framework as in-person community engagement was not possible for some time. Community engagement was conducted at a later stage when restrictions were lifted. Meetings with the expert panel were held on-line where possible, but delays did occur as workshopping some elements required face to face meetings.

Review

Once the 5-year implementation plan is finalised and adopted by Council, the whole Framework will be advertised to invite public comment

Progress Report

Emission Reduction and Renewable Energy (ERRE) Plan



This report details the City's progress in implementing the City of Bayswater Emission Reduction and Renewable Energy (ERRE) Plan from 1 April 2021 to 31 March 2022.

Purpose

The City of Bayswater engaged the consultancy *100% Renewables* to develop the ERRE. The purpose of the plan is to cost-effectively improve the City's energy efficiency, increase the use of renewable energy and reduce greenhouse gas emissions at its facilities and as a result of its operations.

Background

Drivers for the development of the ERRE Plan included the following:

- On 20 August 2019, Council discussed a Renewable Energy and Emission Reduction Position and Action Statement (PAAS) and as a result, set the following goals:
 - A corporate renewable energy target of 100% by 2030
 - A corporate greenhouse gas emissions reduction target of 100% by 2040.
- To meet these targets, the City has investigated a range of renewable energy and emissions reduction options (including onsite solar, energy efficiency, sustainable procurement and fleet, mid-scale renewables, power purchasing, behavioural change, sequestration and carbon offsets) and developed a roadmap of feasible and cost-effective measures.

The ERRE Plan builds on the numerous energy efficiency and emissions reduction initiatives that the City has implemented in recent years and consolidates future actions and management processes into a formal framework to ensure progress is made.

Progress in the last year

Over the past year, the City completed the following actions from the ERRE plan:

- Installed Solar PV at the Bayswater Community Centre (26kW) The RISE (60kW) and Morley Sport and Recreation Centre (99.99kW).
- Replaced existing lighting with LED lighting at Roxy Lane Theatre, Morley Sport and Recreation Centre, WAYJO and Maylands Yacht Club.
- Upgraded heating, ventilation and air conditioning (HVAC) at Bayswater Waves and The RISE.
- Improved the Building Management System at the Civic Centre.
- Entered a Renewable Electricity Contract for the City's larger 'contestable' sites; resulting in a cut of the City's electricity emissions by 50%.

Priorities for next year

Goals for the 2022/23 financial year are:

- Refurbish the Bayswater Waves Aquatic Centre (increase the solar PV system to 99.99kW, change all lights to LEDs, enclose the foyer, install thermal storage tanks, improve chiller efficiency and upgrade HVAC system).
- Replace lighting with LEDs at Lightning Park (completed) and Civic Centre.
- Install 18 kW solar PV at Maylands Waterland (completed).

Annual Progress Report – Emission Reduction and Renewable Energy (ERRE) Plan
from 1 April 2021 to 31 March 2022

- Prepare business cases for large solar PV systems (over 100 kW) at the Civic Centre, Bayswater Waves and the RISE.
- Continue HVAC upgrades at The RISE and Morley Sport and Recreation Centre.
- Commence an upgrade of Western Power owned streetlighting to LED as part of the Underground Power Program.

City of
Bayswater

Annual Progress Report

Urban Forest Strategy



This report details the City's progress implementing the City of Bayswater Urban Forest Strategy from 1 April 2021 to 31 March 2022.

Purpose and Background

This Strategy guides the planning, advancement and management of the City of Bayswater's Urban Forest. Urban Forestry is a relatively new discipline, and one that is rapidly evolving, in the face of unprecedented climate change. Urban forest planning needs to be sufficiently resourced, and should be based on robust research and aligned with current best practice.

Vision

'To create a resilient urban forest that is both diverse and vigorous whilst improving the liveability values for the greater community for now and for future generations.'

Progress in the last year

According to a geospatial analysis, to achieve the target of 20% canopy, the City would need to plant approximately 160,000 trees.

The City is guided by the "Green Dreams" approach – essentially a rationale to guide tree planting. This approach focuses on the 800m walkable catchment of schools and town centres, supplemented by verge planting on streets that have low canopy cover, to realise maximum benefits to community.

Funding for the Riverside Gardens Urban Forest was promised to the City (a State Election commitment). The City is, however, still in the process of liaising with the Department of Local Government, Sport and Cultural Industries with regard to receiving this grant money.

Progress updates for specific actions within the Urban Forest Strategy can be found in **Table 1** at the back of this document

Priorities for next year

Priorities for next year are:

- Plant more than 7000 trees in total (the Parks and Gardens team will plant more than 3000 and Sustainability, Environment and Waste team will plant more than 4000).
- Progress the design for the Riverside Gardens Urban Forest.

Table 1: Progress against actions set out in the Urban Forest Strategy for the period 1 April 2021 to 31 March 2022.

Strategy/objective	Action	Status	Comments on progress
Protection and retention of existing trees	Development of a Significant Trees registry for trees on public land	Complete	The Register was established with the adoption of Guidelines for public land by resolution of the Community, Technical, Finance and Corporate Committee on 19 July 2017.
	Development of a Significant Trees registry for trees on private land	In progress	A scheme amendment was advertised for 62 days from 26 March 2020 to 25 May 2020. The City received a significant number of submissions requesting that a set of guidelines be developed to outline the process for including a private tree on the significant tree register. The City has developed a draft Significant Tree Register Policy and Associated Guidelines, which were presented to the Policy Development and Review Committee 27 January 2021. Comments from the Committee are currently being addressed before the documents are returned to the Committee in April. Once the guidelines have been adopted, the City will finalise the scheme amendment. The Significant Tree Register for Private Land policy was adopted by Council for advertising at the Ordinary Council Meeting held 28 August 2022. During the advertising period 6 submissions were received. A report addressing the submissions and proposed modifications is being considered by the Planning and Heritage Policy Review and Development Committee at its November 2022 Committee Meeting.

Strategy/objective	Action	Status	Comments on progress
	Conduct routine tree health assessments to inform adaptive management practices	In progress	Annual QTRA inspections are undertaken for trees at the City’s active reserves and major facilities, as well as for significant trees, and trees that require an annual inspection following discretionary pruning or major storm damage. The City’s Tree Services team have a program to visually inspect and service all of the City’s passive parks every two years.
	Review and develop tree protection guidelines and policies to manage requests for vegetation pruning for inappropriate reasons e.g. Additional access to private blocks; to gain or retain views	Complete	The Trees on Private Land and Street Verges Policy was adopted by Council on 18 June 2018. The Urban Tree Policy was adopted by Council on 9 April 2019. The Urban Tree Policy was renamed the 'Urban Tree Planting and Maintenance Policy' and was adopted by Council at the OCM held in June 2022. The City has reviewed the Trees on Private Land and Street Verges Policy and Urban Tree Policy to ensure that they are consistent with each other and that they reflect the current expectations of Council and the Community. During the required advertising period of the amended Trees on Private Land and Street Verges Policy 6 submissions were received. A report addressing the submissions and proposed modifications is being considered by the Planning and Heritage Policy Review and Development Committee at its November 2022 Committee Meeting.

Strategy/objective	Action	Status	Comments on progress
	Develop practices which embed the planting and retention of trees as a high priority for all City public works.	Complete	The Landscaping Policy was adopted by Council on 23 July 2019. The Urban Tree Policy was adopted by Council on 9 April 2019. The Urban Tree Policy was renamed the 'Urban Tree Planting and Maintenance Policy' and was adopted by Council at the OCM held in June 2022.
	Develop a Management Practice to standardise the valuation of trees (e.g. Helliwell method) which enables the assessment of the economic, health and environmental contributions that trees make to the City.	Complete	The Urban Tree Policy was adopted by Council on 9 April 2019. The Urban Tree Policy was renamed the 'Urban Tree Planting and Maintenance Policy' and was adopted by Council at the OCM held in June 2022. The Helliwell assessment methodology is embedded in the policy and associated internal management practices.
	Review and consider potential policies and incentives available to encourage private landowners and developers to retain established trees and plant new trees.	Complete	Trees on Private Land and Street Verges Policy was adopted by Council on 18 June 2018. The City has also adopted provisions on a precinct level to provide space and incentives for the retention of trees. These are included in the proposed Bedford North Scheme amendment. The Significant Tree Register for Private Land policy was adopted by Council for advertising at the Ordinary Council Meeting held 28 August 2022. During the advertising period 6 submissions were received. A report addressing the submissions and proposed modifications is being considered by the Planning and Heritage Policy Review and Development Committee at its November 2022 Committee Meeting.

Strategy/objective	Action	Status	Comments on progress
Increasing tree canopy coverage	Undertake spatial analysis to identify areas containing low canopy cover to direct future plantings.	Complete	GIS has completed a spatial analysis identifying areas of low canopy cover in the City. Where possible, this information is used to prioritise areas for future planting. A LIDAR survey was undertaken in February 2021 to maintain accuracy of data.
	Ensure optimal planting conditions for new tree installations to maximise canopy growth, including sufficient ground space.	Complete	The City endeavours to provide and or seek out optimal planting conditions when selecting appropriate locations for tree planting. Specific tree species suited to tough conditions are also selected for more challenging locations.
	Conduct routine tree health assessments and incorporate adaptive management.	In progress	Annual QTRA inspections are undertaken for trees at the City's active reserves and major facilities, as well as for significant trees, and trees that require an annual inspection following discretionary pruning or major storm damage. The City's Tree Services team have a program to visually inspect and service all of the City's passive parks every two years. A large number of reactive inspections which are generated by customer requests are undertaken annually. Remedial works identified during inspections are undertaken in accordance with the Tree Planting and Maintenance Policy.
	Develop procedures which identify the need to retain adequate spaces for tree installation in municipal work projects.	Complete	The inclusion of trees is a consideration in the planning of municipal works projects with the City's Landscape Architect and Arborists reviewing and providing advice on designs and project planning.

Strategy/objective	Action	Status	Comments on progress
	Develop, fund and implement an aspirational tree planting program to increase the canopy coverage from 13.2% to 20% over an eight-year period. This plan will include: <ul style="list-style-type: none"> • Parks and streetscape plans • Town centre plans that include tree installation, specifying species & location • Incorporating the biodiversity corridors • Natural area & green space restoration plans. 	In progress	Prior to 2022 the City on average planted approximately 1500 street and park trees per annum. This has been increased to 3,000 per annum from 2022. The City is working with the Australian Urban Design Research Centre (AUDRC) on stage 2 of its evidence-based implementation plan to help achieve its aspirational target of 20%. The City successfully applied for the WALGA Urban Forest Grant and planted approximately 170 trees in Morley City Centre. Subject to funding availability the City is investigating a pilot program to plant trees in City controlled drainage reserves as a low-cost planting option.
Increasing tree species diversity	Review and develop lists of recommended tree species most suitable for use in: <ul style="list-style-type: none"> • parks and streetscapes; • town centres; and • private land holdings (detailing benefits provided by individual species) 	Completed	Lists of approved tree species are now available to guide species selection for Parks and Streetscape scenarios.

Strategy/objective	Action	Status	Comments on progress
	Monitor and identify existing and new tree species that perform well within the urban forest to inform future planting programs <ul style="list-style-type: none"> • providing amenity outcomes • providing biodiversity outcomes 	In progress	Performance of the urban forest tree species is continually monitored to ensure the approved tree species lists remain relevant. The City is currently trialling tree species from the Geraldton sand plain such as <i>Eucalyptus drummondii</i> and <i>Eucalyptus leptophylla</i> ; and species from the Avon wheatbelt such as <i>Eucalyptus macrandra</i> ; and local endemic species such as <i>Eucalyptus todtiana</i> , <i>Melaleuca pressiana</i> , <i>Hakea</i> and <i>Eucalyptus lane-poolei</i> . Should these prove to be successful in time they will be incorporated into the approved tree species list. This year the City has also undertaken the collection of viable seed from significant and isolated remnant trees within the City. These tree species include endemic species such as <i>Eucalyptus todtiana</i> , <i>Corymbia calophylla</i> , <i>Eucalyptus marginata</i> and various <i>Banksia</i> . The seed that is collected will be propagated to produce local provenance tube stock for planting within the City's parks and reserves.
	Conduct a tree audit of all public trees including species, age and health	In progress	The City's tree assets are being progressively captured on GIS.
	Establish a standard for the percentage of any one family, genera and species that can be utilised in City's overall planting program.	In progress	The data that is being collected for the City's existing trees will inform tree species selection and master planning into the future.
Achieving age diversity of trees	Undertake assessment of individual tree age and life expectancy (ULE)	In progress	The City's tree assets are being progressively captured on GIS.
	Develop a Post Mature Tree Replacement Program	In progress	The data that is currently being collected will inform the decision to activate this program.
	Develop a community program assisting residents to plan for the succession of established trees on private property.	Not started	Planned for the 2022/23 financial year.

Strategy/objective	Action	Status	Comments on progress
Informing and consulting with the community	Continued community engagement to facilitate community input into future greening projects	Complete	The City continues to work closely with Friends groups on various greening projects, as well as helping groups to develop grant applications. Approximately 20,000 plants were planted through community planting days during the 2020 planting season. The City planted approximately 30,000 plants through plantings days during the 2021 planting season. The Our Park project, a Green Australia project supported by Lottery West, was completed. It focuses on creating green infrastructure and education in the community through updating parks and delivering workshops for the community.
	Foster further research into urban forestry	In progress	Attendance at WALGA Tree working group, partnership with AUDRC, and partnership with Greening Australia.
	Work with neighbouring Councils to enhance the urban forest in the greater Perth Metropolitan area	In progress	Attendance at WALGA Tree working group.
	Establish health and wellbeing indicators to benchmark the function that the urban forest plays.	In progress	Completed as part of AUDRC Urban Forest Project.

City of
Bayswater

Annual Progress Report

Waterwise Bayswater 2020-30



This report details the City's progress implementing the City of Bayswater's strategy Waterwise Bayswater 2020-30. This report covers activities from 1 April 2021 to 31 March 2022.

Purpose and background

In a waterwise city, urban areas can exploit the synergies between local water management and urban greening while creating resilient and liveable neighbourhoods. This is achieved by strengthening governance arrangements, building community capital, and investing in multifunctional adaptive infrastructure. This is complimented by the provision of high quality and connected open spaces, protecting and enhancing the ecological values of the urban landscape, providing a diversity of water supply options and recreating a more natural water cycle that restores soil moisture and recharges the groundwater; while reducing stormwater runoff (Water Sensitive Cities Benchmarking and Assessment: City of Bayswater, 2019).

Waterwise Bayswater 2020 to 2030 (WB) identifies key short and long-term strategies and actions to be implemented, in collaboration with key stakeholders to achieve a waterwise Bayswater. The plan provides an update to the Bayswater Brook Action Plan and builds on actions undertaken by the City in partnership with key stakeholders to date.

The plan is consistent with the intent of the State Government's Waterwise Perth Action Plan (2019) and provides a framework for ongoing collaboration within and between organisations, optimising the delivery of shared values, objectives and outcomes.

WB will complement the implementation of the City's Environment and Liveability Framework. It provides more detail and guidance in the management of the water cycle and creation of a Waterwise City.

Council adopted the plan in April 2020. WB is available on the City's website.

Vision

A waterwise city is cool, liveable, green and sustainable; a place where people want to live, work and spend their time. It is a city where communities value and care about water, while making best use of its various sources (groundwater, surface water, stormwater, seawater and wastewater).

The City serves as a catchment and provides healthy natural environments, supporting a range of social, ecological and economic benefits.

The vision for Waterwise Bayswater is:

'Working together to care for the water sources that gives life to our river, green places and the community.'

Progress in the last year

In April 2022, City of Bayswater engaged Urbaqua (consultants) to assist with creating a plan and methodology for the City to implement the following items within the WB Strategy;

- 2.3 Develop a methodology for identifying Water Sensitive Urban Design (WSUD) options that must be applied when undertaking road and car park asset upgrades.
- 3.1 Audit existing rain gardens and living streams in the City and document good and bad outcomes including costs of construction and maintenance.
- 3.2 Develop a practice note for (i) tree pits and raingardens and (ii) living streams that documents the design and construction process and key “success factors”.
- 3.3 Develop a program of installation of roadside raingardens.

To date, Urbaqua has been developing a priority sites list, and a practice note for some standard WSUD treatment and water capture methods that can be utilised across the City. A draft version of the plan, based on input from multiple teams across the City, was presented to City staff in October 2022. It is expected that the final version be delivered to the City by the end of 2022. This will form a guide for a number of business units across the organisation to start implementing projects, relative to individual budgets, and existing project plans. These projects are expected to be incorporated into multiple project plans, including the engineering, planning, parks and gardens and sustainable environment teams.

Additional key actions progressed in the last year include;

- 1.4 Continue to participate in the Water Sensitive Transition Network and Sub-Groups.
- 1.5 Continue to support the Drainage for Liveability program.
- 2.4 Identify foreshore restoration projects.
- 4.2 City staff to attend professional development training in WSUD opportunities and benefits.

The City's Catchment Management Officer attends the Water Sensitive Transition Network and Sub-Groups meetings as they arise, to familiarise himself with industry trends and opportunities around water reduction and water quality improvement opportunities, relative to the City. Within these meetings, WSUD opportunities are also discussed, and noted as part of the work being carried out with Urbaqua.

The City's Environmental Officer, Catchment Management Officer and other relevant City personal, are also developing project plans and implementing foreshore restoration projects; including concept planning, bank re-establishment works through vegetation planting, and erosion control asset upgrades (i.e revetments, sand-bagging). All of this work is subject to budget availability and support from external stakeholders such as the Department of Biodiversity, Conservation and Attractions (DBCA).

A number of Drainage for Liveability projects are also progressing for upgrades of existing Water Corporation drainage assets. These projects are proving to be challenging, due to meeting design

needs of Water Corporation, which can deter from biodiversity / water quality outcomes. However, the Bowden Street Compensating Basin Concept Design project is fast progressing towards completion, which will lead to the next phase; a detailed design, before construction. The City has also been working through the feasibility phase of converting Rudloc Reserve and / or Russell St sites to useable basin / water assets for both the City and Water Corporation. The original scope for concept designs, is currently out for quote, and responses are expected to be received around mid-November.

While various milestones have been and continue to be met; many challenges currently persist in meeting outcomes of the Waterwise Bayswater Strategy; including resourcing capabilities within the City (and external stakeholder groups), staff turnover, conflicting goals and expectations of project partners, budget capabilities and supply chain issues.

Priorities for next year

A key driver for next year is to finalise the WSUD project work with Urbaqua, and start implementing some 'on-ground' projects which will help treat water quality, as well as reduce stormwater discharge down the Bayswater Main Drain, and ultimately into the Swan River. A key priority is also to continue to develop good working relationships with the Water Corporation, to progress Drainage for Liveability projects; including Bowden Street Compensating Basin, and the relatively new Rudloc Reserve / Russell Street project.

COVID-19 implications

Nil

Review

Nil

Table 1: Progress against actions set out in the Waterwise Bayswater 2020-30 for the period 1 April 2021 to 31 March 2022.

Strategy/objective	Action	Status	Comments on progress
Priority Strategy 1 (refer Waterwise Bayswater Strategy)	1.4 Continue to participate in the Water Sensitive Transition Network and Sub-Groups.	On track	Catchment Management Officer attends (in person and by-correspondence) meetings with the WST Network and Sub-Groups to keep informed of industry trends, pending changes to legislation and opportunities for improvement with regards to the management of water within the City.
	1.5 Continue to support the Drainage for Liveability program.	At risk	Two projects are progressing with Water Corporation’s DFL Program. Significant challenges present, particularly around the difference between the City’s desired biodiversity outcomes of projects and what Water Corporation’s DS66 design standard currently requires. Budget capabilities and supply chain has also been challenging, including the scarcity of consultants and their desires to bid on certain work.
Priority Strategy 2 (refer Waterwise Bayswater Strategy)	2.3 Develop a methodology for identifying WSUD options that must be applied when undertaking road and car park asset upgrades.	At risk	The project priority list and WSUD treatment specifications are currently being developed by Urbaqua. Upon completion of this document, it would be envisioned that projects of varying scales will start to be implemented across the City. The success of this work will be highly dependent upon budget capabilities across each business unit and the desire of these business units for water quality improvement projects.
	2.4 Identify foreshore restoration projects.	On track	The City continues to implement and scope out projects for foreshore restoration works. The City’s decisions and solutions proposed to mitigate erosion will depend heavily upon support from external stakeholders including DBCA and the National Trust.

Strategy/objective	Action	Status	Comments on progress
Priority Strategy 3 (refer Waterwise Bayswater Strategy)	3.1 Audit existing rain gardens and living streams in the City and document good and bad outcomes including costs of construction and maintenance.	On hold	On hold
	3.2 Develop a practice note for (i) tree pits and raingardens and (ii) living streams that documents the design and construction process and key “success factors”.	On track	As part of the Urbaqua WSUD project and scope.
	3.3 Develop a program of installation of roadside raingardens.	On hold	Subject to the completion of Urbaqua’s WSUD project and scope.
Priority Strategy 4 (refer Waterwise Bayswater Strategy)	4.2 City staff to attend professional development training in WSUD opportunities and benefits.	On track	City staff attend professional development, training and networking events applicable to Water and WSUD.

City of
Bayswater

Annual Progress Report

Town Centre Activation Plan for Bayswater, Maylands, Morley and Noranda



This report details the City's progress implementing the City of Bayswater Town Centre Activation Plan for Bayswater, Maylands, Morley and Noranda. The report covers activities from 1 April 2021 to 31 March 2022.

Purpose

The Place Activation Plans ("PAPs") set out priorities for each town centre and guide the implementation of place activation initiatives. Preparation of the City's annual place management budget is guided by the vision, themes and priorities in the PAPs.

Background

In 2017 the City adopted a place management approach to the four major town centres: Bayswater, Maylands, Morley and Noranda. Community workshops for each town centre identified local priorities, initiatives and actions that informed the development of each PAP. The PAPs were adopted by Council in May 2017 and are available on the City's website.

Vision

A place vision guides decision-making by providing a clear end goal. Each local community identified a unique vision for their town centre and top priorities. The vision and priorities for each town centre, and the City's progress towards them is summarised below.

Progress in the last year

Main achievements in 2021 include:

1. Bert Wright Park Concept Plan (PAP Priority #5 and #7): In 2021 the City worked with key stakeholders to develop the Bert Wright Park Concept Plan. The plan was adopted by Council 27 July 2021. Since July 2021, the City has been working to implement the plan.
2. Laneway Activation (PAP Priority #1, #2 and #7): The City completed a major artwork, festoon lighting and held a launch event in the laneway. Additionally, the laneway was used as a space for Town Team Convergence.
3. Destination Marketing Strategy (PAP Priority #2): In 2021 Council adopted the Destination Marketing Strategy. The City has since commenced its implementation to support visitation and raise profile of the town centre.

Main challenges for these priority projects, and ways of overcoming these:

1. Bert Wright Park Concept Plan: Designing a concept plan with numerous stakeholders with diverse and very specific needs was challenging. The solution was to take time to work through all issues with the key stakeholders (Bayswater Growers' Market, Future Bayswater, Baysie Rollers and the café site lessee) in order to meet everyone's needs and fully understand each other's constraints. There were many meetings, and the door was never 'closed'. Advertising to the wider community, letting them know these constraints, and adjusting the plan where

possible to meet their needs was also important. There have been some delays in implementation due to the time taken for the State Government to approve the use of Cash in Lieu funds. Additionally, due to the current market, the quoted construction costs of the shade structure are significantly higher than anticipated. The City is working with Future Bayswater to construct the shade structure and has installed temporary furniture in the meantime.

2. Laneway Activation: The key challenge with this project was enabling the artist to work safely on the laneway for a number of months, which required closing the laneway to cars. City officers were required to update their traffic management qualification and undertake this work themselves. The estimated cost, if outsourced to a traffic management company, was at least four times the price of the artwork itself (and therefore the project would not have been able to occur). Another challenge was gaining permissions to attach lighting to private premises (and source power from a private premise with solar power). This was made possible through good relationships with property managers, users and owners of the buildings who could support or advocate for the proposal.
3. Destination Marketing Strategy: Defining a cohesive 'brand' to promote the Bayswater town centre was very difficult given the current state of transformation in the place, and the differing views of its strengths. A decision was made to use the hashtag #createbayswater in order to acknowledge both the transformation that the place is undergoing and the creativity that is a significant hallmark of the population. This seems to have been accepted and to be a useful platform for promotions.

Progress updates for specific actions can be found in **Table 1** at the back of this document.

Priorities for the next year

Complete implementation of Bert Wright Park Concept Plan (PAP Priority #5 and #7). This includes major works (pending Ministerial approval to use cash in lieu funds) and an effort to implement the architecturally designed shade structure through an MOU arrangement with Future Bayswater. A launch event is also a priority.

Continue to implement the Destination Marketing Strategy (PAP Priority #2). This includes: launching the 'visit' section of the website; installing town centre banners; creating content and collateral; supporting businesses with the implementation; and coordinating marketing, events and activities. The strategy identifies creating King William Street activities and installations (reflecting the town centre brand) as an immediate priority, in order to create and maintain interest in this struggling strip during construction.

Maylands Town Centre Place Activation Plan

Place vision

A green and beautiful destination, known for its unique and creative delights, and buzzing with life.

People visiting, strolling, admiring, relaxing and engaging at all times of day.

Top priorities

Six top priorities were identified for Maylands town centre. They are:

1. A lush, green town centre
2. Improved Eighth Avenue

3. Public spaces around Eighth Avenue
4. Ease of movement and connectedness
5. Identity through art
6. Collaboration.

In 2021, priorities focused on were: a lush, green town centre; improved Eighth Avenue; public spaces around Eighth Avenue; ease of movement and connectedness; identity through art and collaboration.

Progress in the last year

Main achievements in 2021 are as follows:

1. Public Space at The RISE (PAP Priority #1, #3 and #6):

The City undertook a series of co-design workshops with the community and users of the amphitheatre at the front of the RISE to identify what would help activate the space. As a result of the engagement, a semi-permanent stage has been installed in the amphitheatre at the RISE. The City is now working with community groups to use the space.

2. Laneway Activation (PAP Priority #3, #4, #5 and #6):

The City has been implementing the recommendations from the 'Secret Laneways Hidden Gems' engagement on Roxy and Greenslade Lane, with public art, lighting and greening appearing as part of this ongoing project. Collaborators included Roxy Lane Community Garden, Rabble Books and Games, LACE and Creative Maylands.

Main challenges for these priority projects, and ways of overcoming these were as follows:

1. Public Space at The RISE: A major challenge for the public space at The RISE is that new infrastructure will be introduced but the space will remain underutilised. The solution was to work with key 'on site' stakeholders (including WAYJO and Maylands Library) to consider wider community input and develop a plan to enable the space to be more regularly used by stakeholders who are 'already there'. Most infrastructure to support these stakeholders is now in place, with necessary items such as moveable seating, training in use of the container space and planning for regular programming of the space to occur early in 2022.
2. Laneway Activation: A main challenge for laneway activation is ensuring that the spaces created match stakeholder expectations and continuing to build character and a desirable 'user experience'. Community engagement with laneway stakeholders is ensuring that these places develop clearly defined characters and match user expectations.

Progress updates for specific actions can be found in **Table 2** at the back of this document.

Priorities for the next year

Priorities for 2022 are as follows:

Continue Laneway Activation Program (PAP Priority #3, #4, #5 and #6). Subject the funding, this includes working with Creative Maylands and other key stakeholders to activate the Roxy Lane/Greenslade Lane precinct and the section of Lyric Lane between Sargent's Lane and Ellard Lane (and possibly Ellard Lane itself as an entry point to the laneway network).

Program and activate space in front of The RISE (PAP Priority #1, #3 and #6). This includes working with onsite stakeholders to obtain necessary items such as moveable seating; training in use of the container space; collaborative planning for regular programming of the space to occur early in 2022.

Morley Town Centre Place Activation Plan

Place vision

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

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

Top priorities

Four top priorities were identified for Morley town centre. They are:

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

In 2021, priorities focused on were: streetscape enhancement and improving walkability around the town centre.

Progress in the last year

Main achievements in 2021 are as follows:

1. RAC Reconnect WA Grant Implementation; (PAP Priority #1, #2):

The City received a Grant from RAC to deliver public space improvements in three specific locations around the Progress Street precinct. The City has worked with local businesses and the community to co-design the spaces at the front of the Morley Library, out the front of the shops on the corner of Walter Road West and Old Collier Road. These spaces are now open to the public. The City is progressing with project 3, the community engagement identified a need for increase lighting and greenery along Progress Street. The City is currently looking at options to implement these elements.

Engagement, co-design, adoption and implementation of resulting concepts for the two project areas

2. Morley Activity Centre Streetscape Plan Detailed Design; (PAP Priority #1, #2, #3);

In March 2020, Council endorsed the Morley Activity Centre Streetscape Concept Plan. To implement the concept plan detailed designs are required. The City has recently appointed Porters Consultants to undertake these works.

Main challenges for these priority projects, and ways of overcoming these were as follows:

1. RAC Reconnect WA Grant Implementation: A major challenge for the public space improvements is the current cost of construction materials and labour within WA currently. To manage this the City is implementing the projects in stages, as the labour or materials become available.
2. Morley Activity Centre Streetscape Plan Detailed Design: A main challenge for the detailed design is the cost of the tenders came back significantly higher than anticipated. In light of this the scope of the project has been reduced to one street (Russell Street, between Broun Avenue and Rudloc Road).

Progress updates for specific actions can be found in **Table 3** at the back of this document.

Priorities for the next year

Continue the implementation of the RAC Reconnect WA Grant Implementation (PAP Priority #1, #2), this includes the design and implementation of project 3, lighting and greenery along Progress Street.

Finalise the Morley Activity Centre Streetscape Plan Detailed Design for Russell Street (PAP Priority #1, #2, #3),

Noranda Town Centre Place Activation Plan

Place vision

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

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

Top priorities

Six top priorities were identified for Noranda town centre. They are:

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

Main achievements in 2021 were:

1. Noranda Nook Nature Playspace: (PAP Priority #2, #3):

During 2021 the City worked with stakeholders in Noranda to co-design a nature playspace for the Noranda Nook. The playspace has now been installed, with an opening held in November 2021.

2. Pridefest in Noranda Events (PAP Priority #1, #6)

The City partnered with PrideWA to host a series of events for Pride month in November 2021. This included; Drag Bingo night at the Morley Noranda Rec Club (MNRC); Urban Bush Run in collaboration with Perth Frontrunners and MNRC; and Pride in the Park at the Noranda Nook Nature playspace. Drag Bingo night became a roaring success with over 200 guests attending, and was the result of good collaboration between the City and MNRC. Feedback from attendees showed demand for more types of event like this here. Urban Bush Run event was an opportunity to collaborate with LGBTQIA sports group Perth Frontrunners and MNRC and to promote local landmark in Noranda, Lightning Swamp Bushland (LSB) where the event took place. Pride in the Park event was an opportunity to do an event to both support and raise awareness for LGBTQIA families in a City led public event as well as an opening event for the newly constructed Noranda Nook nature playspace for youths. This proved a success with 100 person attendance and positive feedback from those who attended.

3. Connecting pathway between Noranda Nook & Netball/Tennis Courts; (PAP Priority #2)

This project saw creation of a new pathway in the Noranda town centre to improve pedestrian movement and safety between two of the town centre's key amenities. This was instigated through direct communication between the City and local town team Noranda Vibes who identified the need for better connections in the area.

Main challenges for these priority projects, and ways of overcoming these were as follows:

1. Noranda Nook Nature Playspace: A major challenge for this project was ensuring that the feedback from the community was correctly translated into the final designs by the contractor. To manage this challenge City officers had to work closely with the contractors including multiple site meetings, between numerous City departments and the contractors.
2. Pridefest in Noranda Events: The main challenge in doing these types of events was the risk as not done before whether they would be positively received or objected to by members of local community. To counter this ensured in the planning to do events which balanced between supporting and promoting the LGBTQIA community with events suited for Noranda and appeal to its local community.
3. Connecting pathway between Noranda Nook & Netball/Tennis Courts: The main challenge was ensuring pathway was coordinated within the City's and ensuring City's paving contractor could deliver on time. City's contractor AXIIS delivered pathway in good condition although with some communication difficulties throughout project.

Progress in the last year

Progress updates for specific actions can be found in **Table 4** at the back of this document.

Priorities for the next year

Events programming for Noranda: City led and City/Community collaboration events programming for the Noranda town centre is another priority for 2022/23. With the objective of making Noranda a more go-to destination for residents in nearby suburbs and further. Events which attract new visitors but which also local residents wish to see more off in their local area.

Progress updates for specific actions can be found in **Table 1** at the back of this document.

COVID-19 implications

Progress of the Place Activation plans has been impacted by the supply chain and labour shortages resulting in a number of projects no longer being financial feasible or able to be completed within the expected timeframes.

Review

The current place plans are from 2017 and are in need of updating to ensure current issues and priorities from the community are updated. Additionally, it is considered they need to be updated to be more substantive and align with other City plans and strategies such as economic development and works programme due to areas of overlap which need to be cohesive. To do so will require engagement plan and activities specific to each town centre to occur in 2023.

Table 1: Progress against actions set out in the Town Centre Activation Plan for Bayswater for the period 1 April 2021 to 31 March 2022.

Strategy/objective		Status	Comments on progress
		Select a status...	
Action	Status	Comments on progress	
Streetscape enhancement and traffic calming	On hold	With the upgrade to the Bayswater train station, streetscape enhancement is currently on hold.	
An entertaining and engaging town centre	On track	<p>The City led a large-scale mural on the laneway between Whatley Crescent and Hamilton Street, which was developed in collaboration with Baysie Rollers and the Laneway Art Space. A launch event was held between the laneway and the art space, and subsequently the City has installed lights over the laneway and it has become a valuable public space in the town centre, used most recently for the Town Team Convergence event in November.</p> <p>A writer-in-residence program commissioned by the City and hosted by local business Drip Espresso was run by Centre for Stories in the town centre during autumn/winter.</p>	
Clearly identifiable 'core values'	Complete	In February 2020 the City finalised the Bayswater Town Centre Place Essence and Values document which identifies the core values for the Bayswater town centre is has been used by the City, Metronet and Development WA in creating other documents / plans for the area.	
Trucks diverted away from King William Street	On track	Trucks are being diverted away from King William Street as a part of the changes to the road network with the upgrade to the Bayswater train station.	
A 'green heart' at Bert Wright Park	On track	At the Ordinary Council Meeting held 27 July 2021, Council endorsed the Bert Wright Park Concept Plan. The Baysie Rollers Garden has now been installed and the City is undertaking the surrounding works.	
Greening along the train line	On hold	With the upgrade to the Bayswater train station, there is limited opportunity to enhance greening along the train line.	

Collaboration	On track	<p>The City worked collaboratively with the Baysie Rollers, Future Bayswater, the proposed Café lessee and other key stakeholders to develop the Bert Wright Park Concept Plan.</p> <p>Laneway Activation, including a mural and overhead festoon lighting, was a close collaboration between Baysie Rollers, Laneway ArtSpace and the City.</p> <p>The Town Team 'Convergence' event in November 2021 involved considerable collaboration with key community groups and businesses, as well as with Town Team Movement.</p>
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Table 2: Progress against actions set out in the Town Centre Activation Plan for Maylands for the period 1 April 2021 to 31 March 2022.

Action	Status	Comments on progress
A lush, green town centre	On track	The City engaged local stakeholders with support from Town Team Movement to ascertain improvements to the underutilised space in front of The RISE. Amongst other elements, the resulting plan included additional shade through tree planting, and this was implemented last year.
Improved Eighth Avenue	On track	The adopted Destination Marketing Strategy for Maylands proposes physical 'branding' of the town centre itself to complement digital and other marketing material promoting the town centre. A design palette was created and banners designed for main streets including Eighth Avenue, and street furniture was refreshed and painted according to the colour scheme to reinforce the brand and banners.
Public spaces around Eighth Avenue	On track	Key public spaces around Eighth Avenue include the area in front of The RISE and the laneways connecting to Eighth Avenue. In 2021, engagement and implementation improvements in front of The RISE was undertaken, with a new multi-use stage area, lighting, tree planting and shade umbrellas available to make the space for useable. Implementation of recommendations from the 'Secret Laneways Hidden Gems' engagement were also collaboratively implemented on Roxy and Greenslade Lane, with public art, lighting and greening appearing as part of this ongoing project. Collaborators included Roxy Lane Community Garden, Rabble Books and Games, LACE and Creative Maylands.

Ease of movement and connectedness	On track	The Laneway Activation focused on the Roxy Lane/Greenslade Lane precinct in 2021, although formalisation of the recently created public space on Lyric Lane also occurred with the installation of removable bollards. On these laneways, the intent has been to create more people-friendly shared spaces that are more comfortable to move through, and techniques that change the way the streets 'read' and encourage cars to slow down – including attracting more pedestrians, festoon lighting rather than street lighting and activity and visual stimulation at the laneway's periphery – have all been employed. Increased directional signage at key intersections to increase legibility and wayfinding has also been installed.
Identity through art	On track	The City collaborated with Roxy Lane Community Garden and LACE to engage an artist to paint the periphery of the community garden with images that show what the garden is about and to attract more community interest. Content was produced by the artist in collaboration with the garden to ensure it reflected their identity. Placemaking Seed Funding was also granted to another street art walk and several other murals in the town centre.
Collaboration	On track	The Laneway Activation Program was implemented in collaboration with Roxy Lane Community Garden, Rabble Books and Games, Creative Maylands and LACE amongst others in 2021. The space at The RISE is the result of a co-design process with 'on site' stakeholders including Maylands Library, WAYJO and the historical society – with all this based on community engagement. The Town Team 'Convergence' event in November involved considerable collaboration with Town Team Movement as well as key community groups and businesses.

Table 3: Progress against actions set out in the Town Centre Activation Plan for Morley for the period 1 April 2021 to 31 March 2022.

Action	Status	Comments on progress
Streetscape enhancement	On track	<p>Streetscape enhancement has been a focus area in the last 12 months with City-led streetscape upgrades carried out on Progress/ Bishop Street roundabout and the removal of the series of seal statues within the activity centre. Trees have been replaced on Progress Street and street cleaning has improved significantly.</p> <p>The City received RAC Reconnect WA funding (\$250,000) to deliver public space improvements in three specific locations around the Progress Street precinct. All of the projects have been/ will be co-designed by community, and 1 project in particular is in partnership with private property owners and business. This project will introduce three new public space/s and zones within the area by the end of 2022.</p> <p>The Morley Destination Marketing Strategy has a focus on creating a strong identity for the town centre and has various actions. One of the recent initiatives was the installation of the new town centre banners across the activity centre which has enhanced the streetscape.</p> <p>The City has appointed consultants Porters to undertake the Morley Streetscape Plan Detailed Design project. This projects ultimate aim is to redesign the Russell Street.</p>
Improving walkability around the town centre	On track	<p>The City conducted a town centre walking audit in November 2021 with a stakeholder group of people with disability. The feedback from this audit identified 'quick win' opportunities for the City to consider over the next 2 years to implement, such as tactile indicators, pram ramp improvements and additions, signage, gradients etc. The RAC grant will also implement some wayfinding initiatives around the Progress Street precinct, such as signage, lighting, footpath stickers etc. One of the purposes of this project is to improve walkability of the town centre.</p>

Engaging street life, bursting with activities	Off track	There has been a decline in activity on the streets of Morley. This is largely due to an inactive town team (The Morley Momentum) and lack of event programming funding to generate events and activities within the town centre. There are partnership opportunities that have been presented to the City (e.g. Galleria event partnership), however the City has not allocated a budget towards programming within its Destination Marketing and Place areas.
Creation of an activation group	Off track	The Morley Momentum (town team) is currently considered to be inactive due to lack of volunteers. The City has been actively contacting the current Chair to work with them. It is noted the group was not always in this position, and it previously won a State town team award '0-100' for the group who gathered the quickest momentum and delivered the most amount of initiatives. The City will now work with the existing members to support the town team identify its new strategic direction and priorities, including how to attract a large volunteer cohort. Additionally, the City will work with any other groups which are active within the town centre.

Table 4: Progress against actions set out in the Town Centre Activation Plan for Noranda for the period 1 April 2021 to 31 March 2022.

Action	Status	Comments on progress
Better communication of events and use of facilities/social clubs	On track	The City has built strong relationship with the Morley Noranda Recreation Club (MNRC) and its sporting groups to use their facilities for community events throughout the year including to deliver more diverse events such as through the Pridefest in Bayswater.
Better connections, wayfinding and landscaping	On track	The City is currently working on a consistent style of signage to implement across the City. Once this has been finalised new signage will be considered in Noranda.
Creation of a 'freely available' youth space, such as a basketball court, beach volleyball court or mini skate park	Complete	A new 'freely available' youth nature play space created in the Noranda Nook park completed. This was created following a co-design process with local town team Noranda Vibes, Morley Noranda Rec club and engaging with the local community for comments. Since its opening the new space has hosted several city and community group led events to continue its activation.
Installation of iconic sculptures in high profile locations	On hold	No developments here due to high cost to deliver public artwork and no budget being allocated in 2021/22.
Activation of blank edges of the shopping centre (art, serving windows)	On track	New public benches have been installed on blank edges outside shopping centre.
Organisation of night time activities.	On track	City led night time events such as Drag Bingo at MNRC were well attended, aimed at doing new and diverse types of events for Noranda and received positive community feedback to do more.
Streetscape enhancement and traffic calming	Complete	A new connecting pathway between the Noranda nook park and the Tennis and Netball courts completed. This was directly influenced by community wishes to allow for better pedestrian connectivity in the centre through the Noranda Vibes group.

City of
Bayswater

Annual Progress Report

Destination Marketing Strategy



The report details the City's progress implementing the City of Bayswater Destination Marketing Strategy. This report covers activities from 1 April 2021 to 31 March 2022.

Purpose

The Destination Marketing Strategy 2021-2025 (“DMS”) provides a blueprint for attracting visitors to the City's three town centres of Maylands, Bayswater and Morley over the next four years and beyond. The DMS aims to draw tourists to our town centres, from within the City, nearby suburbs and the wider metropolitan area. Local, domestic and international tourism brings with it economic, cultural and potential environment benefits.

Background

Action E1.1.1 of the Corporate Business Plan 2019-2023 mandated the creation of precinct marketing plans that itemise the qualities of the town centres and transmits them to the public. The City commissioned consultants Wayman Advisory and Ferguson and Kealy to develop the DMS, with the resulting document founded on four Strategic Pillars:

- Brand
- Events and Attractions
- Visitor Experience
- Partnerships.

The DMS takes a tailored approach for each town centre base location, character, strengths and more. Key market segments are considered, as are emerging markets and opportunities. This enables the City to focus on areas that will deliver the greatest benefit for each of our unique town centres. Focus areas include COVID recovery, building awareness and partnerships, and attracting investment and people through the town centres' unique offerings.

The final Destination Marketing Strategy 2021-2025 was adopted by Council in April 2021.

Progress in the last year

While the goals, strategies and actions are tailored to each town centre, this year there was limited budget allocated for the implementation of the Destination Marketing Strategy. In light of this the actions undertaken were relevant to all three town centres to use economies of scale and ensure value for money.

One of the key actions of the DMS is to develop assets to launch the brand identities, this was done through the following:

Brand Style Guides

The Brand Style Guides are tailored to each town centre and include, brand colours, fonts, graphic elements, hashtags, and themes. This information will be used by the City when developing

promotional material for the town centres and will be provided to businesses to encourage them to use the same style if they wish.

New Banners

Using the Brand Style Guides, new banners for each of the town centres have been developed. The banners reflect the new brand colours, photos and use the identified graphic elements. The banners were installed in January 2022.

Visit Page

A visit page has been included on the City's website it includes maps of each town centre, key identifiers / attractors (i.e the Art Walk trail in Morley), images and videos of the town centres.

The photographs and videos on the visit page can be used as collateral for other City projects in the town centres.

Progress updates for specific actions can be found in **Table 1** for the Maylands town Centre, **Table 2** for the Bayswater town centre and **Table 3** for the Morley town centre at the back of this document.

Priorities for next year

The priorities for next year are to undertake a social media campaign to promote the area and program a series of events.

COVID-19 implications

Nil.

Review

The next review of the Destination Marketing Strategy is scheduled to occur in 2025. It will be a major review.

Table 1: Progress against actions set out in the Destination Marketing Strategy for Maylands for the period 1 April 2021 to 31 March 2022.

Strategy/objective	Action	Status	Comments on progress
Leisure visitors	Launch Brand identity and develop supporting assets	Complete	The City has developed a Maylands Brand Style Guide which includes the colour scheme, hashtag and branding elements for the Maylands town centre. This will be used for the City's promotion within the town centre and businesses will be encouraged to use it as well. Additionally, the City has new town centre banners.
	Develop small Laneway activations	On track	The City has been working with the community to improve Greenslade Lane, including new murals, and lighting.
	Develop a chalk pathway between the laneway precincts	Not started	The City has prioritised other laneway activations in partnership with community groups.
	City of Bayswater's website updated to include a "visit" tab on the home page	On track	A new Maylands Visit page on the City's website has been created.
	City of Bayswater's website updated to include an "Events" tab on the home page	On track	The events information is currently being updated.
	Rich content for website developed to include Maylands' narrative and a more detailed history	On track	A new Maylands Visit page on the City's website has been created. This page will include content specific to the Maylands town centre.
	Create a hashtag that represents Maylands' Brand #ImagineMaylands and promote on Instagram	Complete	The hashtag has been included as part of the Maylands Brand Style guide and will be used for the City's promotion within the town centre, businesses are also encouraged to use it.
Sub-strategy: visiting friends and relatives, arts	Walking trails – heritage, Indigenous and arts/murals - developed initially for the website as well as hard copy maps for distribution through the business operators	Not started	This work was not identified as a priority for 2021 and so did not commence.

and culture lovers, history buffs	Collateral developed to include new images, videos and maps	On track	As a part of the webpage development the City the City has taken photographs and created which will be used on the webpage and in other promotional material for Maylands.
	Develop videos of Maylands people and businesses that represent the Brand values and promote through the website	On track	Videos and images which represent the Maylands brand have been taken as a part of the Visit webpage.
	Tactical campaigns produced focussing on specific market segments notably hospitality and retail	Not started	The City has prioritised developing a new website and collateral once these are completed and there is something to promote the City will progress to campaigns.
Families	Tactical campaigns tied to specific times of the years, including school holidays (e.g. an Easter campaign, an Easter egg hunt through Maylands' laneways)	Not started	The City has prioritised developing a new e and collateral once these are completed and there is something to promote the City will progress to campaigns.
	Develop an updated tree canopy and streetscape plan for Maylands town centre	Not started	This work was not identified as a priority for 2021 and so did not commence.
Sub-strategy: young professionals, retired persons, families	Create a marketing campaign promoting the health and well-being cluster of services	Not started	This work was not identified as a priority for 2021 and so did not commence.
Emerging market segments (cycling and Indigenous tourism)	Audit cycle pathways and create maps to enable cyclists to take full advantage of Maylands town centre and river frontage	Not started	This project did not commence due to other priorities.
	Create an Indigenous walking trail with narrative of the history of first nation people living along the riverfront in Maylands	Not started	This work was not identified as a priority for 2021 and so did not commence.
Events vitalisation	Create a calendar of events and activations in partnership with community groups	On track	The City is currently updating the events page and is working with community groups to collect their events and activations on the page.

	Develop sponsorship criteria to assist the City in deciding which events to support financially (criteria should consider Brand alignment)	On track	This is scheduled to be done as a part of the Community Grants review process. In accordance with the adopted framework the City is developing a set of “Town Centre Events” guidelines, which will encourage events which align with the Maylands brand.
	Support events created and run by community groups through sponsorship and promotion through the City’s distribution channels	On track	On occasion the City provides sponsorship, the City can support the promotion of the events through the City’s distribution channels. The appropriate distribution channel is dependent on the size of the event and the sponsorship level provided.
	Collaborate with LACE to launch and promote Street Festival through a range of promotional and distribution platforms	Not started	LACE have not approached the City to hold a Street Festival this year. The City will work with them or any other community group to hold a street festival.
	Develop a partnership with WAYJO and/radio station to stage laneway activations and/or major event	On track	The City partnered with WAYJO to promote WAYJOs open house event and they provided performances at the City’s engagement and opening of the RISE space
	Explore opportunity to re-activate night markets on the lawn at The Rise	Not started	This work was not identified as a priority for 2021 and so did not commence.
	Develop a toolkit and deliver workshops on event operations for community groups	Not started	This project did not commence due to other priorities.
Maylands Amenity	Develop a tree canopy and streetscape plan to enhance the visitor experience	Not started	This work was not identified as a priority for 2021 and so did not commence.
Relationships	Meet with major partners WA Ballet and WAYJO to identify at least one opportunity a year to join forces with them to leverage their activities	On track	The City partnered with WAYJO to promote WAYJOs open house event and they provided performances at the City’s engagement and opening of the RISE space
	Work with developers such as ADC to leverage opportunities for PR and positioning Maylands as a vibrant place in which to live	Not started	This work was not identified as a priority for 2021 and so did not commence.

Engage regularly with community groups to identify where the city can support the groups (this includes briefings and EDMs)

On track

The City regularly works with the local community groups and provides support to their projects. Including partnering with Maylands Community Garden and Roxy Lane Theatre for murals on Greenslade Lane.

Table 2: Progress against actions set out in the Destination Marketing Strategy for Bayswater for the period 1 April 2021 to 31 March 2022.

Strategy/objective	Action	Status	Comments on progress
Leisure visitors	Finalise Brand identity and assets	On track	The City has developed a Bayswater Brand Style Guide which includes the colour scheme, hashtag and branding elements for the Bayswater town centre. This will be used for the City's promotion within the town centre and businesses will be encouraged to use it as well.
	City of Bayswater's website updated to include a "visit" tab on the home page.	On track	A new Bayswater Visit page on the City's website has been created.
	City of Bayswater's website updated to include an "Events" tab on the home page	On track	The events information is currently being updated.
	Rich content for website developed to include Bayswater's narrative, including a more detailed history	On track	A new Bayswater Visit page on the City's website has been created. This page will include content specific to the Bayswater town centre including images, videos and maps.
	Create a hashtag that represents Bayswater's Brand #bayswaterhighst Promote on Instagram	On track	The hashtag #createbayswater has been included as part of the Bayswater Brand Style guide and will be used for the City's promotion within the town centre, businesses are also encouraged to use it.
	Walking trails – heritage, Indigenous and arts/murals - developed initially for the website as well as hard copy maps for distribution through business operators.	On track	Given the impact of the redevelopment of the Bayswater train station it was considered a priority to identify and promote the businesses within the town centre. This City developed a map of all the businesses which is available on the City's website and in hard copy.
	Collateral developed to include new images, videos and maps	On track	As a part of the webpage development the City has created collateral which can be used on the webpage and in other promotional material for Bayswater.
	Develop videos of Bayswater people and businesses that represent the Brand values and promote through the website	Not started	Videos and images which represent the Bayswater brand will be created as a part of the Visit webpage.
	Tactical campaigns produced focusing on specific market segments notably hospitality and retail	Not started	The City has prioritised developing a new website and collateral once these are completed and there is something to promote the City will progress to campaigns.

	Tactical campaigns tied to specific times of the year (e.g. school holiday promotions)	Not started	The City has prioritised developing a new e and collateral once these are completed and there is something to promote the City will progress to campaigns.
	Develop an updated masterplan for Bayswater town centre	Not started	This work was not identified as a priority for 2021 and so did not commence.
	Develop a heritage trail integrated with streetscaping such as planters and wayfinding	Not started	This work was not identified as a priority for 2021 and so did not commence.
	Create a marketing campaign promoting the people and stories of "Bayswater High Street."	Not started	This work was not identified as a priority for 2021 and so did not commence.
	Audit cycle pathways and create maps to enable cyclists to take full advantage of Bayswater town centre and river frontage	Not started	This work did not commence due to other priorities.
	Create an Indigenous walking trail with narrative of the history of first nations people living along the riverfront in Bayswater	Not started	This work was not identified as a priority for 2021 and so did not commence.
Events visitation	Create a calendar of events and activations in partnership with community groups	Not started	The City is currently updating the events page and is working with community groups to collect their events and activations on the page.
	Develop sponsorship criteria to assist the City in deciding which events to support financially. Those criteria should consider Brand alignment	On track	This is scheduled to be done as a part of the Community Grants review process. In accordance with the adopted framework the City is developing a set of "Town Centre Events" guidelines, which will encourage events which align with the Bayswater brand.
	Collaborate with Baysie Rollers to launch and promote the Baysie Music and Street Fest through a range of platforms	Not started	Baysie Rollers have not approached the City to hold the Baysie Music and Street Fest this year. The City will work with them or any other community group to hold a street festival or similar.
	Support local community groups in running events that tell the stories of Bayswater's people and places	On track	This is scheduled to be done as a part of the Community Grants review process. In accordance with the adopted framework the City is developing a set of "Town Centre Events" guidelines, which will encourage events which align with the Bayswater theme and brand.
	Develop a toolkit and deliver workshops with community groups on event operations	Not started	This work did not commence due to other priorities.
Bayswater Amenity	Develop a tree canopy and streetscape plan to enhance the visitor experience	Not started	This work was not identified as a priority for 2021 and so did not commence.
Relationships	Meet with major partners Evolve Bayswater and Development WA to identify a cooperative plan	On track	The City is working with Evolve and Development WA to finalise a plan for activation of the Bayswater town centre.

Engage regularly with community groups to identify where the City can support the groups. This includes briefings and EDMs

On track

The City has been working closely with a number of community groups including the Baysie Rollers and Future Bayswater to support their projects in Bert Wright Park.

Table 3: Progress against actions set out in the Destination Marketing Strategy for Morley for the period 1 April 2021 to 31 March 2022.

Strategy/objective	Action	Status	Comments on progress
Leisure visitors	Develop the Brand identity and collateral – there is more to Morley	On track	The City has developed a Morley Brand Style Guide which includes the colour scheme, hashtag and branding elements for the Morley activity centre. This will be used for the City's promotion within the activity centre and businesses will be encouraged to use it as well.
	Develop small activations centred around Progress street	On track	The City hosted an opening of the Morley Library Community Space with RAC. The City will continue to support community-led initiatives within this space.
	Attract activations that utilise the carpark	Not started	This work was not identified as a priority for 2021 and so did not commence.
	City of Bayswater's website updated to include a "visit" tab on the home page	On track	A new Morley Visit page on the City's website has been created.
	City of Bayswater's website updated to include an "Events" tab on the home page	On track	The events information is currently being updated.
	Rich content for website developed to promulgate More to Morley Brand	On track	A new Morley Visit page on the City's website has been created. This page will include content specific to the Morley activity centre including videos, photographs and maps.
	Create a hashtag that represents Morley's Brand #MoretoMorley. Promote on Instagram and Facebook	On track	The hashtag #moretomorley has been included as part of the Morley Brand Style guide and will be used for the City's promotion within the town centre, businesses are also encouraged to use it.
	Highlight the variety of Morley's Asian food offerings including Coventry Village	On track	The City has been working with the owners of the Bobaboba, Bite my Bahn Mi and King Hot Pot to create a public space in front of their businesses to encourage people to visit. This precinct around Walter Road West and Progress Street is marketed as an Asian food precinct.

	Collateral developed to include images, videos and map to demonstrate there is More to Morley	On track	As a part of the webpage development the City is creating collateral which can be used on the webpage and in other promotional material for Morley.
	Develop videos of Morley people and businesses that represent the Brand values and promote through the website	Not started	Videos and images which represent the Morley brand has been created as a part of the Visit webpage.
	Tactical and co-operative campaigns produced focussing on specific market segments notably hospitality and retail.	Not started	The City has prioritised developing a new website and collateral once these are completed and there is something to promote the City will progress to campaigns.
Families	Tactical campaigns tied to specific times of the years, including school holidays	Not started	The City has prioritised developing a new website and collateral once these are completed and there is something to promote the City will progress to campaigns.
Events visitation	Create a calendar of events and activations in partnership with community groups	On track	The City is currently updating the events page and is working with community groups to collect their events and activations on the page.
	Develop sponsorship criteria to assist the City in deciding which events to support financially. That criteria should consider Brand alignment	On track	This is scheduled to be done as a part of the Community Grants review process. In accordance with the adopted framework the City is developing a set of "Town Centre Events" guidelines, which will encourage events which align with the Morley brand.
	Support events created and run by community groups through sponsorship and promotion through the City's distribution channels	On track	On occasion the City provides sponsorship, the City can support the promotion of the events through the City's distribution channels. The appropriate distribution channel is dependent on the size of the event and the sponsorship level provided.
Morley Amenity	Develop a tree canopy and streetscape plan to enhance the visitor experience	On track	The City has appointed Porters Consultancy to develop the Morley Activity Centre Streetscape Detailed Design plans. These plans will include tree locations.
	Focus on Progress Street to create an obvious town square	On track	This is a focus as part of the RAC Reconnect WA initiative, with Progress Street one of the key project locations.

Relationships	Meet with major partners to join forces with them to leverage their activities and develop co-operative marketing campaign	On track	The City regularly meets with Galleria/ Vicinity Centre staff to determine opportunities to partner.
	Work with developers and State government agencies to identify opportunities for attraction of investment	On track	In April 2022, Council adopted the Interim Economic Development Strategy, which includes the actions to develop a 'Developer Investment Program' to work with developers and state government agencies to encourage more investment in the Morley activity centre.
	Engage regularly with community groups to identify where the city can support the groups. This includes briefings and EDMs	On track	The RAC Reconnect WA project has engaged with the broader community, including some community groups and town centre businesses. The outcomes of this engagement has been reflected in the projects being delivered.

City of
Bayswater

Annual Progress Report

Morley Activity Centre Plan



The report details the City's progress implementing the City of Bayswater Morley Activity Centre Plan. This report covers activities from 1 April 2021 to 31 March 2022.

Purpose

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

Background

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

In response to this, the MACP was developed and adopted by Council in March 2017. It received final approval from the Western Australian Planning Commissions (WAPC) in July 2018. It is now available on the City's website.

Vision

In the future the Morley Activity Centre will be a vibrant place to visit, a dynamic marketplace to do business, and home to a diverse and connected community. The Morley Activity Centre will grow into a lively and bustling place for business and shopping serving the north eastern metropolitan region of Perth. Investment will grow steadily, stimulated by Morley's high level strategic role in the metropolitan region.

This will bring intensity and diversity of both employment and housing. High frequency public transport services will bring business owners and employees to work from surrounding suburbs as well as visitors and local residents. Morley will also be connected to the Perth CBD and other key places by an underground heavy rail system connecting the city for business. The activity centre will be home to over 10,000 people and 10,000 jobs.

In the evenings, the streets will be busy with people dining alfresco, catching up with friends for a coffee or a movie, before walking home to their apartments nearby. People will be arriving at the end of the day and doing last minute shopping or grabbing a quick dinner before heading home. It will be

safe and pleasant to walk along the streets and window shop or stroll through the lush parks and greenspace network. Morley will become the City of Bayswater's social, economic and civic centre.

Progress in the last year

The City has sought tenders for a consultant to undertake detailed design of the streets identified in the Morley Activity Centre Streetscape Plan. The tender quotes came in significantly higher than anticipated, due to the current market. In light of the increase in cost the scope of the project has been reduced to one street only. Russell Street between Broun Avenue and Rudloc Road has been identified as the priority due to it being considered the 'entrance' to the town centre. The City appointed Porters Consultants to undertake the works. Progress updates for specific actions can be found in [Table 1](#) at the back of this document.

Priorities for next year

The development of the Morley Activity Centre Streetscape detailed design Plan.

COVID-19 implications

The cost of the detailed design plan is significantly more than anticipated, this has resulted in Russell Street being prioritised as the only street for detailed design

Review

The next review of the MACP is to occur by 2029.

Table 1: Progress against actions set out in the Morley Activity Centre Plan for the period 1 April 2021 to 31 March 2022.

Strategy/objective	Action	Status	Comments on progress
Short-term actions (0-5 years)	Prepare Activity Centre Plan (in accordance with WAPC 'SPP 4.2 Activity Centres for Perth and Peel' and 'Activity Centre Plan Preparation Guidelines')	Complete	The Morley Activity Centre Plan (MACP) was endorsed by the WAPC on 31 July 2019.
	Prepare Local Planning Policy and Scheme Amendment to TPS 24 to facilitate the Morley Activity Centre Plan, and revoke TPS 23 (revise City policies that reference TPS 23 and replace with Morley Activity Centre)	Complete	Amendment No. 61 to TPS 24 introduce the provisions of the MACP. Amendment No. 61 was gazetted and became effective on 28 November 2017.
	Prepare and adopt a Local Housing Strategy	Complete	The Local Housing Strategy was adopted by Council in May 2012.
	Prepare Activity Centre - Transport and Accessibility Strategy	Complete	A transport plan was completed and adopted by the City in 2018. The Morley Car Parking Management Plan was adopted by Council at the Planning and Development Services Committee Meeting held 6 February 2018.
	Prepare Activity Centre - Economic Strategy	Complete	The Commercial, Retail and Industrial Analysis report for the City was finalised in July 2013.
	Prepare Local Water Management Plan	Complete	Prepared as a part of the MACP – final document from March 2014.
	Initiate discussions with Galleria Shopping Centre on providing improved pedestrian connections across the site and between the shopping centre, bus station and surrounding streets	On track	Galleria Shopping Centre has an approved development application to redevelop the site which includes upgrades to the pedestrian network. However it is noted that the development is currently on hold due to market conditions.
	Prepare Activity Centre - Streetscape Enhancement Plan	Complete	The Morley Activity centre Streetscape Plan was adopted by Council at the Ordinary Council Meeting held 24 March 2020.
	Prepare Activity Centre - Parking Infrastructure and Management Strategy	Complete	The Morley Car Parking Management Plan was adopted by Council at the Ordinary Council Meeting held 6 February 2018.
	Prepare a Public Open Space Strategy (as part of the forthcoming City of Bayswater - Local Planning Strategy)	Complete	A City wide Public Open Space Strategy was adopted by Council at the Ordinary Council meeting held 26 March 2019.
Prepare Activity Centre - Infrastructure Development Plan	Discontinued	A comprehensive infrastructure plan for the Morley Activity Centre is not considered necessary. Transport	

		and parking have separate strategies and the State Government's Central Sub-regional Planning Framework (March 2018) outlines that services will be upgraded by the relevant service authorities as required.
Prepare Activity Centre - Developer Contributions Plan	Not started	Due to the cost to manage and implement a developer contribution framework, it is not considered feasible to implement at this time.
Prepare Activity Centre - Precinct Design Guidelines	Discontinued	Built form provisions have been incorporated in the TPS24 via a scheme amendment. Further design guidelines are not longer considered necessary due to the recent implementations of the State Government's Design WA – State Planning Policy 7.3 – R-Code Volume 2 – Apartments.
Prepare Activity Centre - Sustainable Development Policy	Complete	A sustainability policy for the City as whole was adopted by Council at the May Planning and Heritage Policy Review and Development Committee.
Investigate options for the redevelopment of the Les Hansman Community Centre and adjoining road reserve (car park)	On track	The City is in ongoing discussion with the Department of Planning, Lands and Heritage regarding the tenure of the adjoining road (car park).
Investigate options with Water Corporation to transform the Russell Street drainage basin (next to Bunnings) into a landscaped public park that also performs a drainage function. Investigate potential for drainage reserves to become green pedestrian links	Complete	The City worked with the Water Corporation to open the Russell Street park in 2018.
Investigate upgrading the Rudloc Road Open Drain and the Nora Hughes Open Drain two into living streams.	On track	The City is currently working with the Water Corporation to investigate options to upgrade Rudloc Reserve drainage basin.
Advocate that the Morley Activity Centre be given a high priority in the State government's Urban Infrastructure Development Program	Discontinued	This program has changed to be a reporting program and does not drive or initiate infrastructure development.
Advocate for State government assistance to provide underground power lines throughout the Activity Centre	Not started	Advocacy to be undertaken as a part of the Streetscape plan implementation.
Investigate Walter Road / Wellington Road intersection upgrades and/or realignment	Complete	This action was undertaken as a part of the traffic study for the Morley Activity Centre Plan. Proposed modifications have been included in the Council endorsed Morley Activity Centre Streetscape Plan.

	Implement streetscape upgrades and beautification to Russell Street as a matter of priority	On track	The Morley Activity centre Streetscape Plan was adopted by Council at the Ordinary Council Meeting held 24 March 2020. Detailed designs for streetscape improvements on Russell Street are being created.
	Improve pedestrian access to Russell Street Bus Station, remove fences to improve amenity	Complete	Given the high volume of traffic in the bus station the Perth Transport Authority (PTA) have advised that the fences cannot be removed whilst ensuring safe access for pedestrians.
	Plant street trees and landscaping throughout the Activity Centre in accordance with the Streetscape Plan	On track	The City has planted trees along Rudloc Road and is investigating more locations as a part of the detailed design Streetscape Plan.
	Upgrade and extend pedestrian footpaths throughout the Activity Centre in accordance with the Streetscape Plan	On track	The Streetscape Plan identifies upgrades to footpaths. Small improvements are ongoing.
	Advocate for the upgrading of local feeder bus services	On track	The PTA is reviewing public transport provision, including high frequency bus services, as part of the planning for the Morley-Ellenbrook line.
	Investigate potential for bus priority intersections: a. Russell Street and Broun Avenue b. Russell Street and Walter Road c. Collier Road and Broun Avenue	Complete	This action was undertaken as a part of the traffic study for the Morley Activity Centre Plan. Proposed modifications have been included in the Council endorsed Morley Activity Centre Streetscape Plan.
	Investigate potential for bus lanes on Russell Street, Broun Avenue and Beaufort Street	Complete	This action was undertaken as a part of the traffic study for the Morley Activity Centre Plan. Proposed modifications have been included in the Council endorsed Morley Activity Centre Streetscape Plan.
	Advocate for potential for light rail to Morley Activity Centre	On track	The PTA is reviewing public transport provision, including high frequency bus services, as part of the planning for the Morley-Ellenbrook line.
Medium-term actions (5-10 years)	Prepare a Masterplan for the use and development of the Morley Sport and Recreation Centre and Pat O'Hara Reserve	Complete	The Pat O'Hara Masterplan was adopted by Council at the Ordinary Council Meeting held 3 September 2019.
	Advocate for the provision of bus lanes on Russell Street, Broun Avenue and Beaufort Street	Not started	Advocacy will be undertaken as a part of the implementation of the Streetscape Plan.
	Advocate for Rapid Transit Services to central Perth and Ellenbrook	Complete	The State Government is constructing a new railway line out to Ellenbrook, which will connected in with the Perth-Midland line at Bayswater station.

Advocate for the provision of bus priority intersections: a. Russell Street and Broun Avenue b. Russell Street and Walter Road c. Collier Road and Broun Avenue	Not started	Advocacy will be undertaken as a part of the implementation of the Streetscape Plan.
Investigate new road and/or pedestrian connections: a. Rudloc Road with Collier Road b. Catherine Street c. Boag Place with Bookham Street d. John Smith Street with Collier Road	Complete	This action was undertaken as a part of the traffic study for the Morley Activity Centre Plan. Proposed modifications have been included in the Council endorsed Morley Activity Centre Streetscape Plan.
Advocate for Rapid Transit Services to Edith Cowan University and Alexander Drive	Not started	In light the Morley Ellenbrook line this has not been considered a priority and has not commenced.
Investigate John Forrest Secondary College for potential community use or access to the school ovals with the College and Department of Education and Training.	Not started	In light of John Forrest Secondary College undertaking a significant redevelopment of the site, this has not yet commenced.

City of
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Annual Progress Report

Low-Cost Urban Road Safety Plan (this supersedes the City Wide Traffic Management Plan)



The report details the City's progress implementing the City of Bayswater Low-Cost Urban Road Safety Plan (this supersedes the City Wide Traffic Management Plan). This report covers activities from 1 July 2021 to 30 June 2022.

Purpose

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

Background

This strategy has been superseded by the Low-Cost Urban Road Safety (LCURS) Program, funded by Main Roads WA (MRWA), which aims to improve the safety of local roads in the community. Treatments delivered under this program are low cost and are delivered on an area-wide or whole-of-street basis and are based on crash data, speed, rat running, volume and other traffic issues on the local road network.

The funding provided by MRWA was available for the design and construction of traffic treatments; however, it was also conditional on the City undertaking public consultation and development of a comprehensive plan of proposed traffic treatments in the areas identified by MRWA.

Phase 1 of the program included 2 precincts - Bayswater and Embleton. 11 additional precincts were identified as part of Phase 2, which will be staged over the 2022/23 and 2023/24 financial years.

Vision

To improve the safety of the local road network.

Progress in the last year

- Treatments identified and community engagement undertaken for Phase 1 of the LCURS for Bayswater and Embleton precincts.
- Council approved the installation of 30 x low-cost treatments of the LCURS Phase 1 on 26 April 2022.
- At the 28 June 2022 OCM, Council approved the City's involvement in 11 precincts as part of phase 2 of the LCURS on a staged basis over the 2022/23 and 2023/24 financial years.

Progress updates for specific actions can be found in **Table 1** at the back of this document.

Priorities for next year

As part of the 2022/23 financial year for the LCURS:

- City will commence engagement of the remaining 11 precincts within Phase 2.
- City will commence the design and construction of 6 precincts within Phase 2
- City will liaise with and collaborate with the Town of Bassendean in regards to the 2 precincts that are within the two council boundaries.

COVID-19 implications

During Phase 1 of the process, face to face public meetings were an issue however the risk is now lower and should not hinder Phase 2.

Review

The City will collect traffic data before treatments are undertaken and again 6 months after to determine the treatments effectiveness. This data will be provided to Main Roads WA.

Main Roads WA will review crash data three years post-installation of the treatments to gain a holistic picture of the effectiveness of the LCURS program. The City will be required to undertake and fund the monitoring/evaluation process within this common method and provide findings and data to Main Roads in the agreed format and timeline(s), in accordance with the agreement signed at the start of the program.

Table 1: Progress against actions set out in the Low-Cost Urban Road Safety Plan (this supersedes the City Wide Traffic Management Plan) for the period 1 July 2021 to 30 June 2022.

Strategy/objective	Action	Status	Comments on progress
Phase 1	Engagement, consultation and design for Bayswater and Embleton precincts	Complete	
Phase 1	Delivery of treatments in the Bayswater and Embleton precincts	On track	
Phase 2A – 3 precincts	Engagement and consultation for Weld Square, Shearn Park and Maylands Strip precincts	On track	Council approval to commence obtained on 28 June 2022
Phase 2B – 3 precincts	Engagement, consultation, design and delivery for Hillcrest, Beaufort Park and RA Cook Park precincts	Not started	Council approval to commence obtained on 28 June 2022
Phase 2C – 5 precincts	Engagement, consultation, design and delivery for Jubilee Reserve, Broadway Arboretum, Tonkin Business Park, Maylands Peninsula and Ashfield Flats precincts	Not started	Council approval to commence obtained on 28 June 2022 Consultation with Town of Bassendean undertaken for Tonkin Business Park and Ashfield Flats

City of
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Annual Progress Report

Interim Economic Development Plan



The report details the City's progress implementing the Interim Economic Development Plan. This report covers activities from 1 July 2021 to 30 June 2022. Although the Bayswater Economic Business Framework has not been formally rescinded, the City is not currently reporting on this.

Purpose

The Interim Economic Development Strategy (EDS) focuses on growing the local economy by maintaining current development activity and expanding on this through the attraction of largescale development (across the Morley Activity Centre), to support population growth and increased demand for local goods, services and amenities.

Background

The City is embarking on a new phase of local economic development in 2022. The EDS sets out the key strategies and initiatives that define the City's shift in local economic development, following a period of consolidation and recovery. It is a transitional phase that reflects the increased emphasis that Council has now placed on the attraction of new development and the continued assistance for local businesses to respond to the evolving circumstances influencing economic conditions. The EDS was adopted by Council at the Ordinary Council Meeting held 26 April 2022.

Progress in the last year

The EDS was adopted in April 2022 and has had limited time for implementation. It is also noted that there has not been an officer in the Economic Development Advisor position since June 2022 which has limited the ability to implement.

The key projects the City has commenced are preparing a draft prospectus and pitching the Bayswater Industrial Area sewer program to the Industrial Land Steering Committee in May 2022.

Progress updates for specific actions can be found in [Table 1](#) at the back of this document.

Priorities for next year

The City will be focusing on finalising the prospectus and working with developers to try attract them to the Morley activity centre. Additionally, the City will be focusing on progressing the sewer in the Bayswater Industrial area and developing an investor / business attraction program.

COVID-19 implications

Nil.

Review

There is no review currently scheduled. The strategy is only an 'interim' strategy and a new longer-term strategy will be created to supersede this document once its three-year timeframe has ended.

Table 1: Progress against actions set out in the Interim Economic Development Plan for the period 1 July 2021 to 30 June 2022.

Strategy/objective	Action	Status	Comments on progress
1.1: Investor and Developer Attraction Program	Awareness and Invitation Prospectus	On track	The City is currently preparing a draft prospectus to use to start discussions with the development industry. The intent is to update the prospectus to reflect the feedback from the development industry prior to the document being finalised.
	UVP Co-design Program	Not started	This is scheduled to commence once the draft prospectus has been completed.
	UVP Prospectus	On track	The City is currently preparing a draft prospectus to use to start discussions with the development industry. The intent is to update the prospectus to reflect the feedback from the development industry prior to the document being finalised.
	Open for Business Promotional Program	Not started	This is scheduled to commence once the prospectus has been finalised.
	Target vacant and dormant sites	Not started	This is scheduled to commence once the prospectus has been finalised.
1.2: Complementary City improvements	Morley Streetscape Design	On track	The City is working with consultants to develop detailed designs for Russell Street between Broun Avenue and Rudloc Road.
	Morley Town Square	Not started	This action is not scheduled to commence until 2023/24 and is subject to a budget consideration.
	BIA Streetscape upgrades	Not started	This action is not scheduled to commence until 2024/25 and is subject to a budget consideration.

Strategy/objective	Action	Status	Comments on progress
1.3: Collaboration on City owned sites	22 Russell Street EOI	Complete	The City has sold 22 Russell Street in accordance with the Land Acquisition and Disposal Strategy.
2.1: Improve land values through infrastructure upgrades	BIA sewer infill pitch to WA Government	Complete	The City pitched the Bayswater Industrial Area sewer program to the Industrial Land Steering Committee in May 2022. The Steering Committee generally seemed supportive of the proposal. The City is waiting on a formal response from the Chair of the Committee before undertaking any further steps.
	BIA infill sewer project business case	On hold	The City is waiting on a formal response from the Chair of the Committee before undertaking any further steps.
	BIA infill sewer project funding bid	Not started	The City is waiting on a formal response from the Chair of the Committee before undertaking any further steps.
	BIA infill sewer project implementation and capital cost recovery	Not started	The City is waiting on a formal response from the Chair of the Committee before undertaking any further steps.
	BIA streetscape upgrade	Not started	The City is waiting on a formal response from the Chair of the Committee before undertaking any further steps.
	Morley Activity Centre streetscape upgrades	On track	The City is working with consultants to develop detailed designs for Russell Street between Broun Avenue and Rudloc Road.
2.2: Encourage small lot amalgamations	Lobby the WA Government re public transport links between train stations and Morley Activity Centre	On track	The City is partnering with METRONET to develop a precinct structure plan for the area surrounding the Morley train station. As a part of that project the City is advocating for the transport link between the 2 centres to be considered and planned for.
	Morley Activity Centre target area bounded by Drake St, Walter Rd West, Russell St and Rudloc Rd.	Not started	This action is not scheduled to commence until 2023/24.
	BIA south of Collier Rd	Not started	This action is not scheduled to commence until 2023/24.

Strategy/objective	Action	Status	Comments on progress
2.3: Incentivise target development models through planning incentives	Investigate flexible planning quotas for parking, landscaping and other ancillary cost items	On track	The City is currently developing car parking management plans and reviewing its car parking policies which will consider car parking requirements.
3.1: New enterprise incubator hub	Identify possible City facility to host a hub	Not started	
	Pitch for funding from WA Government New Industries Fund to operate a hub	Not started	This action is not scheduled to commence until 2023/24 and is subject to a budget consideration.
	Partner with StartUp WA to establish the hub	Not started	This action is not scheduled to commence until 2023/24 and is subject to a budget consideration
	Fund third party providers to offer new business training	Not started	This action is not scheduled to commence until 2023/24 and is subject to a budget consideration
3.2 and 4.2: Working from home policy	Review existing policy and fees.	Not started	This policy will added to the planning policy review schedule and will be reviewed prior to the end of financial year.
	Establish outreach services through the incubator hub.	Not started	This action is not scheduled to commence until 2023/24 and is subject to a budget consideration
	Advocate for flexible planning controls for Cottage Industry	Not started	This action is not scheduled to commence until 2023/24.
3.3: Business relocation and attraction program, accommodated in new developments	Propose rates concession – targeted business types	Not started	This action is not scheduled to commence until 2024/25 and is subject to a budget consideration
	Propose fee reductions – targeted business types	Not started	This action is not scheduled to commence until 2024/25 and is subject to a budget consideration
	Hold business relocation workshops	Not started	This is scheduled to commence once the prospectus has been finalised.
	Develop In-kind assistance packages – targeted business types	Not started	This action is not scheduled to commence until 2023/24.

Strategy/objective	Action	Status	Comments on progress
3.4: Partner with developers to attract customers	Arrange inclusions in promotional prospectus	On track	The City is currently preparing a draft prospectus to use to start discussions with the development industry. The intent is to update the prospectus to reflect the feedback from the development industry prior to the document being finalised.
	Propose rates concessions for targeted customers	Not started	This action is not scheduled to commence until 2024/25 and is subject to a budget consideration
3.5: Support industry innovation clusters	Engage with DevelopmentWA Innovation Team	On track	The City has had ongoing discussions with DevelopmentWA Innovation team regarding potential of the Bayswater industrial precinct.
	Seek funding from New Industries Fund - DJTSI	Not started	This action is not scheduled to commence until 2023/24.
	Advocate for the Wise Earth Innovation Hub (Bassendean Road)	On track	The City has had ongoing discussions with DevelopmentWA Innovation team regarding potential of the Bayswater industrial precinct.
	Advocate for Cut n Break robotics Innovation Hub (Wicks Road)	On track	The City has had ongoing discussions with DevelopmentWA Innovation team regarding potential of the Bayswater industrial precinct.
4.1: Connect students with local businesses.	Facilitate Traineeships and Apprenticeships for local students	Not started	This action is not scheduled to commence until 2023/24.
	Sponsor Student Internships with local innovative businesses during semester breaks	Not started	This action is not scheduled to commence until 2023/24.

Strategy/objective	Action	Status	Comments on progress
4.3: Encourage local business to support remote workers and Working from Home	Update policy to enable mobile food and beverage vendors in local parks – trial project	Complete	The City recently reviewed the mobile food vehicle policy and replaced it with the Mobile Food Vendor Guidelines to streamline the process and enable vendors to operate from more locations.
	Roll out utilities and services across trial park sites	Not started	This action is not scheduled to commence until 2023/24 and is subject to a budget consideration
	Engage with business community to establish local delivery vendors	Not started	This action is not scheduled to commence until 2023/24.
	Consider flexible planning controls for Cottage Industry	Not started	This action is not scheduled to commence until 2023/24
4.4: Common User Facilities to support micro businesses	Explore options to establish a commercial kitchen CUF	Not started	This action is not scheduled to commence until 2023/24 and is subject to a budget consideration
	Explore options to establish a Warehouse and logistics CUF	Not started	This action is not scheduled to commence until 2023/24 and is subject to a budget consideration
	Engage with business community to establish local delivery vendors	Not started	This action is not scheduled to commence until 2023/24 and is subject to a budget consideration
	Explore options to establish a local technology CUF attached to the Incubator Hub	Not started	This action is not scheduled to commence until 2023/24 and is subject to a budget consideration
5.1: Activate MACSP	Implement an Investor and Developer Attraction Program	On track	The City is currently preparing a draft prospectus to use to start discussions with the development industry. The intent is to update the prospectus to reflect the feedback from the development industry prior to the document being finalised.

Strategy/objective	Action	Status	Comments on progress
	Develop and distribute Promotional Prospectus	On track	The City is currently preparing a draft prospectus to use to start discussions with the development industry. The intent is to update the prospectus to reflect the feedback from the development industry prior to the document being finalised.
	Invite industry to participate in a Co-design process to establish a UVP for the Morley Activity Centre	Not started	This is scheduled to commence once the draft prospectus has been completed.
	Identify specific development models to attract the target market population – live local and work local	Not started	This is scheduled to commence once the draft prospectus has been completed.
	Create initial momentum with City owned redevelopment sites.	Not started	The City has sold 22 Russell Street in accordance with the Land Acquisition and Disposal Strategy.
5.2: Consolidate General Industry into the BIA	Facilitate Morley Activity Centre General Industry based business to relocate to the BIA	Not started	This action is not scheduled to commence until 2023/24.
	Facilitate General Industry based businesses adjacent to Wotton Reserve to relocate – METRONET Morley Station	Not started	This action is not scheduled to commence until 2023/24.
	Facilitate Maylands Outlier streets with General Industry based businesses to relocate to the BIA/Tonkin Highway Industrial Park (Sussex Street, Foundry Street and Caledonian Ave)	Not started	This action is not scheduled to commence until 2024/25.
5.3: Sustainable social housing developments	Investigate options to attract Nightingale Housing project or similar to establish in the Morley Activity Centre	Not started	This action is not scheduled to commence until 2024/25.

Strategy/objective	Action	Status	Comments on progress
	Advocate with the Department of Communities to progress development on their vacant blocks within the Morley Activity Centre.	Not started	This action is awaiting an officer to be able to implement.
	Explore options to use vacant WA Government owned land to establish a My Home Project in the Morley Activity Centre.	On track	The City is currently working with My Home Project to determine if there are any appropriate sites within the City and specifically within the Morley Activity Centre.
5.4: METRONET Morley Station Concept Plan Activation	Lobby for infill sewer upgrade in partnership with DevelopmentWA to support the northern section of the BIA.	On track	The City pitched the Bayswater Industrial Area sewer program to the Industrial Land Steering Committee in May 2022. The Steering Committee generally seemed supportive of the proposal. The City is waiting on a formal response from the Chair of the Committee before undertaking any further steps.
	Revise planning controls to restrict further general industry development and encourage a shift to mixed commercial and higher density residential in the northern section of the BIA.	On track	The City is partnering with METRONET to develop a precinct structure plan for the area surrounding the Morley train station. The precinct structure plan will look at mixed use development and increased residential densities in the area surrounding the Morley train station.
5.5: Increase the population in an age friendly manner	Target the aged care sector to locate new accommodation developments in the Morley Activity Centre.	Not started	This action is not scheduled to commence until 2024/25.
	Target early retirees and empty nesters with complementary accommodation developments across the Morley Activity Centre.	Not started	This action is not scheduled to commence until 2024/25.

City of
Bayswater

Annual Progress Report

Play Space Strategy



The report details the City's progress implementing the City of Bayswater Play Space Strategy. This report covers activities from 1 July 2021 to 30 June 2022.

Purpose

The purpose of the Play Space Strategy is to assist the City to effectively plan, design and deliver play spaces in the City. The strategy is based on the following Guiding Principles – quality local provision, effective and sustainable asset management, and annual assessment. The strategy guides the City's annual Play Space Redevelopment Program, and contains the *Parks and Play Space Classification Hierarchy*, a valuable tool to guide decisions around parks and play space improvements.

Background

The development of a Play Space Strategy was identified in the 2017/18 Corporate Business Plan. It is the first to be developed at the City. Play spaces are defined as a place that allows all people, regardless of age or ability, to experience physical and creative play, social interaction and physical activity.

Play spaces can be standalone or co-located with community and sporting facilities; in natural environments, public open space or urban areas. Play spaces accommodate a variety of uses, amenities and elements. This definition is the result of preliminary engagement and research into the role that play spaces hold in the City and in people's lives. Previously, the City's policy for play spaces was limited to playgrounds in isolation, and focused primarily on replacement, installation and management of play equipment.

This strategy recognises the importance of a broad view approach to the planning of play spaces, that considers the surrounding environment, and the existing play experiences offered within a local area.

Vision

The Play Space Strategy provides a framework to guide the planning, design and management of play spaces across the City.

Progress in the last year

In 2021/22 Wattle Park and Mahogany Reserve in Morley were redeveloped, as part of the annual Play Space Redevelopment Program. These play spaces were designed and constructed in partnership with the Parks and Gardens team, as whole-of-park redevelopments that included new play equipment, installation of pathways, seating, shade and BBQs, as well as landscaping, eco-zoning and native planting.

Both projects were informed by community engagement, conducted in two phases. In the first phase, local residents and park users were invited to consider a draft concept plan and complete an online survey. Due to the amount and nature of feedback from local residents in response to Wattle Park concept plan, officers organised a park session to discuss concerns raised. Once these issues had

been addressed and feedback from phase 1 of the engagement had been considered and reflected in the draft, the final concept plan was released for final comment. 89 people provided feedback throughout the engagement process. Feedback since the redevelopments were completed has been positive overall.

In 2021/22 concept planning and engagement for Gibbney Reserve (East) commenced; this project is now nearing completion, as per Table 1 below.

Progress updates for specific actions can be found in **Table 1** at the back of this document.

Priorities for next year

Within the Play Space Strategy, there is an undertaking to review the strategy within three years; therefore, in 2022/23 the strategy will be reviewed and the 10-year schedule of sites updated to reflect the twelve sites completed so far as part of the annual Play Space Redevelopment Program.

In 2022/23, Project Services will be redeveloping four play spaces, as indicated in the 10-year schedule. These are:

- Birkett Reserve, Bedford
- Feredy Reserve, Embleton
- Lower Hillcrest Reserve, Bayswater and
- Kelvin/Sherwood Reserve, Maylands.

All redevelopments will be informed by community engagement with local residents and park users who frequent the space. Through this engagement, the City aims to also educate people on our approach to play space provision that is outlined in the strategy, by providing background information and links to the strategy on the Engage Bayswater project page. One of the tools developed in the strategy is *The Parks and Play Space Classification Hierarchy*, which is used to guide the size, type and monetary value of the play space, based on its classification in terms of size and function.

New projects completed outside of the strategy include the play space in Noranda Nook, and Stage 1 at Maylands Waterland, that has been redeveloped to include water play elements, nature play elements and park infrastructure.

COVID-19 implications

Implementation of the strategy in the 2021/22 financial year was somewhat impacted by COVID-19, in that two play space redevelopments were carried over from 2020/21 financial year for funding by the Australian Government's Local Roads and Community Infrastructure Program. This introduced a shift in the way the redevelopments were completed, resulting in better alignment with Parks and Gardens projects and ultimately a more holistic and beneficial outcome for the community; however, the project timelines were affected by supply delays and material shortages due to COVID-19.

Review

The Play Space Strategy is currently under review; this occurs every three years; therefore, the next review will occur in 2025, with a major review after ten years. The three-year review includes:

- How the strategy and classification hierarchy have been used, and in what context/s

- Update of the 10-year schedule of play space redevelopments
- Reflection on the outcomes, positive and negative, of the strategy overall
- The relevance of the Guiding Principles, play space classifications and cost ranges
- Community engagement outcomes
- Necessary updates to legislation, City plans and strategies, demographics and other informing data.

Table 1: Progress against actions set out in the Play Space Strategy for the period 1 July 2021 to 30 June 2022.

Strategy/objective	Action	Status	Comments on progress
Gibbney Reserve (East)	Redevelop play space	On track	Works almost complete
Riverside Gardens	Redevelop play space / source external grant	On hold	Held over to 2024/25 to ease budget pressures; part of a larger, holistic redevelopment of Hinds and Riverside
York Reserve	Redevelop play space	Not started	Held over to 2025/26 following asset condition inspection,
Carry over sites from 20/21 – Wattle Park and Mahogany Reserve, Morley	Redevelop play spaces	Complete	These sites were carried over from 20/21 and funded by the Federal Government’s Local Roads and Community Infrastructure Program in response to COVID-19.

City of
Bayswater

Annual Progress Report

Public Health and Wellbeing Plan



The report details the City's progress implementing the City of Bayswater Public Health and Wellbeing Plan. This report covers activities from 1 July 2021 to 30 June 2022.

Purpose and background

The City utilised an evidence-based framework and extensive consultation with both internal and external stakeholders in the development of the *Public Health and Wellbeing Plan 2019-2024*. This process highlighted existing public health measures that the City had in place and identified opportunities to develop and implement new strategies to promote, improve and protect public health and wellbeing within the community.

The main objectives of the plan are to:

1. **Identify** public health needs within the community;
2. **Establish** public health priorities;
3. **Promote**, improve and protect public health;
4. **Provide** appropriate local government public health services; and
5. **Respond** to public health concerns.

The City's *Public Health and Wellbeing Plan 2019-2024* is considered to be a living document that will be reviewed on an annual basis, so that existing and emerging public health issues can be prioritised and addressed.

Vision

A healthier Bayswater.

Progress in the last year

The key achievements for the 2021/2022 financial year were:

- The City partnered with organisations and other branches within the City to deliver a series of public health and wellbeing programs for the community, which were inclusive of people of differing ages, backgrounds and abilities. There were very high attendance rates at these programs and very positive feedback was received. In some instances, additional sessions were held to cater for the high level of interest. Some participants went on to obtain memberships at the City's facilities and others have developed social networks which have continued outside of the program.
- The City made some significant progress with its Local Climate Change Adaption Action Plan, particularly in relation to restoration works, tree planting and emission reductions/ renewable energy planning. Also, the City has reduced the amount of waste to landfill, through the introduction of a FOGO waste collection system.
- The City received the following awards in recognition of its partnership with Environment House and Waste is My Resource in the delivery of the Organics Matter School Composting Program:

- 2021 Local Government Honour Awards – Winner for “*Partnerships and Collaboration*”.
- 2021 Local Government Policy Awards – Commendation for “*Promoting Healthy Behaviours for Children and Young People*”.

Progress updates for specific actions can be found in **Table 1** at the back of this document.

Priorities for next year

Over the next 12 months, the City will continue to look at opportunities to develop further partnerships with internal and external stakeholders, to assist in the delivery of new public health initiatives for the community.

The City will also commence sourcing information to help inform the next public health and wellbeing plan from 1 July 2024 to 30 June 2029.

COVID-19 implications

The delivery of certain public health programs had to be modified and delivered in alternate formats (i.e. online) to ensure compliance with COVID-19 restrictions and the safety of participants. Also activities in the City's Community Centres were limited throughout 2021/2022.

Review

The City will continue to review the plan on an annual basis, with the next review scheduled for July 2023.

Table 1: Progress against actions set out in the Public Health and Wellbeing Plan for the period 1 July 2021 to 30 June 2022.

Strategy/objective	Action	Status	Comments on progress
Prepare for climate change	<p>Continue to implement the City's Local Climate Change Adaption Action Plan.</p> <p>The plan identifies nine risk areas citywide:</p> <ul style="list-style-type: none"> • Infrastructure failure • Impacts on essential services • Watercourse damage and loss • Water decline and reduced water quality • Greenhouse gas emissions and related air pollution • Loss of ecosystems and provision of public open space • Decline in population health and wellbeing • Economic challenges and opportunities • Changing leadership and development requirements 	On track	<p>Some of the achievements and current projects in line with the plan include:</p> <ul style="list-style-type: none"> • Completion of Clarkson Foreshore Restoration project with joint funding from the DBCA. • Developing concept plan for Tranby foreshore erosion control • Applied for \$200,000 DBCA Rivercare grants to support river restoration activity. • The recent development of the Waterwise Bayswater Strategy. • Community workshops on sustainability and community education via the Waterwise verge rebate program. • Emission Reduction and Renewable Energy Plan completed and approved by Council targeting net zero by 2040. • Renewable Energy contract commenced providing renewable energy to all contestable sites. • Environment and Liveability Framework completed and approved by Council. • Planting approximately 90,000 endemic plants per annum to promote biodiversity.

Strategy/objective	Action	Status	Comments on progress
			<ul style="list-style-type: none"> Continuing to develop management plans for the City's bushlands and wetlands, such as the 'Maylands Samphire Management Plan'.
Prepare for significant emergency events affecting the community.	1. Continue to develop and maintain the Local Emergency Management Arrangements (LEMA).	On track	The new LEMA were finalised and endorsed by Council on 24 March 2020. The LEMA are reviewed and updated on a regular basis.
	2. Continue to develop and review management plans for Emergency Risk Management (ERM).	On track	Risk assessments have been conducted through the Local Emergency Management Committee.
	3. Continue to develop and maintain the Local Recovery Plan (LRP).	On track	The Local Recovery Plan has been developed and endorsed by the LEMC. It will continue to be reviewed and updated as required.
	4. Improve skills and knowledge for staff regarding emergency management.	On track	An Emergency Management exercise was held in December 2021 to test the LEMA. At each LEMC meeting there has been a presentation from a different organisation / agency to help improve the skills and knowledge of staff.
	5. Consult with the Local Emergency Management Committee (LEMC) as required.	On track	Quarterly LEMC meetings are held and additionally documents are circulated to the committee members for review and feedback.

Strategy/objective	Action	Status	Comments on progress
Maintain public health standards within the community.	1. Continue to manage risks associated with handling and disposal of asbestos.	On track	Environmental Health staff continue to monitor and promptly respond to asbestos related complaints.
	2. Liaise with the Department of Health (DoH); Department of Water and Environmental Regulation (DWER) and Worksafe, as required, in regards to monitoring unsafe work practices.	On track	Environmental Health staff have liaised with the relevant departments in regards to monitoring unsafe work practices.
	3. Promote safe working practices with demolition contractors.	On track	Environmental Health staff place conditions on demolition licenses which relate to safe work practices and attend work sites and speak with contractors where it is evident that insufficient measures are in place.
	4. Liaise with DWER in regards to air quality issues where necessary	On track	The City has liaised with the DWER Pollution Response Team in relation to the monitoring of air quality within the light industrial area.
	5. Address risk factors associated with contaminated sites and remediation in accordance with the <i>Contaminated Sites Act 2003</i> .	On track	The City monitors contaminated sites in accordance with a risk matrix and where urgent issues are identified appropriate measures have been implemented to address the risk.
	6. Work in collaboration with the DWER.	On track	The City has consulted with the DWER Contaminated Sites Branch in relation to investigations undertaken and also the intended approach for other possibly contaminated sites. Environmental Health staff undertake joint inspections of industrial premises with DWER officers.

Strategy/objective	Action	Status	Comments on progress
	7. Continue to regularly inspect food premises within the City of Bayswater to minimise the risk to public health.	On track	The Statutory Inspection team of the Environmental Health Branch are continuing to inspect food premises in accordance with an inspection schedule.
	8. Continue to provide food safety training seminars; and online food safety training for food handlers	On track	Food Safety seminars have been provided by Environmental Health staff and free online food handler training, FoodSafe Online is available for food businesses operating within the City of Bayswater. City of Bayswater staff translated the FoodSafe Online into Vietnamese to assist local businesses and this is now being utilised by other local governments throughout WA.
	9. Continue to monitor, analyse and address noise pollution in accordance with statutory requirements.	On track	Environmental Health staff have continued to investigate noise complaints in accordance with the <i>Environmental Protection (Noise) Regulations 1997</i> .
	10. Continue to provide free immunisation clinics at Child Health Clinics and Schools, including vaccines to protect against hepatitis B, diphtheria, tetanus, whooping cough, chickenpox and human papilloma virus.	On track	The Environmental Health Branch continued to provide immunisation services at clinics and local schools throughout the 2021/2022 financial year.
	11. Liaise with the DoH and Allied Health Services to promote immunisation programs in the community.	On track	The City's Environmental Health Branch has liaised with WA DoH and Allied Health Services.
	12. Continue to offer the flu vaccination to City staff.	On track	Staff flu vaccinations were again provided in 2021/2022.

Strategy/objective	Action	Status	Comments on progress
	13. Update and maintain a Pandemic Plan as required	On track	The City has developed a Crisis Management Plan, Business Continuity Plans and Local Emergency Management Arrangements, which are designed to deal with a range of potential risks, including, but not limited to pandemics.
	14. Continue to investigate and address potential risks associated with vector-borne disease.	On track	Mosquito Control Officers have continued to monitor and undertake treatments over the warmer months of 2021/2022, in accordance with the City's Mosquito & Midge Management Plan to reduce the risk of vector borne disease.
	15. Continue to provide an allocation of rodent baits to residents to control rodent activity.	On track	The City has continued to provide residents with an allocation of rodent baits upon request to help minimise rodent activity.
	16. Continue to provide information about pest control on the City's website.	Completed	Information on pest control is available on the City's website.
Plan for better public health outcomes through future development.	1. Review the City's Town Planning Scheme(s) including addressing the Local Housing Strategy and preparation of a Local Planning Strategy and a new town planning scheme(s).	On track	Review of the Town Planning Scheme has commenced and consideration of these matters will be given. The TPS review will commence in late 2022 / early 2023.
	2. Incorporate Heart Foundation Healthy Active by Design (HABD) and Western Australian Planning Commission (WAPC) Liveable Neighbourhoods guidelines into relevant planning strategies, plans and proposals.	On track	Review of the Town Planning Scheme has commenced and consideration of these matters will be given. The TPS review will commence in late 2022 / early 2023.

Strategy/objective	Action	Status	Comments on progress
	3. Maintain a high-quality fit for purpose green space.	On track	Review of the Town Planning Scheme has commenced and consideration of these matters will be given. The TPS review will commence in late 2022 / early 2023.
Encourage better waste management practices.	1. Promote waste minimisation (reduce, reuse and recycle) through a variety of sources including mail and the City's website and Facebook page.	On track	The City provides relevant waste minimisation information on the City's website. A waste and recycling guide is also delivered to residents and information has also been placed up on social media (particularly in relation to the rollout of FOGO).
	2. Conduct regular audits of waste collection services and recommend changes as required.	On track	Bin tagging and waste audits have been undertaken and informed both collection services and education practices
	3. Continue to provide waste education to local primary schools.	On track	Waste education has been provided at local schools via the City's waste contractor.
	4. Continue to work with waste collection contractors and processors to ensure efficient and effective collection and waste recycling practices to minimise waste going to landfill.	On track	The City implemented FOGO in 2021 which has resulted in significant reduction in volume of waste material going to landfill.
	5. Engage with community groups and the general public to promote waste management and recycling with the City of Bayswater.	On track	The City has worked with local community groups (i.e.Environment House & Future Bayswater) to promote waste management and recycling within multi-unit developments. Environment House was also engaged to assist with the City's Home Composting Workshops.

Strategy/objective	Action	Status	Comments on progress
Encourage the community to live sustainable lifestyles through participation in physical activity.	1. Continue to implement the Local Bicycle Plan.	On track	The City received funding as part of the 21/22 budget for an external consultant to update the Local Bike Plan in accordance with the DOT's new LTCN. The Consultant has been engaged and is currently in the process of reviewing the Local Bike Plan.
	2. Lobby for safe, accessible public transport, including a rail connection between Morley and the City.	Completed	The State Government released the METRONET Morley-Ellenbrook Line Project Definition Plan on 22 June 2020. The Mayor met with the Minister for Transport and Planning in June 2020 to discuss opportunities for the City working in partnership with the State Government. Many projects were discussed, including the Morley and Noranda Train station projects.
	3. Where possible, provide bicycle security areas and access to end of trip facilities	On track	The City has installed facilities at all known points. As at June 2022, there has not been any further requests from the community.
Ensure the City's services and facilities are accessible and inclusive.	1. Provide information about the City's open spaces/walking/cycling etc. on the City's website to increase awareness and encourage use.	On track	All installations and new assets developed in line with applicable codes and standards. All sites and facilities promoted and marketed through a variety of media including the City's website.

Strategy/objective	Action	Status	Comments on progress
	2. Implement actions of the Disability Access and Inclusion Plan (DAIP) and review/report in accordance with State Government requirements.	On track	The City's Access and Inclusion Plan 2020 – 2024 was endorsed by Council on 24 March 2020. The 2020/2021 annual DAIP progress report was submitted to the Department of Communities and was tabled at the City's Community Access and Inclusion Advisory Committee on 4 August 2021. The 2021/2022 annual DAIP progress report will be submitted to the Department of Communities in July 2022 and will be tabled at the City's Inclusion and Diversity Advisory Committee on the 22 September 2022.
	3. Develop and implement a reconciliation action plan with support from the Aboriginal Advisory Committee.	On track	The City's second Reconciliation Action Plan entitled Innovate RAP October 2021 – October 2022 was endorsed by Reconciliation Australia in September 2021. The implementation of the Innovate RAP is overseen by the Reconciliation Advisory Committee which is governed by a revised Terms of Reference which ensures that all seven community members are of Aboriginal and/or Torres Strait Islander descent. A RAP Impact Measurement Questionnaire will be submitted to Reconciliation Australia in September 2022 with a report to be provide at a future RAC meeting.

Strategy/objective	Action	Status	Comments on progress
Encourage and support local programs and strategies to increase physical activity.	1. Encourage and support new sporting groups, agencies and clubs to establish in the City.	On track	In 2021-22 a series of 12 Community Upskiller workshops and webinars were delivered over the financial year to improve the skills and knowledge of sporting group/ agencies/ clubs in a variety of different topics. The 24/7 online Community Directory features on the City's website. The directory offers a free listing to increase community awareness of sporting groups, clubs and organisations based in the City.
	2. Provide community lease arrangements to a range of community and sporting groups; and investigate the potential to stipulate preference/ eligibility to activities/groups which promote a health benefit.	On track	The City has a number of sporting and recreational groups who currently lease City facilities and promote/facilitate a number of healthy activities for the community. 37 out of our 75 active leases are 'Sporting or Recreational Group', with the City recently appointing a new lease holder (SUP Tonic), who will be running stand up paddle boarding activities and classes along the river in Maylands.
	3. Provide access to parks and reserves to junior sporting clubs free of charge.	On track	Continuing to assess financial impacts of providing free access to junior sporting clubs and implications for grounds maintenance.
	4. Liaise with sporting facilities and community venues to promote accessibility and affordability for the public, especially during off peak periods.	On track	The City continues to work through the club development officer to promote accessibility and casual rental of facilities during off-peak periods.
Reduce harmful alcohol use.	1. Provide information on support services, as required.	On track	Information on alcohol support services has been provided on the City's website.

Strategy/objective	Action	Status	Comments on progress
	2. Collaborate with Department of Racing, Gaming and Liquor and WA Police (where required) to ensure licensed premises comply with legislative requirements.	On track	The City's Environmental Health staff have worked with Department of RGL staff in relation to the licensing of certain premises.
	3. Review Section 39 applications under the Liquor Licence Act.	On track	Section 39 applications have been reviewed to ensure they meet the relevant legislative requirements
	4. Promote alcohol free areas within the City of Bayswater.	On track	The City has promoted events which are alcohol free.
Reduce the negative impact of smoking and passive smoking in the community.	Enforce the Tobacco Products Control Act 2006 (i.e. in alfresco areas, enclosed public places).	On track	Environmental Health staff continue to monitor this during routine inspections and also in response to complaints from the community. Enforcement action is pursued where appropriate.
High quality Town Centre	1. Facilitate high quality town centres, high quality cycle and walk ways.	On track	Based on annual budget allocation. The City has a number of plans and strategies in this area that are reported on separately.
	2. Install adequate street lighting.	On track	Based on annual budget allocation
Develop high quality streetscapes, which are well maintained and allow for safe pedestrian and vehicle movement	1. Develop strategic plans that include the design of streetscapes for each of the town centres.	On track	A streetscape plan was prepared and subsequently approved in March 2020 for the Morley Activity Centre. The City is currently working with a consultant to develop detailed designs for Russell Street.

Strategy/objective	Action	Status	Comments on progress
	2. Prepare a Structure Plan for each Activity Area (Morley Activity Plan; Maylands Activity Centre Urban Design Framework, Bayswater Town Centre Structure Plan).	On track	The Morley Activity Centre Plan has been finalised and approved by the WAPC. The Bayswater Town Centre Structure Plan was approved by the WAPC in January 2021. The City is seeking to partner with METRONET to develop a precinct plan in the area surrounding the new Morley Train Station.
Encourage the community to live healthier lifestyles	Deliver programs that promote healthy eating habits and exercise	On track	Some of the recent achievements and current projects in line with the plan include: <ul style="list-style-type: none"> • The introduction of a biannual Parents and Bubs program held at The Den in Morley. Workshop topics include, healthy eating for children and parents, mental health, CPR for parents, mental health and free mums and bubs fitness classes. • The introduction of an annual wellness program – Wellness Wednesdays held at Environment House in Bayswater. The workshops and activities include, yoga in the park, a walk in the park, a plant based cooking demonstration and mental health. • A Gym Skills for Older Adults 4 week Program was introduced in November, and taught older adults to how to use the equipment in the gym.

Strategy/objective	Action	Status	Comments on progress
			<ul style="list-style-type: none"> • The first free Yoga in the Park 4 week program was held in November and December 2021 at the newly activated Noranda Nook. The second Yoga by the River 4 week program was held in April to May 2022 at Clarkson Reserve. • The first Baysie Bootcamp was introduced in March – April 2022. The bootcamp consisted of a free 6 week program and was an introduction to outdoor fitness for residents. • As a follow-on from the bootcamp the residents were provided with a free evening nutrition workshop which covered how to read food labels, healthy snacks and takeaways and recipe ideas. • A Teenfit Bootcamp 5 week program was held from May – June 2022. The bootcamp was held at Robert Thompson Reserve Noranda, for 12 – 17 year olds. • The City's first Tai Chi and Qigong Program was held in June 2022. The free program ran for 4 weeks and was held at The Rise. • The Health and Wellbeing Team have partnered with Youth Focus to deliver health programs to the

Strategy/objective	Action	Status	Comments on progress
			Anchor Point Students in Bayswater. The disadvantaged students have participated in an 8 week outdoor fitness bootcamp, and attended two walks in the park at Lightning Swamp and Eric Singleton Bird Sanctuary with the City's Environmental Coordinator.
<i>NEW</i> Support programs aimed at improving mental health	<i>NEW</i> Partner with specialist organisations to deliver programs aimed at mental health.	On track	The City has a partnership with Act, Belong, Commit. The City works with Helping Minds to deliver workshops on mental health to residents.
Keep the City of Bayswater community informed of the positive outcomes of the plan.	1. Develop, promote and maintain online communication tools including the website, twitter, Facebook and other social media mechanisms.	On track	The City's Public Health Plan is available on the City's website. The City's Communications and Marketing team continue to promote the public health programs and their outcomes via social media, the City's website and newsletters.
	2. Project Officer to work with Community Engagement Team to ensure a consistent approach across the City.	On track	The City has implemented an established Community Engagement Framework that promotes a consistent approach across the City.
Enhance community interaction and public safety and reduce crime levels.	1. Implement the City's Community Crime Prevention Plan 2017 - 2021 actions.	On track	The City's Rangers and Security Branch continues to monitor actions and update progress. Progress against this strategy is reported against separately.
	2. Establish streetscapes which allow for community interaction in an urban environment.	On track	Continue to provide relevant internal stakeholders with information to maintain and improve streetscapes and lighting to enhance community safety.

Strategy/objective	Action	Status	Comments on progress
	3. Continue to provide 24/7 Security Watch Community Patrol.	On track	Security service continues to work closely with internal stakeholders to identify hotspots and retains flexibility to respond as necessary. To minimise crime and anti-social behavior. Daily crime mapping provided by WA Police directs patrol activities.
	4. Continue to provide Nyoongar Outreach Services.	On track	The City continued its partnership with Nyoongar Outreach Support (NOS) in 2019/20. NOS provide outreach services to Aboriginal people, particularly youth and people experiencing homelessness (who are street present). NOS continues to partner with other agencies and organisations to deliver strategies which increase safety and harmony for the community.
	5. Support external community safety programs.	On track	Via representation on board of Neighbourhood Watch WA, committee membership of WA Rangers Association and daily liaison with WA Police.
Deliver community programs that encourage community interaction and participation	Implement the City's Community Events Program.	On track	Throughout the year the Events team plans and delivers a calendar of events across the City of Bayswater ranging from art exhibitions to family events and music concerts. There were 15 events held in the 2021/22 calendar years. Event attendees surveyed in 2021/22 indicated an average, overall satisfaction rate of 82%.

Strategy/objective	Action	Status	Comments on progress
Deliver events which are safe.	1. Continue implementation of the City's Events Management Guide in accordance with relevant legislation.	On track	The City has updated its Events Management Guide and simplified its event application process for the community. All relevant documentation is on the City's website https://www.bayswater.wa.gov.au/arts-and-leisure/events/planning-an-event Community compliance with the City's Event Management Guide is ongoing, as community events are planned and applied for.
	2. Develop partnerships with key community not-for-profit groups and organisations to enhance existing community services provided.	On track	The City has developed various partnerships and strengthened working relationships with key stakeholders including: <ol style="list-style-type: none"> 1. Local homelessness providers 2. Vicinity 3. Umbrella Multicultural Community Care 4. Chinese Neighbourhood Watch 5. Northern Suburbs Legal Centre 6. St Vincent de Paul 7. Nyoongar Outreach Support 8. WA Symphonic Wind Ensemble 9. Perth Symphony Orchestra (PSO) 10. The Western Australian Youth Jazz Orchestra (WAJYO) The partnerships and working relationships have and will continue to contribute to positive outcomes for the community.

Strategy/objective	Action	Status	Comments on progress
	3. Support community groups to build their capacity, funding and resourcefulness through the City's annual training program.	On track	In 2021/22 the City delivered 12 community Upskiller workshops online due to Covid 19 restrictions (with 220 overall participants so far July 2022) in the year, to help build community capacity, including: <ol style="list-style-type: none"> 1. Grant Writing 2. First Aid Refresher 3. Strategic Planning 4. Fundraising and income diversification 5. Cultural Awareness Training 6. Better Meetings 7. Difficult Conversations to be had Essentials for Treasurers
	4. Develop and implement a community grants program	On track	The City continued to implement its Community Grants Program in 2021/22. It held two rounds of the City's inaugural Community Events Grants, awarding \$25,606.70 to six community-run events.
Facilitate initiatives which maintain and improve safety.	1. Undertake a City wide Local Area Traffic Management Study.	On track	A citywide traffic management study was adopted and the City is progressing through a number of recommendations each year subject to funding.
	2. Pursue opportunities for funding initiatives aimed at improving road safety.	On track	Each year, external funding (State and Federal) is sought for all eligible City traffic improvement projects.
Plan and provide a range of community facilities and services to meet current and future needs	Support federal and state initiatives which aim to reduce the risk of falls among older people and people with a disability.	On track	The City has delivered a Stay on your Feet program to the community. The program was developed with funding from <i>Injury Matters</i> and attracted a strong uptake from older residents within the community.

Strategy/objective	Action	Status	Comments on progress
	Implement the actions of the City's Aged Friendly Strategy 2017 -2021.	On track	<p>A number of actions from the City's Age Friendly Strategy have been addressed, including:</p> <ul style="list-style-type: none"> • The Age Friendly Ambassador network is under recruitment and consists of community members that work and reside in the City. The program aims to connect people to information and services and give older residents a voice. The new recruits for the program will be highly trained and resourced. • A directory for older adults, listing government and community support service is in the process of being reviewed and will be expanded to include additional services.
	Support and facilitate the Youth Advisory Council.	On track	<p>The City of Bayswater Youth Advisory Council (YAC) currently has 9 members. YAC members continue to provide input into the implementation of the City's Youth Action Plan (The Platform 2019-2021). YAC members also receive training and development opportunities to support them in their role e.g. the YAC attended Social Media Training in 2022.</p>

Strategy/objective	Action	Status	Comments on progress
	Implement the outcomes of the Senior Centre Review.	On track	<p>Due to the COVID-19 pandemic, activities at the Community Centre were limited throughout 2021/22. The pandemic also affected the number of people accessing the services and activities at the Community Centres.</p> <p>The Morley Community Centre became operational in March 2022.</p> <p>There has been a significant change of staff within the Age Friendly Program, with two new Community Centre Program Officers and a new Age Friendly Coordinator commencing.</p>

City of
Bayswater

Annual Progress Report

Bayswater Town Centre Short-term Parking Management Plan



The report details the City's progress implementing the Bayswater Town Centre Short-term Parking Management Plan. This report covers activities from 1 July 2021 – 30 June 2022.

Purpose

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

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

Background

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

Vision

The vision of the document is to better manage parking within the Bayswater town centre to support the town centre as an attractive place to dine, shop and visit.

Progress in the last year

Nil. It was considered that the plan was fully implemented by the end of 2020.

Progress updates for specific actions can be found in **Table 1** at the back of this document.

Priorities for next year

Nil. It is considered that the plan is fully implemented.

COVID-19 implications

Nil.

Review

A review is not currently planned of the PMP given the ongoing works on the Bayswater train station. Once the works have been completed the City will consider reviewing the PMP.

Table 1: Progress against actions set out in the Bayswater Town Centre Short-term Parking Management Plan for the period 1 July 2021 – 30 June 2022.

Strategy/objective	Action	Status	Comments on progress
	Advocating to the State Government to provide more commuter parking at Bayswater Station as part of the upgrade	Complete	Completed – advocacy letter was sent to the State Government in September 2019. Current design of the new Bayswater train station indicates that no further car parking will be provided as a part of the upgrades.
	Line marking parking bays on King William Street.	Complete	Line marking of all the unmarked bays in accordance with the approved plan was completed by the end of 2020.
	Modifying time restricted parking	Complete	All the new time restrictions we installed by the end of 2020.
	Advocating to the State Government to improve bus services in Bayswater	Complete	The upgraded Bayswater train station will include a bus interchange which is anticipated to increase the number of buses servicing the town centre.
	Encouraging alternate modes of transport, such as walking, cycling and catching public transport	Complete	As a part of the upgrades to the Bayswater train station there is an increase in bus services in the area as well as improvements to the cycling / pedestrian network.
	Leasing and constructing a car park at 2 Hamilton Street, Bayswater	Complete	The City partner with the state government to lease and construct additional town centre car parking at 2 Hamilton Street.
	Issue parking infringement warnings instead of fines and include a flyer that provides information on the alternative parking options within the town centre and at Ashfield and Meltham Stations	Complete	The City issued infringement warnings as the new time restrictions were rolled out. As the new restrictions have now been in place for over a year, warnings are no longer being issued.

City of
Bayswater

Annual Progress Report

Town Centre Parking Strategy - Maylands



The report details the City's progress implementing the City of Bayswater Maylands Town Centre Parking Strategy. This report covers activities from 1 July 2021 – 30 June 2022.

Purpose

The purpose of the strategy is to improve car parking in the Maylands town centre whilst also helping to reduce car dependency and increase walking, cycling and public transportation use.

Background

The need for a car parking plan for the Maylands town centre was identified in Part 2.4.4 of the Urban Design Framework which addresses car parking and recommends the preparation of a parking strategy that explores opportunities for improvements to kerbside ('on street') parking and 'park and ride' facilities. This strategy has been developed in response to this recommendation.

Maylands Town Centre Car Parking Strategy was adopted by Council at the Planning and Development Services Committee held 10 April 2018.

Vision

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

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

Progress in the last year

The City has progressed the relocation of the taxi bay and loading bay on Eighth Avenue.

Progress updates for specific actions can be found in [Table 1](#) at the back of this document.

Priorities for next year

The City will be focusing on the area surround the RISE, to line mark new bays and introduce time restrictions.

COVID-19 implications

Nil.

Review

In accordance with the Strategy a review is to occur every 5 years or as necessary. The City is currently developing a 'Payment in Lieu of Parking Plan' in accordance with the State Government requirements. It is recommended this strategy be reviewed once the parking plan has been adopted.

Table 1: Progress against actions set out in the Town Centre Parking Management Plan - Maylands for the period 1 July 2021 – 30 June 2022.

Strategy/objective	Action	Status	Comments on progress
General Recommendations	Take a consistent approach to time restrictions for on street parking.	On track	Commenced and on-going – as new signage is installed across the town centre.
	Mark unmarked parking bays.	On track	Commenced and on-going. New bays are installed when identified
	Review the City's Town Planning Scheme No.24 and relevant policies to enable cash-in-lieu of parking funds to be collected more reasonably and utilised more broadly.	On track	As a part of the Planning Reform the State Government has review the process for collecting and using cash in lieu of car parking. In 2021, the State Government released the 'Payment in Lieu of Parking Plan' template and 'Explanatory Guidelines'. The City has until July 2023 to update our existing policies and documents to align with the new state framework. The City is currently updating the documents in accordance with the new framework.
	Mark unmarked parking areas within clearway zones to clarify that these can be used for parking outside of clearway times at morning and afternoon peak periods.	Complete	Completed on Whatley Crescent.
	Introduce wayfinding signage.	Complete	Way finding signage has been installed on Eighth Avenue, Whatley Crescent to direct to car parking at the rear of shops.
	Remove 'No standing' or 'No parking' signage and replace with a solid line parallel to the kerb.	Complete	No parking and No Standing signs have been removed from Eighth Avenue and Whatley Crescent.

Strategy/objective	Action	Status	Comments on progress
	Encourage private car parking arrangements.	On track	Commenced and ongoing. The City continues to offer and encourage private parking arrangements with landowners.
	Develop standard signage in private car parks.	On track	The City continues to encourage private parking landowners to update their signage.
	Upgrade signage.	On track	Commenced and ongoing as new time restrictions are rolled out throughout the town centre.
	Provide infrastructure to support greater use of sustainable modes of transport.	On track	Commenced and ongoing. Bicycle rails were installed in various locations throughout the town centre. Additionally, the City is working to improve the laneways to make them more walkable.
	Improve enforcement of time limits in parking bays.	Complete	Enforcement has been improved through the employment of a dedicated parking officer. Hot spots continue to be monitored and enforcement undertaken as appropriate.
	Investigate opportunities to utilise technologies such as sensors and apps.	Not started	This action is not yet considered necessary.
Zone 1 Recommendations	Improve signage to existing off street public parking (Maylands Hall).	Complete	New wayfinding signage has been installed directing vehicles to this carpark.
	Implement an events parking permit for attendees of events over four hours.	On track	Undertaken as a part of each event as required.
	Investigate whether the basement car park of 168 Guildford Road could be available for public parking.	Discontinued	The City has recently approved redevelopment plan for 168 Guildford Road, which includes 485 car parking bays for residents of the development and visitors to the site.
	Upgrade signage along Ninth Avenue to indicate that on street parking is permitted.	Not started	This action is scheduled to be completed in the next year.

Strategy/objective	Action	Status	Comments on progress
	Line mark bays along The RISE side of Ninth Avenue.	Not started	This action is scheduled to be completed in the next year.
	Introduce paid / ticketed parking for users of The RISE.	Not started	This action has not commenced. It is not considered necessary at this time given the current usage of the car park.
	Investigate a decked parking structure over the existing parking at The RISE.	Not started	This action has not commenced, it is identified as a long term action.
Zone 2 Recommendations	Introduce time restricted car parking along Central Avenue.	Not started	This action has not commenced. It is not considered necessary at this time.
	Modify 'No Parking on Road or Verge' signage to 'No Parking on Road or Verge (Residents excepted)' along Central Avenue.	Not started	This action has not commenced. It is not considered necessary at this time.
	Allocate 12 bays on Sixth Avenue as staff car parking for the WA Ballet Centre	Complete	These bays have been identified as a 'permit zone' for the use of WA Ballet staff.
	Introduce time restricted car parking along Seventh Avenue.	Not started	In light of the recent changes to the road network (to remove the Caledonian Avenue Crossing) Parking along Seventh Avenue needs to be reviewed due to increased traffic volumes. This will include the time restrictions.
	Time restrict loading bays along Central Avenue and Sixth Avenue.	Not started	This action has not commenced. It is not considered necessary at this time.
	Introduce a 'drop off / pick up' zone outside the school on Seventh Avenue.	Discontinued	In 2019 the City approved a Development Application for 'Alterations and Additions to Educational Establishment (Bold Park Community School)' and a condition of approval was "The Seventh Avenue verge area is not permitted to be used for car parking purposes in association with the educational establishment". In light of this, this action is no longer required.

Strategy/objective	Action	Status	Comments on progress
Zone 3 Recommendations	Introduce on street parking in the clearway zone, and formalise existing parking on Whatley Crescent (mark bays and add signage).	Complete	The signage has been updated and new bays have been line marked.
	Formalise parking on the verge on both sides of Ninth Avenue near Whatley Crescent.	Complete	The new bays have been created and are in use.
	Advocate for the Public Transport Authority to formalise parking near the rail line.	On track	The City is working with the PTA to formalise these bays. They have recently been upgraded to improve accessibility.
	Establish a universal access bay in the central area of the town centre.	On track	The City has undertaken a review of the town centre and no appropriate City owned land was identified. Since the strategy was developed 4 new universal access bays have been developed across the town centre.
	Investigate paid parking for on street parking facilities when capacity consistently reaches 85% at peak.	Not started	This action is not yet considered necessary.
	Formalise car parking behind shops on Eighth Avenue.	On track	This is occurring as the shops are redeveloped. Two of the five car parking areas have been formalised.
	Investigate with owner of 66A Seventh Avenue potential to use / purchase vacant land for parking.	Complete	This land has been developed as car parking as a part of the Seasonal Brewing development.
	Modify private parking signage to indicate who is a 'Customer' (i.e. Customers of X only) and hours of operation.	On track	The City continues to encourage private parking landowners to update their signage.
	Relocate taxi bay (slightly up Eighth Avenue)	On track	Council resolved to move the taxi bay at the Ordinary Council meeting held 28 June 2022. The taxi bay scheduled to be moved accordingly over the next couple of months.

Strategy/objective	Action	Status	Comments on progress
	Investigate options for decked parking within this zone (Zone 3).	Not started	This is not yet considered necessary.
Zone 4 Recommendations	Mark parking bays on Whatley Crescent where road width allows.	Not started	This is not yet considered necessary.
	Formalise on street parking along Ninth Avenue.	Complete	As above, new bays have been installed on Ninth Avenue.
	Modify private parking signage to indicate who can authorise people to park in bays marked 'Authorised Parking'.	On track	The City continues to offer and encourage private parking landowners to update their signage.
	Investigate the use of 207 Guildford Road for temporary overflow parking during events.	Discontinued	The land owner is not supportive of the land being used as overflow car parking as it would require the removal of the existing fencing which is required for safety reasons.
	Introduce line marking and time restrictions along George and Warnes Streets.	Not started	This action has not yet commenced.
Zone 5 Recommendations	Mark on street parking on Railway Parade where road width allows.	Complete	New bays have been incorporated on to Railway Parade.
	Remove 'No stopping' signage on Ninth Avenue and replace it with solid line painted on road.	On track	The City is undertaking a review of 'no stopping' signage across the City and replacing it with line marking. Ninth Avenue will be done as a part of this program.
	Update signage on Tenth Avenue.	Not started	This action has not yet commenced.
	Investigate suitability of introducing on street parking on the western side of Tenth Avenue, and introduce bays if suitable.	Not started	This action has not yet commenced.

City of
Bayswater

Annual Progress Report

Town Centre Parking Management Plan - Morley



The report details the City's progress implementing the City of Bayswater Morley Car Parking Management Plan. This report covers activities from 1 July 2021 – 30 June 2022.

Purpose

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

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

Background

The need for a car parking plan for the Morley activity centre was identified as an action in the MACSP. This strategy has been developed in response to this action.

The Morley Car Parking Management Plan was adopted by Council at the Planning and Development Services Committee on the 6 February 2018

Vision

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

- prioritisation of allocation of bays
- provision of information on parking and other access options
- simplification of time restrictions
- implementation of user-pay parking on-street according to surveyed patterns of demand
- establishment of a departmental structure with responsibility to implement the parking strategy and pro-actively manage parking
- increased enforcement to ensure a high level of compliance with parking regulations
- consistent application of cash-in-lieu
- more effective use of all parking supply
- maintaining a survey database to justify proactive management of timed parking and pay parking.

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

Progress in the last year

The City has appointed consultants to develop detailed designs to implement the Morley Activity Centre Streetscape Plan. The plan will encourage other modes of transport and will be used as a template for other streets across the town centre.

Progress updates for specific actions can be found in **Table 1** at the back of this document.

Priorities for next year

The priority for the next year is finalising the Morley Activity Centre Streetscape plan. It is noted that given the current demand for car parking in the Morley town centre implementing this plan is not considered a priority at this time.

COVID-19 implications

Nil.

Review

A review is currently not scheduled as it is considered the activity centre is not currently at a capacity where the existing strategy is necessary review or implemented.

Table 1: Progress against actions set out in the Town Centre Parking Management Plan - Morley for the period 1 July 2021 – 30 June 2022.

Strategy/objective	Action	Status	Comments on progress																																																
Approach to parking	The City needs to change the approach to parking to reduce the trend in motor vehicle use and ownership. Travel demand management (TDM) technique should be introduced. This technique emphasises the movement of people and goods, rather than vehicles, and gives priority to more efficient travel and communication modes.	Not started	Not commenced as there is currently sufficient parking in Morley.																																																
Introduce a parking hierarchy	Parking Hierarchy <table border="1" style="margin-left: 20px;"> <thead> <tr> <th rowspan="2">Priority</th> <th colspan="2">Central Core Parking</th> <th colspan="2">Outside Central Core Parking</th> </tr> <tr> <th>On-street</th> <th>Off-street</th> <th>On-street</th> <th>Off-street</th> </tr> </thead> <tbody> <tr> <td rowspan="4" style="text-align: center;">  Essential </td> <td>Loading</td> <td>Disability permit holders</td> <td>Public transport</td> <td>Long-stay/commuter</td> </tr> <tr> <td>Public transport</td> <td>Short to medium-stay</td> <td>Residents</td> <td>Short to medium-stay</td> </tr> <tr> <td>Drop-off/pick-up</td> <td>Drop-off/pick-up</td> <td>Short to medium-stay</td> <td>Drop-off/pick-up</td> </tr> <tr> <td>Short to medium-stay</td> <td>Loading</td> <td>Disability permit holders</td> <td>Park and Ride</td> </tr> <tr> <td rowspan="3" style="text-align: center;">Least important</td> <td colspan="2" style="text-align: center;">Motorcycle/scooter</td> <td>Loading</td> <td>Residents</td> </tr> <tr> <td>Motorcycle/scooter & cyclists</td> <td>Long-stay/commuter & residents</td> <td>Long-stay/commuter</td> <td>Motorcycle/scooter</td> </tr> <tr> <td>Disability permit holders</td> <td>Cyclists</td> <td>Drop-off/pick-up & motorcycle/scooter & cyclists</td> <td>Disability permit holders & loading & cyclists</td> </tr> <tr> <td rowspan="2" style="text-align: center;">Not allowed in this zone</td> <td>Long-stay/commuter & park and ride</td> <td>Park and ride</td> <td>Park and ride</td> <td>Public transport</td> </tr> <tr> <td>Residents</td> <td>Public transport</td> <td></td> <td></td> </tr> </tbody> </table>	Priority	Central Core Parking		Outside Central Core Parking		On-street	Off-street	On-street	Off-street	 Essential	Loading	Disability permit holders	Public transport	Long-stay/commuter	Public transport	Short to medium-stay	Residents	Short to medium-stay	Drop-off/pick-up	Drop-off/pick-up	Short to medium-stay	Drop-off/pick-up	Short to medium-stay	Loading	Disability permit holders	Park and Ride	Least important	Motorcycle/scooter		Loading	Residents	Motorcycle/scooter & cyclists	Long-stay/commuter & residents	Long-stay/commuter	Motorcycle/scooter	Disability permit holders	Cyclists	Drop-off/pick-up & motorcycle/scooter & cyclists	Disability permit holders & loading & cyclists	Not allowed in this zone	Long-stay/commuter & park and ride	Park and ride	Park and ride	Public transport	Residents	Public transport			Not started	Not commenced as there is currently sufficient parking in Morley.
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Strategy/objective	Action	Status	Comments on progress
Single authority management	<p>All of the parking supply, allocation, administration and control at Bayswater is managed by a single authority. There should also be a parking reference group which includes representatives and major stakeholders.</p> <p>Responsibilities may be vested in an existing business unit, or a department of traffic and parking or a special parking department or an autonomous parking authority.</p>	Off track	Not commenced as there is currently sufficient parking in Morley.
	Optimise the use of existing parking resources before building new facilities.	On track	Not commenced as there is currently sufficient parking in Morley.
Parking Surveys	Conduct parking surveys regularly to support and justify triggers for change in parking controls.	Not started	Not commenced as no budget has been allocated to undertake the surveys, further it is considered there is currently sufficient parking in Morley.
Focus on public education	<p>Introduce educational programs. The community need to understand that:</p> <ol style="list-style-type: none"> 1. drivers cannot expect unlimited parking close to their destination 2. unlimited supply has environmental, social and economic drawbacks 3. parking needs to be sustainable 4. there is a cost for the provision of parking 5. parking users need to help to share the cost of parking infrastructure equitably <p>net surplus from parking services are to be reinvested into improving access and transport infrastructure.</p>	Not started	Not commenced as there is currently sufficient parking in Morley.

Strategy/objective	Action	Status	Comments on progress
Implement consistent level of signage and parking restrictions	A wayfinding and parking signage package is to be developed which assists drivers to know where to look for parking and obtain the information quickly and without fuss. The system should be applied uniformly across the entire City equally to council and privately owned public car parking areas.	Off track	Not commenced. Local business have disagreed with proposed changes.
Introduce parking controls	Short term parking should be encouraged and enforcement should be improved. The City is to gradually introduce pay parking based on regular and comparative surveys of usage. Pay parking fees are to be structured to favour short-term users and encourage a high churn of spaces.	On track	Regular enforcement occurs. Paid parking is not being considered at this time due to occupancy levels.
	Where parking demand is high, the City should apply various parking restrictions to achieve a target peak occupancy rate (the average of the four highest hours in a day) of 85% for off-street parking in accordance with the Parking Framework in Figure 8.	Not started	Not commenced due to current parking occupancy levels.
Parking Enforcement	The City is to offer the provision and enforcement of pay parking in privately owned public car parks and to expand its enforcement resources as appropriate to provide this service. The City is to consider implementing a fee for these services. Enforcement does not need to be uniform across the MAC, but targeted to tackle problem areas.	On track	The City has entered in to parking agreements over private land where the land owner has requested it. This will continue to occur. Given the current low level of parking agreements no fee has been introduced.

Strategy/objective	Action	Status	Comments on progress
Sustainable Transport	The City needs to prioritise access for pedestrians, cyclists, public transport users and people with disabilities, and make the most of public transport infrastructure, balanced with the needs of the MAC road network, including the need to minimise congestion.	On track	Council has adopted the Morley Activity Centre Streetscape Plan which aims to prioritise the needs to pedestrians, cyclists and public transport users. The City is currently working on the detailed design for Russell Street between Broun Avenue and Rudloc Road.
	<p>The MAC's parking strategy is to be identified and coordinated with as part of an integrated transport strategy and the wider local government area. The parking strategy is to incorporate five sustainable parking principles:</p> <ol style="list-style-type: none"> 1. Focus on people access not vehicle access 2. Provide efficient and effective alternatives to car access 3. Parking policy and strategy must support sustainable transport 4. The appropriate amount of parking for a centre will be well below the unconstrained demand for parking <p>The provision of parking requires a demand management, not a demand satisfaction approach.</p>	On track	The City has developed car parking plans for other town centres including Bayswater which consider the identified principles. Additionally, these principals are reflected in the Morley Streetscape Plan and will be considered as a part of the detailed design.
Time restrictions	All paid on-street parking be restricted to a maximum of 3P.	Not started	Not commenced as paid parking has not been implemented and is not considered necessary or supportable at this time.

Strategy/objective	Action	Status	Comments on progress
	All parking outside the core commercial centre but within a 500m straight line walk be free but subject to a 4P time restriction.	Off track	The City investigated implementing these timeframes at the time the PMP was adopted. However there was significant opposition from the local business community. No further action has since been taken. With the impact of COVID 19 on the activity centre this has not been considered a priority.
	All on and off-street parking time restrictions only be applicable between 8am-5pm, Monday to Sunday. This should be clearly stated on signs.	Off track	The City investigated implementing these timeframes at the time the PMP was adopted. However there was significant opposition from the local business community. No further action has since been taken. With the impact of COVID 19 on the activity centre this has not been considered a priority.
	Implement a parking permit scheme so that residents and visitors can easily be identified and exempt from time restrictions. This will help to improve the efficient use of on-street parking and increase effective compliance enforcement.	Not started	Not commenced as at this time as there are limited residential properties within the time restricted areas currently.
Maximum standards in other councils	parking supply in some precincts, mandatory maximum and minimum parking requirements will be necessary. Regulations relating to the provision of parking are to include measures to maximise the use of all non-resident parking for the public as shared parking, and the expansion of time limited and pay for parking to encourage turnover (churn) of bays.	Off track	The City has been discussing this option with businesses. However, Local business has been resistant to changing restrictions.

Strategy/objective	Action	Status	Comments on progress
	A maximum is to be set on the total supply of parking in the central core precinct. Additionally, parking maximums are to be established for residential and non-residential developments in other precincts.	On track	<p>The City is currently undertaking a holistic review of car parking requirements as a part of the Local Planning Scheme review and in light of the recently released Position Statement on Cash-in-lieu by the Department of Planning, Lands and Heritage. The City's policies are required to align with the state government guide by mid-2023.</p> <p>The review of the policies is scheduled to be considered at the November Planning and Heritage Policy Review and Development Committee</p>
Off-street management	parking Where parking demand is high, the City should apply various parking restrictions to achieve a target peak occupancy rate (the average is four highest hours in a day) of 85% for off-street parking in accordance with the Parking Framework.	Not started	Not commenced as occupancy levels do not yet require this.
Other criteria	A cash-in-lieu fee for all projects is charged, but with a regular adjustment to the fee. The fee is to be based on a formula which takes into account the land value for each commercial centre set by the City every 2 years and the cost of construction.	On track	<p>The City currently charges cash in lieu to all applicable applications with a car parking shortfall within the Morley City Centre. As a part of the Planning Reform the State Government has review the process for collecting and using cash in lieu of car parking. In 2021, the State Government released the 'Payment in Lieu of Parking Plan' template and 'Explanatory Guidelines'. The City has until July 2023 to update our existing policies and documents to align with the new state framework. The City is currently updating the documents in accordance with the new framework.</p>

8.3 Quarterly Performance Review - Corporate - Qtr. 3 & 4 - 2021/22

Responsible Branch:	Governance and Organisational Planning and Development
Responsible Directorate:	Office of the CEO
Authority/Discretion:	Executive/Strategic
Voting Requirement:	Simple Majority
Attachments:	1. Corporate Business Plan 2019-23 Progress Report - Q3 and Q4 FY 2021/22 [8.3.1 - 6 pages]

SUMMARY

This report presents a progress update for action items contained within the City's Corporate Business Plan 2019-23. This is the final report for the financial year 2021/22, covering Quarters 3 and 4 (from 1 January to 30 June 2022).

OFFICER'S RECOMMENDATION

That Council notes the Corporate Business Plan 2019-23 Progress Report for Quarters three and four (Q3 and Q4) from 1 January to 30 June 2022.

COMMITTEE RECOMMENDATION TO COUNCIL

That:

1. Council notes the Corporate Business Plan 2019-23 Progress Report for Quarters three and four (Q3 and Q4) from 1 January to 30 June 2022; and
2. The actions not started or on hold are reviewed as part of the 23/24 annual Business Planning process.

Cr Filomena Piffaretti, Mayor Moved, Cr Josh Eveson Seconded

CARRIED UNANIMOUSLY: 5/0

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

Against: Nil.

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.

The Corporate Business plan sets out 34 actions. This report presents the progress from Quarter 3 and Quarter 4 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.

A new Corporate Business Plan will be finalised during the 2022/23 financial year.

EXTERNAL CONSULTATION

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

OFFICER'S COMMENTS

The following information is current as at 30 June 2022 (the end of Q4).

Complete

The following actions were completed in Quarter 3 and Quarter 4.

Action	Target completion quarter	Comments
Undertake annual staff satisfaction surveys (FY2021).	Q4 (Completed)	Staff survey completed and outcome reports received.

(Please note that the following actions were completed after the end of Quarter 4; therefore, they will be included in the next progress report, for Quarter 1 of the new Financial Year July 2022 – Jun 23.)

Action	Target completion quarter	Comments
Implement the approved future option for the Maylands Waterland site*	Q1 22/23 (complete)	Project at handover and awaiting final health approvals to operate water play elements.
Develop and implement a Community Recreation Plan*	Q1 22/23 (complete)	Plan approved by Council July 2022.

On track

Eighteen actions were On-track at the end of Q4. Please see the attachment to this report for full details.

Off track

The following action was considered Off-track.

Action	Target completion Quarter	Comments
Develop and implement a Public Art Strategic Plan.	Q3 22/23	No funding has been allocated to this project. The City is developing the Strategy in-house. A draft document is currently being prepared.

Not started or on hold

The following actions are yet to commence.

Action	Target Completion Quarter	Comments
Develop and implement a streetscape upgrade plan for Noranda.	N/A	No funding has been allocated to this project. The City intended to develop the plan as a part of the Noranda District Centre Precinct Plan, which was not funded in the FY2022/2023 budget. Therefore, this project is not progressing at this time.
Develop remaining Parking Management Strategies for Town Centres.	Q4 22/23	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 FY2022/2023 budget. Therefore, this project is not progressing at this time.

Impact of the COVID-19 and the world economy

The COVID-19 pandemic has had a varying impact on the City's services and projects. While most services and projects have continued unhindered, in some cases, progress has been delayed or postponed. 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 create a plan for the future of the district and that the local government report 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.

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

FINANCIAL IMPLICATIONS

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

STRATEGIC IMPLICATIONS

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

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

CONCLUSION

This report provides Council with a progress report on actions identified in the Corporate Business Plan 2019-23 for Quarters 3 and 4 (from 1 January to 30 June 2022). Generally, progress against the plan is on track, with full disclosure made of any exceptions. The COVID-19 pandemic has affected the progress of several actions, and is expected to have a continuing effect on this financial year and beyond.

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

Corporate Business Plan 2019-23

Progress Report - 1 January 2022 to 30 June 2022



Following is an update for the actions set out in the City of Bayswater Corporate Business Plan 2019-2023 for the period of 1 January 2022 to 30 June 2022

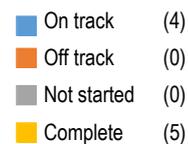
At a glance...



OUR COMMUNITY

Aspiration: An active and engaged community.

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



OUR NATURAL ENVIRONMENT

Aspiration: A quality and connected built environment.

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



OUR BUILT ENVIRONMENT

Aspiration: An active and engaged community.

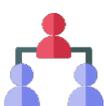
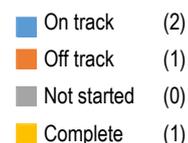
- Strategies:**
- B1 Appealing streetscapes.
 - B2 A connected community with sustainable and well maintained transport.
 - B3 Quality built environment.



OUR LOCAL ECONOMY

Aspiration: An active and engaged community.

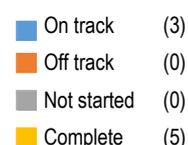
- Strategies:**
- E1 Support initiatives for local business.
 - E2 Active and engaging town and city



LEADERSHIP & GOVERNANCE

Aspiration: An active and engaged community.

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





1 January 2022 to 30 June 2022

Outcomes	Strategies	Actions	Timeframes				Status	Comments	Branch	
			19/20	20/21	21/22	22/23				
C 1 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	Project at handover and awaiting final health approvals to operate water play elements (Completed in Q1 of FY 22/23).	Project Services	
		C1.1.2 Implement a library services strategy.	●	●	●	●	Complete	Report on recommended actions emanating from the Library Services Strategy document and an the actions completed, underway and planned delivered that are intended to satisfy the action delivered to ELT in December 2021. Supported actions will be implemented as part of ongoing operations.	Library & Customer Services	
		C1.1.3 Investigate possible locations for permanent event stage structures within the City's Regional reserves.	●	●	●		Complete	In August 2020, Council resolved not to progress a community event stage.	Project Services	
	C1.2 Deliver community programs that encourage community interaction and participation.	C1.2.1 Develop and implement a Community Recreation Plan.	C1.2.1.1	●	●	●	●	On Track	Plan approved by Council July 2022 (Completed in Q1 of FY 22/23)	Project Services
			C1.2.1.2 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.	Community Development
		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.	Environmental Health & Statutory Building	
		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.	Community Development	
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 particularly as a part of precinct planning and development application assessments.	Strategic Planning & Place		
C 2 Accessible services that recognise diversity.	C2.1 Ensure the City's services and facilities are accessible and inclusive.	C2.1.1 Review of Aged Care assets.	●	●	●	●	On Track	Tenders were called in 2021 and Council since accepted the recommendation to proceed with Juniper (Uniting Church Homes) - the negotiations with State government on 2 of the land leases are still being finalised. The City is currently waiting on the results of the independent property valuation before proceeding to the final offer. A non-binding Heads of Agreement has been signed by both parties.	Business Services	

- Measures:
1. Attendance at City managed events (baseline to be calculated).
 2. Level of volunteerism by City residents (Volunteering WA).
 3. Achieving targets in the City's Public Health Plan.

Community Development
Environmental Health & Statutory Building

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

1 January 2022 to 30 June 2022

Outcomes	Strategies	Actions	Timeframes				Status	Comments	Branch
			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	Draft ELF document updated and presented to ELT. ELT approved presentation to Council briefing forum.	Sustainability, Environment & Waste
		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
		N2.1.2 Deliver waste education to the community in partnership with other stakeholders.		●	●	●	●	On Track	Waste education is continuing as per previous update.

Measures:

1. The number of environmental strategies developed and outcomes achieved.
2. Water usage and management (baseline to be calculated).
3. Progress towards meeting State government targets for waste, particularly with regard to the introduction of Food Organics and Garden Organics (FOGO).

Sustainability, Environment and Waste

OUR LOCAL ECONOMY
 Aspiration: A business and employment destination.

1 January 2022 to 30 June 2022

Outcomes	Strategies	Actions	Timeframes				Status	Comments	Branch
			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 and implementation has commenced. Implementation and outcomes will be reported annually as prescribed by action L3.1.3.	Strategic Planning & Place
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	Council adopted the Morley Activity Centre Streetscape Plan and Implementation Plan in March 2020. The City appointed Porters Consultants to lead a team to developed detailed designs for the portion of Russell Street between Rudloc Road and Broun Avenue. Additionally, the Council adopted the Interim Economic Development Strategy. The document focuses on attracting investment into the Morley Activity Centre. Implementation will commence once an Officer has been recruited by the City.	Strategic Planning & Place
		E2.1.2 Implement Town Centre Activation Plans.	●	●	●	●	On Track	The City is currently implementing the Bert Wright Park Masterplan, the Shade Structure is delayed due to significant increases in costs. The City recently completed the Morley Library Pocket park & is currently working to implement improved lighting & wayfinding along Progress Street. The City partnered with Creative Maylands to activate Roxy Lane. Limited funding has been provided for Place Making in 22/23 will focus on finalising the existing projects.	Strategic Planning & Place
		E2.1.3 Develop and implement a Public Art Strategic Plan.	●	●			Off Track	No funding has been allocated to this project. The City is developing the Strategy in house a draft document is currently being prepared	Strategic Planning & Place

Measures:

1. Reduction in red tape by adopting new policies for business.
2. Number of engagement activities with the business community.

Governance & Organisational Planning and Development
 Strategic Planning & Place

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

1 January 2022 to 30 June 2022

Outcomes	Strategies	Actions	Timeframes				Status	Comments	Branch
			19/20	20/21	21/22	22/23			
L1 Accountable and good governance.	L1.1 Ensure policies, procedures and practices are effective.	L1.1.1 Investigate opportunities to simplify processes and reduce red tape in all areas of the City's business.	●	●	●	●	On Track	The City has been working on a number of initiatives to reduce red tape. Web forms have been developed and implemented which enable members of the public to submit a deputation or public question for a Council meeting. Officers are currently developing online petitions to enable easy petition submissions.	Governance & Organisational Planning and Development
	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.	Strategic Planning & Place
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.	Communications & Marketing
		L2.1.2 Undertake a community perception survey every two years.	●	●	●		Complete	The final Community Perception Survey report was delivered from the consultant in September, with a presentation on the methodology and high level results provided to OLT.	Community Engagement
	L2.2 Provide quality customer services to the community.	L2.2.1 Develop, review and implement processes and corporate systems to be more responsive to community needs and contemporary customer interaction.	●	●	●	●	On Track	The City's Digital Strategy was endorsed by the Executive Leadership Team in December 2022. The City has also signed up with Technology One for its Software as a Service Solution, beginning December 2022. This will bring about significant digital transformation for the organisation.	Information Services
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	All Councillors have completed their mandatory WALGA Councillor Essential Training course. Ad hoc workshops with Councillors have been run throughout the year for internal projects, such as the budget. An external presenter ran a workshop on best practice meeting procedures.	Office of the CEO
		L3.1.2 Undertake annual staff satisfaction surveys.	●	●	●	●	Complete	Staff survey completed and outcome reports received.	People, Culture & Safety
		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.	Governance & Organisational Planning and Development

Measures:

1. Financial health Score (Department of Local Government, Sport and Cultural Industries).

2. Success in industry awards.

3. Participation in engagement.

Governance & Organisational Planning and Development
 Communications & Marketing
 Community Engagement

OUR BUILT ENVIRONMENT
Aspiration: A quality and connected built environment.

1 January 2022 to 30 June 2022

Outcomes	Strategies	Actions	Timeframes	Status	Comments	Branch
			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 Track	The City appointed Porters Consultants to lead a team to developed detailed 'Shovel ready' designs for the portion of Russell Street between Rudloc Road and Broun Avenue. The scope of works was significantly reduced due to increasing costs and lack of budget.	Strategic Planning & Place
		B1.1.2 Develop and implement a streetscape upgrade plan for Noranda.	●	Not Started	No funding has been allocated to this project. The City intended to develop the plan as a part of the Noranda District Centre Precinct Plan, which was not funded in the FY2022/2023 budget. Therefore this project is not progressing at this time.	Strategic Planning & Place
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 review of the Local Bike Plan being undertaken by COB and DOT is in first draft with final draft to be completed by Oct 2022.	Engineering Works
		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.	Engineering Services
		B2.1.3 Develop remaining Parking Management Strategies for Town Centres.	● ● ● ●	Not Started	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 FY2022/2023 budget. Therefore this project is not progressing at this time.	Strategic Planning & Place
		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 is working with Evolve (DevWA and PTA's consultants) on detailed road and public realm design of these two agencies.	Strategic Planning & Place
B3 Quality built environment.	B3.1 Develop plans, policies and guidelines for quality built form.	B3.1.1 Prepare a Structure Plan and built form policies for each town centre - Maylands, Morley, Noranda and Bayswater.	● ● ● ●	On Track	Noranda is the only town centre without an endorsed Precinct Plan. The City requested a budget allocation to develop a Precinct Structure Plan for the Noranda Town Centre as a part of the 22/23 budget process, however no funds were allocated. The City received funding for a precinct plan in the area surrounding the new Morley train station. The City is currently in discussions with METRONET to partner on the plan, to ensure consistency between both agencies and to pool resources.	Strategic Planning & Place
		B3.1.2 Develop and implement a Local Planning Strategy and develop a new town planning scheme.	● ● ● ●	On Track	In November 2021 the WAPC approved the City's draft LPS for advertising subject to modification. The City has made the required modifications and it was submitted back to the WAPC in July. No further response from the WAPC has yet been received.	Strategic Planning & Place
		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.	Strategic Planning & Place
	B3.2 Facilitate the development of activity nodes.	B3.2.1 Facilitate the development of shopping precincts.	● ● ● ●	On Track	The City is currently focusing on the development of the Bedford Shopping Precincts. The City is currently implementing the Bedford Shopping Precinct plans, which primarily involved improved landscaping and street furniture. The City received a grant from RAC for the corner of Craven Street and Grand Promenade which will allow for further works including lighting, public art etc.	Strategic Planning & Place

Measures:

1. Kilometres of cycleways and footpaths created or upgraded.
2. Progress towards implementing structure plans for town centres.

Engineering Works
Strategic Planning & Place

8.4 Quarterly Performance Review - Corporate Strategies - Qtr. 1 - 2022/23

Responsible Branch:	Governance and Organisational Planning and Development
Responsible Directorate:	Office of the CEO
Authority/Discretion:	Executive/Strategic
Voting Requirement:	Simple Majority
Attachments:	<ol style="list-style-type: none"> 1. Annual Progress Report Age Friendly Strategy 2021-2025 [8.4.1 - 17 pages] 2. Annual Progress Report CCTV Strategy 2018-28 [8.4.2 - 6 pages] 3. Annual Progress Report Cultural Plan 2019-2024 [8.4.3 - 20 pages] 4. CONFIDENTIAL REDACTED - Annual Progress Report Land Acquisition and Disposal Strategy [8.4.4 - 4 pages] 5. Annual Progress Report The Platform Youth Action Plan [8.4.5 - 7 pages]

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

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

SUMMARY

The City undertakes an annual review of each of its Council approved informing strategies and plans and provides a report on progress to the Audit and Risk Management Committee. These reviews are spread out over the calendar year, with reports being submitted each quarter.

This report provides Council with an annual progress update for the strategies below for the period of 1 July 2022 to 30 September 2022 i.e. the 'Quarter One' strategies).

1. Age Friendly Strategy 2021-2025
2. CCTV Strategy 2018-2028
3. Cultural Plan 2019-2024
4. Land Acquisition & Disposal Strategy
5. The Platform Youth Action Plan 2019-2023

COMMITTEE RECOMMENDATION TO COUNCIL
(OFFICER'S RECOMMENDATION)

That Council notes the annual progress reports for the 'Quarter One' strategies provided in Attachments 1 – 5.

Cr Josh Eveson Moved, Cr Filomena Piffaretti, Mayor Seconded

CARRIED UNANIMOUSLY: 5/0

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

Against: Nil.

BACKGROUND

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

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

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

The reporting schedule for the 2022/23 financial year are outlined in **Table 1**. Newly endorsed strategies and plans are added to the schedule as appropriate.

Table 1: Progress Reporting Schedule for Financial Year 2022-23.

	Quarter One	Quarter Two	Quarter Three	Quarter Four
ARMC	December 2022	February 2023	May 2023	August 2023
Strategies for progress reporting	Age Friendly Strategy 2021-2025	Destination Marketing Strategy 2021-2025	Environment & Liveability Framework 2021-2045	Low-Cost Urban Road Safety Program
	CCTV Strategy 2018-2028	Local Bike Plan	Emission Reduction & Renewable Energy Plan 2021-2040	Interim Economic Development Plan
	Cultural Plan 2019-2024	Community Engagement Strategy 2021-25	Urban Forest Strategy 2021	Play Space Strategy 2019-2029
	Land Acquisition & Disposal Strategy	Town Centre Activation Plans for Bayswater, Maylands, Morley & Noranda	Waterwise Bayswater 2020-2030	Public Health & Wellbeing Plan 2019-2024
	The Platform Youth Action Plan 2019-2023	Town Centre Parking Management Plan – Maylands	Morley Activity Centre Plan	Community Recreation Plan 2022-2032
		Town Centre Parking Management Plan – Morley	Local Homelessness Strategy 2021-2025	Collective Local Biodiversity Strategy
			Advocacy Strategy	
Total no. of strategies	5	6	7	6
Reporting period	1 July 2022 to 30 September 2022	1 October 2022 to 31 December 2022	1 January 2023 to 31 March 2023	1 April 2023 to 30 June 2023

Please note that the Access and Inclusion Plan and Reconciliation Action Plan have been removed from the above schedule, as thorough reporting already occurs via the Inclusion and Diversity Advisory Committee and Reconciliation Advisory Committee respectively.

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 five strategies (or plans) adopted by Council. A summary of these strategies is provided in **Table 2**.

Table 2: Summary of strategies being reported on for Quarter 1:

Strategy	Adopted	Last review	Next review	Status	Attachment
Age Friendly Strategy 2021-2025	August 2021	2021	2025	In Progress	<u>Attachment 1</u>
CCTV Strategy 2018-2028	February 2016	Yet to be reviewed	2024	In Progress	<u>Attachment 2</u>
Cultural Plan 2019-2024	July 2019	Yet to be reviewed	2023	In Progress	<u>Attachment 3</u>
Land Acquisition & Disposal Strategy	June 2020	Yet to be reviewed	2024	In Progress	<u>Attachment 4</u>
The Platform Youth Action Plan 2019-2023	June 2020	2021	2023	In Progress	<u>Attachment 5</u>

This cover report provides general information about each strategy and key achievements from the past year. **Attachments 1-5** provide further information about key achievements and priorities.

Age Friendly Strategy 2021-2025

This Strategy continues the City's journey to becoming an Age Friendly city.

The Strategy was developed in consultation with the community and addresses the following World Health Organisation Age Friendly Cities topic areas:

1. Outdoor spaces and buildings
2. Transportation
3. Housing
4. Social participation
5. Respect and social inclusion
6. Civic participation and employment
7. Communication and information
8. Community support and health services

The City of Bayswater Age Friendly Strategy 2021-2025 identifies community priorities, future services and initiatives that will support and enhance the health and wellbeing of older people, living working and visiting the City, and details a four-year action plan for achieving this.

CCTV Strategy 2018-2028

This Strategy provides a clear vision and framework for how CCTV can best be used to enhance the safety and security of our community now, while positioning the City for future technological advances. The Strategy is a complementary element of the City's Community Safety and Crime Prevention Plan.

Closed Circuit Television (CCTV) has increasingly featured in the community as a safety and crime prevention tool. CCTV can be effective in improving perceptions of safety, deterring anti-social and criminal behaviour, protecting assets and assisting with prosecutions.

The City has a network of 192 CCTV Cameras.

The objectives are to:

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

In the past year, main achievements included:

- Completion of an audit of the City's CCTV sites
- Formal CCTV training for key staff
- Implementation of:
 - o New CCTV infrastructure for the Civic Centre and Maylands Waterland
 - o Infrastructure to support body cameras
 - o Vehicle mounted CCTV cameras
 - o Licence Plate Recognition.

Cultural Plan 2019-2024

The Cultural Plan guides the planning and provision of arts and culture projects, programs, services and facilities in the City, and clarifies the City's role. The Plan provides a framework to guide the planning of arts and cultural programs, services and facilities in the City of Bayswater, but 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; and
- Deliver.

Land Acquisition & Disposal Strategy

This Strategy guides the management and acquisition of land the City owns, cares for and is in control of; that can be leveraged for community benefit and financial return; to support the services that the City provides to the community.

The strategy outlines a managed approach to the City's property portfolio and sets out guiding principles and a framework to achieve the efficient and accountable retention, development, acquisition and disposal of City land and property for community benefit.

There are approximately 430 lands and properties under the ownership, care and control of the City.

Over the past year, key changes included:

- Acquisition of land adjacent to Les Hansman Community Centre.
- Conducting Community Engagement and developing a Business Case for the Maylands Brickworks site.
- Sale of 22 Russell Street, Bayswater.

The Platform Youth Action Plan 2019-2023

The City is committed to actively engaging with young people and responding to their current and future needs. The Youth Action Plan sets out key themes, opportunities and priority areas that have been developed through a broad community engagement process with local young people.

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

To develop The Platform, the City engaged with almost 400 young people who live, work and study in the City to find out what issues are important to them across the following three themes, each with specific actions and priorities:

Theme 1: Health and Wellbeing

Theme 2: Education and Employment

Theme 3: Community Connection

In addition to the programs and services the City delivers, the City partners with other organisations including schools, youth organisations, peak bodies, local and state government authorities, businesses, community groups and sporting clubs.

LEGISLATIVE COMPLIANCE

Not applicable.

RISK ASSESSMENT

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

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

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.

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 five strategies and plans reported on for Quarter One have delivered a number of benefits for the community.

City of
Bayswater

Annual Progress Report

Age Friendly Strategy 2021-2025



The report details the City's progress implementing the City of Bayswater Age Friendly Strategy 2021-2025. This report covers activities from 1 October 2021 to 30 September 2022.

Purpose

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

In the City, people aged 65 years and over make up 22.9% of the population, and there is a higher-than-average population of older people with culturally and linguistically diverse backgrounds, with 11.6% as English as their second language. These have been important factors in the development and implementation of programs and initiatives for older adults in the City of Bayswater.

Background

The Strategy was developed in consultation with the community and addresses the following eight World Health Organisation Age Friendly Cities topic areas:

1. Outdoor spaces and buildings;
2. Transportation;
3. Housing;
4. Social inclusion;
5. Respect and social inclusion;
6. Civic participation and employment;
7. Communications and information; and
8. Community support and health services.

The City of Bayswater Age Friendly Strategy 2021-2025 identifies community priorities, future services and initiatives that will support and enhance the health and wellbeing of older people, living, working and visiting the City, and details a four-year action plan for achieving this.

Vision

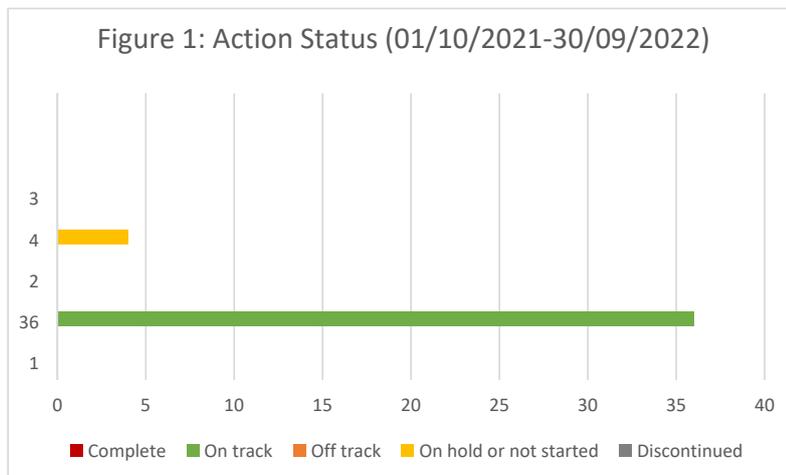
An Age Friendly City is one where people of all ages can live healthy and independent lives for as long as possible, and remain in a secure and supportive environment that enables them to participate in the community as they grow old. It addresses how the City can best meet the needs of older people. The City's Age Friendly Strategy 2021-2025 is aligned to the City's Strategic Community Plan, the Access and Inclusion Plan, the Reconciliation Action Plan, and other relevant informing strategies.

Progress in the last year

In total, 36 of the 40 actions identified in the Strategy have been addressed; delivery continued positive outcomes and community collaborations to support older adults. Implementation of the Strategy commenced in August 2021.

The status of actions for the Age Friendly Strategy 2021-2025 are summarised in **Figure 1**. Progress updates for specific actions can be found in **Table 1** at the back of this document.

Figure 1: Summary of the status of actions set out in the Age Friendly Strategy 2021-2025.



Additionally, the COVID-19 pandemic has impacted the implementation of the Strategy due to social distancing requirements, and the general caution by older adults who experienced a higher vulnerability. There were also lower staff resources due to absenteeism and staff movements, with this improving during this period. There were also less volunteers available and lower participation numbers at the Community Centres. This has since improved, with participations returning to business as usual in March 2022.

Priorities for next year

The four priorities for the next 12 months will be the following:

Priority 1

Transportation:

2.1 Review the City's existing Community Bus Hire Program and explore opportunities to maximise participation of older residents.

The City will explore the idea of introducing a shuttle community bus service between both community centres. This will ideally encourage members to utilise and access more diverse services.

Priority 2

Respect and Social Inclusion:

5.2 Investigate opportunities to partner with local businesses and community groups to showcase stories that celebrate 'ageing' in the City of Bayswater.

Investigate opportunities to partner with Mama Stitch to showcase community stories.

Apply for a McCusker Foundation Intern to engage with community to collect Living Legend stories.

Priority 3

Respect and Social Inclusion:

5.5 Support and actively promote initiatives that raise awareness of elder abuse and broaden the conversation in the community.

In November an Elder Abuse Awareness Workshop will be held at the Bayswater Community Centre, and this will be facilitated by the Community Legal Centre.

The City to investigate further Domestic Violence awareness resources and workshop opportunities for older adults in partnership with Lifeline.

Priority 4

Community Support and Health Services:

8.4 Redevelop the 'Older Adults' web pages on the City's website to link users to My Aged Care, NDIS and other Government funded initiatives.

The City plans to review the 'Older Adult' web pages, and include links to the My Aged Care, NDIS and other relevant funded initiatives.

COVID-19 implications

The Age Friendly program during this period was heavily impacted by the COVID-19 pandemic. Many programs were modified, cancelled, rescheduled, or experienced lower than usual numbers. Numbers of attendees at City programs increased from April 2022 onwards. Towards the end of the reporting period, in September, the City saw increased interest from the community in Age Friendly programs and activities.

Review

A review of the Age Friendly Strategy is planned for 2025. The Strategy was endorsed by Council in late 2021. The risk assessment for this strategy is assessed as low and requires a review every four years.

Table 1: Progress against actions set out in the Age Friendly Strategy 2021-2025 for the period 1 October 2021 to 30 September 2022.

Outcome Area	Action	Status	Comments on progress
1. Outdoor spaces and Buildings: <i>Goal: Outdoor spaces, toilets and public buildings are clean, accessible, well sign-posted and safe.</i>	1.1 Develop a Public Toilet Strategy for the City of Bayswater, to plan for upgrade, renewal and/ or removal of existing facilities, including design guidelines to address lighting, accessibility and compliance and recommendations on funding for actions identified.	On track	The City completed extensive renovations of the Morley Community Centre's toilets, and accessible toilets were installed in line with national standards. An assessment matrix of all City public toilets has been developed to identify priorities.
	1.2 Raise awareness of available public toilet facilities, opening hours and accessibility through promotion of the Australian Government's National Public Toilet Map and City of Bayswater's online mapping tool.	On track	Information about the Australian Government National Toilet Map was added to the City's Directory for Older Adults, re-printed in May 2022. Further progress in this area is a priority for 2023, with a webpage link (see priority 4).
	1.3 Continue to ensure the recreational and infrastructure needs of older people are supported through the City's Community Recreation Plan and Play Space Strategy.	On track	In January 2022, new pieces of outdoor equipment were installed at the Robert Thompson Reserve, providing low cost fitness options for local residents.

Outcome Area	Action	Status	Comments on progress
	1.4 Continue to identify local safety hotspots through engagement with community members, local businesses, and WA Police to ensure a targeted approach to community safety issues.	On track	<p>In September 2021, the City's Rangers and Security team hosted a safety talk for older adults at the Bayswater Community Centre. The presentation covered safety at home and in the community, as well as crime prevention tips for seniors when attending shopping centres. This event provided members with a chance to ask questions, share experiences and take useful information home with them.</p> <p>The City's Age Friendly Ambassadors supported the WA Police community engagement team's stall on personal safety at Morley Galleria in October 2021. The information stall provided an opportunity to talk to police officers, find out about more about crime prevention, and pick up resources to share with the local older community.</p>
	1.5 Continue to undertake safety audits of lighting, pathways and vegetation, and ensure reported graffiti is addressed in a timely manner.	On track	Connecting pathways at Kirkpatrick Reservice and Riverside Gardens Dog Park now enable people to access the park safely.
	1.6 Explore opportunities to provide a program of activities for older adults in City parks and reserves in-line with the City's Public Health Plan 2019-2024.	On track	The City ran a series of free 6-week outdoor fitness opportunities in a range of local parks, include a number of options for Seniors, for example; outdoor bootcamps, yoga in the park and tai chi. This provided a great way for older community members to keep active and remain engaged in the local community throughout the COVID-19 level 1 and 2 restrictions.

Outcome Area	Action	Status	Comments on progress
	1.7 Continuously improve the accessibility of the City's public open spaces and buildings in line with the City of Bayswater Access and Inclusion Plan.	On track	The City's People Friendly Streets Project built capability and capacity to access open spaces for people with disability. Accessibility improvements were made at Charles St Reserve, Riverside Gardens, Crimea Reserve, Maylands Waterlands, and Kilpatrick Reserve including; interconnected pathways, modifications to picnic benches, wheelchair and pram friendly pathways.
2. Transportation: <i>Goal: Transport infrastructure and services that meet older people's needs are advocated for on behalf of the community.</i>	2.1 Review the City's existing Community Bus Hire Program and explore opportunities to maximise participation of older residents.	Not started	Due to low resourcing and staff changes this action is yet to be actioned, and is a planned priority for next quarter. A priority for next quarter will be for the City to explore introducing a shuttle community bus service between both community centres to maximise participation and social inclusion.

Outcome Area	Action	Status	Comments on progress
	2.2 Partner with Transperth to facilitate information sessions and network tours, e.g. Get back on Board, to educate and improve the confidence of older adults to use public transport.	On track	<p>The City partnered with Transperth to host two network tours aimed at connecting and improving local seniors' confidence in using public transport. The Get on Board tours incorporated travel on buses and trains, journey planning, concession entitlements, and safety and security. The City received overwhelmingly positive feedback, with all participants saying they had gained confidence travelling on public transport and had enjoyed themselves.</p> <p>In the next quarter, the City will explore the option of a guided tour outing using public transport, and utilise the City Ambassadors to support other seniors to gain confidence in using public transport.</p>
	2.3 Invite Public Transport Authority (PTA) representatives to inform and engage older residents on public transport concerns and projects.	On track	A PTA tour was part of Seniors Week in November 2021. Another session is planned for December 2022.
<p>3. Housing: <i>Goal: Information about aged care support services and housing options is communicated, to support those who wish to age in place.</i></p>	3.1 Actively promote the Government's Aged Care Guide Western Australia resource to raise community awareness of local housing, residential care options for older adults, and other initiatives to age in place.	On track	<p>The City provides resources on Aged Care that are widely available and are also promoted in the City's Service Directory for Older Adults.</p> <p>The completed review of the Directory is planned for December this year.</p>

Outcome Area	Action	Status	Comments on progress
	3.2 Facilitate a regular program of in-person sessions, in partnership with key agencies, to educate older people and their families on retirement planning, aged care support services and housing options.	On track	The City partnered with the Seniors Housing Advisory Centre to host an interactive workshop on housing options in retirement, hosted at Bayswater Community Centre.
	3.3 Promote existing accommodation and homelessness support options for older people in line with the City of Bayswater Homelessness Strategy.	On track	In April 2022, the City launched its innovative Hub Connectors Program. Operating out of Morley Library, the program connects vulnerable people of all ages (experiencing or at risk of homelessness) to services and information. The Hub Connector Program is ongoing, with five sessions each week.
	3.4 Continue to partner with local agencies and CaLD groups to deliver regular My Aged Care information in the City's top three languages spoken within the City of Bayswater.	On track	To mark Dementia Awareness Week in September, the City collaborated with Partners in Culturally Appropriate Care (PCAC) to host two Dementia Awareness sessions at Maylands Library and Morley Community Centre to support culturally and linguistically diverse (CaLD) older adults.
	3.5 Advocate for new housing design developments beyond legislative requirements, within the City of Bayswater, that support adaptable and accessible options for older adults to age in place.	On track	The City supported a Homelessness Forum on 27 July, and engaged with Soroptimist International and the My Home Project, to discuss opportunities for suitable land for future leasing.

Outcome Area	Action	Status	Comments on progress
<p>4. Social Participation: <i>Goal: Opportunities for social participation are accessible, affordable and inviting.</i></p>	<p>4.1 Continue to facilitate free and low-cost activities and events at the City's community centres and libraries that connect and engage older people.</p>	<p>On track</p>	<p>The Libraries offer eLearning sessions on a range of topics including; My Digital Health Record, Cloud Storage and Online Streaming Services. The Libraries host Book Club sessions, Writers' Workshops, Crochet Workshops, IT Tech sessions, and 12 Ukulele Workshops.</p> <p>The Community Centres offer monthly community bus outings, and regular walking groups, indoor bowls, line dancing, bingo, low impact fitness classes, cards, Mahjong, a Friendlies social group, yoga, craft group, digital mentoring, and access to low cost hairdressing and podiatry services.</p>
	<p>4.2 Continue to support and promote the City's volunteer book delivery programs to ensure it remains responsive to community needs.</p>	<p>On track</p>	<p>The City runs individual and institutional home bound programs that run fortnightly, with 40 individual and 9 institutional services.</p>
	<p>4.3 Facilitate a focus group with key stakeholders to investigate ways the City can better promote its community events to increase participation by older adults.</p>	<p>On track</p>	<p>The City introduced the new Age-Friendly Ambassadors to advocate, inform, engage and promote the Age Friendly Programs, with monthly focus group meetings.</p> <p>The City hosts the Morley Parkinson's Association Support Group every second month at the Bayswater Community Centre.</p> <p>The City runs bimonthly community centre volunteer meetings to seek feedback on program planning, operations and better ways to promote programs and events for older adults.</p>

Outcome Area	Action	Status	Comments on progress
	4.4 Promote initiatives that assist older residents to get to know their neighbours and increase community safety, e.g. City's Community Grants program and Neighbourhood Watch Week.	On track	In 2022, the City awarded a grant to the Chinese Neighbourhood Watch Group for an Australia Day event. The event participants included neighbours in the Bedford area. The focus was on promoting community safety, particularly for older residents.
5. Respect and Social Inclusion: <i>Goal: Older people are valued, treated with respect and empowered to engage with all aspects of community life.</i>	5.1 Continue to support the Age Friendly Ambassador network to provide feedback to the City at monthly meetings and be a voice for older adults on community issues.	On track	Five monthly meetings undertaken between July and December 2021. In 2022, introduction of new Ambassadors in March. Workshop and lunch in July and ongoing monthly meetings ongoing from October planned.
	5.2 Investigate opportunities to partner with local businesses and community groups to showcase stories that celebrate 'ageing' in the City of Bayswater.	Not started	Due to low resourcing and staff changes this action is yet to be actioned, and is a planned priority for the next quarter. Set as Priority 2 in the next quarter.
	5.3 Establish a monthly 'Chatty café' at the City's Community Centres to provide an opportunity for older adults to informally connect in a safe and welcoming space.	On track	The City's Weekly "Friendlies" Group welcome new community members into the Bayswater Community Centre to support social connection, conversation and support in a safe and welcoming space.

Outcome Area	Action	Status	Comments on progress
	5.4 Continue to provide support to vulnerable older residents in times of crisis, e.g. COVID-19 lockdowns, through the City's community care team.	On track	<p>The City's registered volunteers were invited to attend a special Connect with a Friend in Need event in October as part of Mental Health Week. The event was facilitated in partnership with Anglicare, this interactive session was an opportunity for volunteers to develop knowledge and learn techniques to recognise and assist someone who might be struggling. Useful skills to have when volunteering to help others and support community. The training was well received and also provided an opportunity for volunteers to network and share experiences.</p> <p>In September 2022, the City developed the Vulnerable Communities Plan that was endorsed through the Local Emergency Management Committee. The plan aims to provide a guide to support vulnerable community members at a time of crisis.</p>
	5.5 Support and actively promote initiatives that raise awareness of elder abuse and broaden the conversation in the community.	Not started	<p>Due to low resourcing and staff changes this action is yet to be actioned, and is a planned priority for the next quarter.</p> <p>Set as priority 3 in the next quarter.</p>

Outcome Area	Action	Status	Comments on progress
	5.6 Continue to consult with local Aboriginal Elders to strengthen reconciliation and inclusive opportunities in the local community in-line with the City's Reconciliation Action Plan.	On track	<p>In March 2022, the City welcomed new members of the Reconciliation Advisory Committee. Two meetings have been held to engage with Elders, as well as an onsite meeting, and presentations by from the Tonkin Alliance to engage with local Elders.</p> <p>The City consulted with Elders about a new category in the Community Art Awards; The local Wadjuk award that will attract a \$5000 prize equal to the open award to show equity, dignity and respect to local Wadjuk people who enter the award.</p>
<p>6. Civic Participation and Employment: <i>GOAL: Opportunities for older people to upskill, volunteer and gain employment are actively facilitated and promoted.</i></p>	6.1 Expand and promote the City of Bayswater's Link and Learn and Upskillers programs to support lifelong learning and assist older adults to gain skills for employment and volunteering opportunities.	On track	<p>The City hosted a Job Searching Tips and Tricks session which was promoted through the community centres program for older adults. In December, the City partnered with Volunteering WA to host a Step into Volunteering Upskilling session. This session was predominantly attended by older community members. Post the event, one of the older attendees contacted the City to let them know she had obtained a voluntary role at Whiteman Park.</p> <p>The City recruited 10 volunteers aged from 61 to 85 to form a new Age Friendly Ambassador network 2022 to 2024, with five more expression of interests received recently, and in the pipeline to process.</p>
	6.2 Explore opportunities to partner and connect with Perth Metropolitan volunteer resource centres to link older adults with volunteering options.	On track	The City joined the Volunteer WA organisation, and engaged with the Bassendean Volunteer Resource Centre to access volunteers, training and partnership opportunities.

Outcome Area	Action	Status	Comments on progress
	6.3 Update the City’s workforce plan to ensure the needs of ageing employees are considered and included.	On track	The City has updated its draft Workforce Development Plan, and is pending internal review in preparation for the business planning process due in December 2022.
	6.4 Continue to deliver a sustainable Digital Mentor program at the City’s Libraries through the Federal Government’s Be Connected initiative to increase digital literacy in older adults.	On track	<p>The City runs one-to-one tech help sessions were delivered to older adults. These sessions covered a wide range of assistance including in setting up devices, accessing email and setting up MyGov. Five Beginner Computer Courses were run with adults learning basic technology skills.</p> <p>A Digital Carnival was held for Get Online Week in October. Older adults sampled a wide range of technology.</p> <p>In October 2022, The Bayswater Library held a “holiday with High Tech program to support older adults to improve their digital literacies.</p>
7. Communication and Information: <i>GOAL: Information on services, activities and events is communicated in both hard and electronic formats, with strategies implemented to reach people who may be isolated.</i>	7.1 Continue to provide information in a range of formats, including hard copy as detailed in the City’s Access and Inclusion Plan.	On track	<p>A community notice board for older adults was installed at Bedford RSL. An MOU between the City and the RSL club has been established to ensure information posted to the board is relevant to older adults.</p> <p>The City’s three libraries and two community centres have notices boards, and information desk displaying hard copy materials for older adults.</p>

Outcome Area	Action	Status	Comments on progress
	7.2 Map and establish a localised network to improve the reach of information to older adults, for example GPs, local businesses, aged care providers and community and cultural groups.	On track	<p>The City is progressing to update the Service Directory for older adults, and this will include further information inclusive of age care providers, community and cultural groups.</p> <p>The updated directory to also include an easy to use map of services where possible.</p>
	7.3 Continue to promote City services, programs and events through various communication mediums, including posters and flyers at libraries, Bayswater Beat, local newspaper, Have A Go News and the City's website.	On track	<p>The City promotes activities for older adults through; two Community Centres, the libraries, the Civic Centre, and through multiple social media channels and the City website.</p> <p>The City produces and distributes posters, flyers, and the Bayswater Beat magazine.</p>
	7.4 Establish an information hub facilitated by volunteers at Bayswater and Morley Community Centres to provide a 'one stop shop' for community information for older adults.	On track	<p>The Bayswater and Morley Community Centre welcome desk is supported by volunteers who provide a one stop shop for community information for older adults.</p> <p>The Bayswater, Morley and Maylands libraries display information for older adults.</p> <p>In October 2022, the City attended a Seniors Forum in Noranda, with two Ambassadors to promote the City's Age Friendly programs, and distributed show bags for over 100 attendees. Many attendees were not previously engaged with the City through the community centres.</p>

Outcome Area	Action	Status	Comments on progress
	7.5 Undertake a review of the Age Friendly Ambassador program, with the aim of refocussing and expanding the network to support more face to face connections with older and Culturally and Linguistically Diverse (CaLD) residents.	On track	Between December 2021 and February 2022, the City undertook an expression of interest process to recruit a new Ambassador network. A team of 10 Ambassadors has been formed for the Age Friendly Ambassador Program 2022 to 2024. The new group reflects the cultural diversity of the City, with volunteers speaking Italian, Chinese, Malay, Indonesian, French and a number of Indian languages.
8. Community Support and Health Services: <i>GOAL: older people are better connected to health and community services.</i>	8.1 Map out local community health and support services to better connect older residents and advocate for future needs.	On track	Workshopped mapping of services occurred in July with Age – Friendly Ambassadors. Information informed the review of the Seniors Directory, with a planned launch in December 2022. The City Ambassadors represent the older adults in various community groups, associations and networks including the Umbrella Multicultural Hub and Council on the Aging (COTA).
	8.2 Expand the City’s Service Directory for Older Adults to better promote and link residents to support services and provide in top three languages other than English spoken in the City.	On track	The City is progressing to update the Service Directory for Older Adults by December 2022. The publication to include a translated online version in the City’s top three languages spoken at home being; Italian, Vietnamese and Mandarin.
	8.3 Expand networks with relevant agencies to improve connection to services and to help distribute the Service Directory for Older Adults to socially isolated clients.	On track	The City established a Vulnerable Communities Interagency Network in September. Development of a Vulnerable Communities Plan to support the Local Emergency Management Plans.

Outcome Area	Action	Status	Comments on progress
	8.4 Redevelop ‘Older Adults’ web pages on the City’s website to link users to My Aged Care, NDIS and other Government funded initiatives.	Not started	<p>Due to low resourcing and staff changes this action is yet to be actioned, and is a planned priority for the next quarter.</p> <p>Set as priority 4 in next quarter.</p>
	8.5 Continue to deliver free annual health and wellbeing programs for older adults’ in-line with the City’s Public Health plan 2019-2024 to improve older people’s mental health, fitness and nutrition.	On track	<p>The City runs regular yoga classes through the Bayswater Community Centre, as well as a 8-week Healthy at Home program, including sessions including; Good Food workshops, Sleep Better workshops, Gut Health Workshops, and all abilities chair yoga at the Bayswater and Morley Community Centres.</p> <p>In September 2022, the City invited Hearing Australia to visit the Morley and Bayswater Community Centres to offer hearing checks to older adults at the centre. The hearing bus was booked for the last week in October, and this was promoted to members on the notice board, and with flyers with information to book in.</p>

Outcome Area	Action	Status	Comments on progress
	8.6 Explore opportunities to partner with diverse Age Care service providers to link isolated residents to ongoing social support.	On track	<p>The City joined Umbrella’s Multicultural Hub community reference group to provide support and input into a 'Hub' to support CaLD seniors within the City of Belmont and City of Bayswater. As well as continued collaboration with Umbrella to support programs in the community and library to support the CaLD seniors.</p> <p>The City also awarded a grant to Umbrella Multicultural Community Care Services for the “let’s Get Social – A Concert and Café celebrating multicultural seniors. for seniors from diverse cultural backgrounds living in the City of Bayswater featuring feature multicultural musicians and performers.</p> <p>Through the Vulnerable Communities Plan, the City enters into a MOU with a diverse range of Age Care service providers to better reach and link with isolated residents to ongoing social support, including access to the City’s free Community bus services, and community centre low-cost programs.</p>

City of
Bayswater

Annual Progress Report

CCTV Strategy 2018 - 2028



The report details the City's progress implementing the City of Bayswater CCTV Strategy 2018 - 2028. This report covers activities from 1 October 2021 to 30 September 2022.

Purpose

The aim of the Closed Circuit Television (CCTV) strategy is to:

- Provide a clear vision and framework for how CCTV can best be used to enhance the safety and security of the City of Bayswater 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 operated by the City of Bayswater.
- To ensure the financial sustainability of CCTV systems, seeking further external funding where appropriate.
- Guide Council's decisions about the introduction, revision or significant maintenance to CCTV infrastructure in public places and Council property.
- Ensure the City's CCTV systems are compliant with relevant legislation and other statutory requirements.

Background

The City has a key role in supporting the community to feel safe and secure.

CCTV has increasingly featured in the community as a safety and crime prevention tool. It can be effective in improving the feeling of safety, deterring anti-social and criminal behaviour, protecting assets and supporting criminal investigations and prosecutions.

The City's CCTV network consists of 236 cameras, belonging to a number of independent systems that record locally on servers situated in the City's buildings. The majority are networked so as to have viewing and downloading capacity at the Rangers and Security office. To date, systems have been installed utilising municipal and grant funds and have been maintained via municipal funding.

The City benefits from a CCTV strategy as it assists in clarifying the City's current and future stance in relation to the use of CCTV. It provides a clear vision and framework for how CCTV can best be used to enhance the safety and security of our community currently, whilst positioning the city for future technical advancement. The strategy provides a complementary element to the City's successive Community Safety and Crime Prevention plans.

Vision

The City's security vision is to "build a strong sense of community safety and make the City of Bayswater a safe and welcoming place for people."

Progress in the last year

- Completed a comprehensive audit of the City's CCTV sites to capture asset information, server hardware and software configuration and perform routine configuration backups.
- Deployed new CCTV infrastructure for Civic Centre and Maylands Waterland sites.
- Conducted formal CCTV training for key City officers – focusing on technical considerations for CCTV deployments.
- Implemented infrastructure to support body cameras for the security personnel.
- Implemented vehicle mounted CCTV cameras for rangers/security team operations.
- Improved CCTV capability by upgrading cameras to incorporate Licence Plate Recognition at key locations.

Progress updates for specific actions can be found in **Table 1** at the back of this document.

Figure 1: Summary of the status of actions set out in the CCTV Strategy 2018 - 2028.

Priorities for next year

- Further develop and finalise the City's Community Safety and Crime Prevention Plan.
- Upgrade and improve CCTV infrastructure to ensure future reliability.
- Investigate the potential for high speed wireless connectivity between Riverside Gardens and the City's Depot.
- Research the viability of engaging a contractor/integrator to provide ongoing maintenance of CCTV assets.
- Upgrade the CCTV server infrastructure at two sites.
- Continue to harmonise CCTV for better interoperability and system management.
- Undertake research on the viability of the City procuring a mobile CCTV trailer to enable portable CCTV surveillance capability.

Review

A major review will be undertaken in 2024 which will consider any recommended CCTV actions and/or amendments identified as part of the Community Safety and Crime Prevention Plan which is due to be introduced in 2023.

Table 1: Progress against actions set out in the CCTV Strategy 2018 - 2028 for the period 1 October 2021 to 30 September 2022.

Strategy/objective	Action	Status	Comments on progress
Establish Foundations and Use Contemporary Digital CCTV technology	Review existing infrastructure to ensure compliance with legislation	Complete	
Establish Foundations and Use Contemporary Digital CCTV technology	Adopt the WAPol Local interpretation Guide Recommendations for CCTV systems as the minimum recommendations for the use and installation of CCTV systems in the City of Bayswater	Complete	
Establish Foundations and Use Contemporary Digital CCTV technology	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 suggests a plan for future upgrades based on industry standard and changing plans	Complete	
Ensure sustainability of current and future CCTV	Integrate CCTV based solutions with ICT systems and business processes where relevant and appropriate.	Complete	
Ensure sustainability of current and future CCTV	Review replacement funding in the City's Long Term Financial plan to ensure adequate funding is available at end of life for current systems.	Complete	

Strategy/objective	Action	Status	Comments on progress
Ensure sustainability of current and future CCTV	Monitor developments in mobile and moveable/temporary CCTV	Complete	
Ensure sustainability of current and future CCTV	In consultation with WAPol and other stakeholders install, maintain and regularly evaluate the City's CCTV camera systems	Complete	
Ensure sustainability of current and future CCTV	Maintain and operate CCTV systems in the City of Bayswater and other locations in accordance with relevant legislation.	Complete	
Ensure appropriate placement of CCTV cameras	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	Complete	
Ensure appropriate placement of CCTV cameras	Explore opportunities for temporary camera locations and consider the use of portable CCTV. (Eg. Support the installation of portable CCTV and other suitable security treatments in locations where graffiti is severely affecting public space amenity).	On track	
Ensure appropriate placement of CCTV cameras	Consider use of cameras for emergency management real time situational awareness	Complete	

Strategy/objective	Action	Status	Comments on progress
Ensure appropriate placement of CCTV cameras	Set direction and priorities for the further installation and management of electronic surveillance.	On track	
Ensure adherence to relevant legislation, standards and guidelines covering CCTV	Develop effective procedures for the operation and maintenance of infrastructure.	Complete	
Ensure adherence to relevant legislation, standards and guidelines covering CCTV	Review the City's CCTV Management Practice	Complete	
Access to CCTV footage/Connected CCTV solution	Review the City's ability to provide access to the network of CCTV footage to WA Police and other emergency services as outlined in the Memorandum of Understanding and State CCTV Strategy	Complete	
Collaboration and accountability	Update the CCTV information located on the City's website to include links to relevant documents and CCTV locations within the City of Bayswater	Complete	
Collaboration and accountability	Ensure CCTV systems are effective and can be used by WA Police during an investigation. This will be achieved by ensuring the City of Bayswater CCTV system meets the ANZPAA	Complete	

Strategy/objective	Action	Status	Comments on progress
	recommendations for CCTV systems and complies with the variations as listed under the State CCTV strategy.		
Collaboration and accountability	Investigate if the City can collaborate with local business and private property owners for the installation of CCTV (temporary or otherwise) on to their property to be used as part of investigations.	Complete	Complete. This is possible with approval of individual owners and will be considered on a case by case circumstance

City of
Bayswater

Annual Progress Report

Cultural Plan 2019-2024



This report details the City's progress implementing the City of Bayswater Cultural Plan 2019-2024. The report covers activities from 1 October 2021 to 30 September 2022.

Purpose

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

Background

The City of Bayswater has been involved in cultural activities for a long time, and the organisation is committed to facilitating a supportive environment where artists, community members and businesses are encouraged to be creative, dynamic and innovative.

Since the development of the plan three years ago, the City has strengthened working relationships with a variety of local artists and key culture and arts stakeholders.

Commitments

The City is committed, through the plan, to improve the cultural awareness of the community and to work collaboratively with artists, community groups and other tiers of government to allow a range of cultural experiences to thrive throughout our suburbs. The three commitment areas outlined in the plan are:

- Advocacy and advice
- Partnership and collaboration
- Delivery.

Progress in the last year

Since the last progress report, the City held seven free community events as part of the Annual Calendar of Events, including the Avon Descent, Community Art Awards, Carols by Candlelight, Community BBQ and Citizenship Breakfast, Music in the Park, Movie in the Park and Evening in the Park. An estimated 7,000 people attended these gatherings.

From October 2021 to September 2022 the City also awarded grants to support six community led events including; The Community Sustainable Expo at John Forrest Secondary College, a Recycle Instrument Project; Music Pinwheels by Curate Arts, Let's Get Social Concert by Umbrella Multicultural Community Care Services, Transition Town Bayswater Community Film Screenings, and the Future Bayswater Christmas and Twilight Market Series.

In 2022, the City led a collaborative program of events in NAIDOC Week and Reconciliation Week to promote and celebrate the City's valued Aboriginal culture, with 10 events celebrating Aboriginal and

Torres Strait Islander culture including the following; Noongar language and cultural session with Noongar language and cultural specialist Carol Foley; Bush Noongarts and Craft with Djirrily Dreaming, Nyitting (Dreaming) Stories with Djirrily Dreaming, Bididi Wangkiny Bushwalk with Djirrily Dreaming, Bididi Wangkiny Bushwalk with Djirrily Dreaming, with Belinda Cox; Learn about Smoking Ceremonies and Community Planting Day, with Barry McGuire; National Reconciliation Week Street Banners Project, with Department of Local Government, Sport and Cultural Industries, two Cultural Awareness Training Workshops for staff, Community Upskillers - Cultural Competence Training for community groups and individuals; and Reconciliation Film Club Screening for staff.

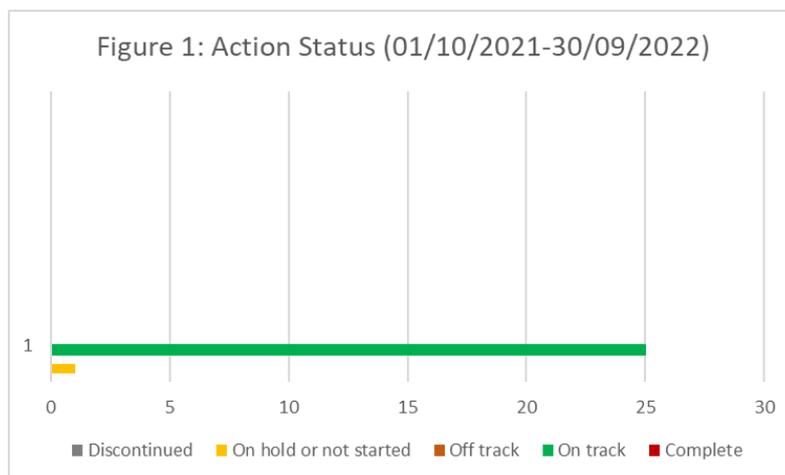
Between October 2021 and September 2022, the City delivered a number of face-to-face Community Upskiller sessions, including some designed to support cultural awareness and inclusion including the; Community Upskiller Workshop - Job Searching Tips and Tricks, Webinar - Inclusive Event Planning, Webinar - Club Development Renovation Toolkit, Community Upskiller Workshop - Community Start Up, Community Upskiller Workshop - DV Aware, Community Upskiller Workshop - Step into Volunteering, and an eLearning – Multimedia Workshop.

As well as other cultural arts programs and activities as seen in **Table 1**, the City provides many opportunities for two-way cultural experiences including arts and literature programs, sustainability workshops, and the Better Bayswater grants that celebrate and connect community led by community.

In total, 25 of the 26 actions identified in the Plan have been addressed, the commitments, opportunities and delivery continued with positive outcomes to support the City’s thriving culture of visual arts, literature and performing arts.

The status of actions for the Cultural Plan 2019-2024 are summarised in **Figure 1**. Progress updates for specific actions can be found in **Table 1** at the back of this document.

Figure 1: Summary of the status of actions set out in the Cultural Plan 2019-2024.



Priorities for next year

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.

The City will prioritise the one action not yet started due to the COVID-19 pandemic, which is to consider a range of temporary cultural experiences – self-paced, pop-ups, flash mobs and hands-on activities.

COVID-19 implications

The Cultural events calendar during this period was heavily impacted by the COVID-19 pandemic, with many events cancelled, rescheduled or experiencing lower than usual numbers. Other activities and programs were impacted similarly, with the number of attendees increasing from April 2022. Towards the end of the reporting period, in September, the City saw a steady and growing interest from community to return to larger cultural events and activities.

Review

The review of the Cultural Plan is planned for 2023 (including consultation) with the aim of renewing the plan and gaining Council endorsement in 2024.

Table 1: Progress against actions set out in the Cultural Plan 2019-2024 for the period 1 October 2021 to 30 September 2022.

Commitments & Opportunities	Status	Comments on progress
<p>Advocacy and advisory - Commitments:</p> <p>1. Lobby for arts and culture organisations in the City of Bayswater.</p>	<p>On track</p>	<p>The City supported local arts and culture organisations in the City of Bayswater through representation on groups, supporting their grants with letters of support, and promoting them with grants that were leveraged towards for government funding.</p>
<p>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.</p>	<p>On track</p>	<p>The Events City’s communications and marketing teams worked together on a promotion plan in order to promote our community events via a multiple platform, including; five editions of the Bayswater Beat magazine direct to residents, the Civic Centre banner and illuminated notice board on Broun Ave, social media, the City’s website, marketing collateral (including banners, posters and bollard wraps throughout the City of Bayswater), on web listings such as Perth is Ok, Perth Happenings, and Scoop.</p> <p>The City promoted all community events during this period across the above platforms, including the; Avon Descent, Community Art Awards, Carols by Candlelight, Community BBQ and Citizenship Breakfast, Music in the Park, Movie in the Park, and Evening in the Park, with attracting an audience of an estimated 7,000 people.</p> <p>Extensive promotion on social media occurred with each event with a total reach of 262,166 people who comments on social media posts.</p> <p>The Showcase in Pixels is an annual exhibition of artwork from local governments, coordinated by WALGA. The competition provides the opportunity to display digital artwork designs on the 45-metre-high tower at Yagan Square. Each local government authority has the opportunity to</p>

Commitments & Opportunities	Status	Comments on progress
		<p>submit one artwork submission. As part of the City’s Cultural Plan, this year the City invited students from Morley Senior High School to create an artwork to be entered into the ‘Secondary’ category for high school students. The school selected a piece by Abeer Dubey, age 13 who migrated to Australia from India in 2021.</p> <p>Abeer stated that his artwork “...I feel welcomed and appreciate the way the people embrace difference of all sorts. Life in Bayswater offers me opportunity, inspiration and hope for my future.”</p> <p>The artwork was awarded the WA ‘overall’ winner, in addition to winning the WA ‘secondary school’ category.</p> <p>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.</p>

Commitments & Opportunities	Status	Comments on progress
<p>3. Seek grant funding and commitments to the delivery of infrastructure for cultural activities.</p>	<p>On track</p>	<p>In 2022, the City sought sponsorship and grants for the Avon Descent, Community Arts Awards, Carols by Candlelight, Bayswater Community Concert, Homelessness Hub Connectors program; and Youth Week.</p> <p>The City was successful in attaining a Youth Week Grant from the Department of Communities to the value of \$1,500 to deliver Youth Week Jam 2022. Members of City of Bayswater Youth Advisory Council assisted staff from the City of Bayswater to coordinate the event at Roxy Lane Theatre, Maylands. Young people were able to participate in a range of free art workshops and creative activities.</p> <p>For the City’s event calendar, grants and sponsorship totalled \$59,500.</p> <p>The City attracted Community Sport and Recreation Facility Fund Grant funds for the Morley Bowling Club and Bedford Bowling Club to install Synthetic Greens.</p>
<p>Advocacy and Advisory - Opportunities:</p> <p>1. Actively encourage the provision of inclusive art and cultural activities by other organisations for people of all ages.</p>	<p>On track</p>	<p>The City supports organisations to plan for events in the City of Bayswater. The City processed external event applications for 12 events during this period, and had approved five community events grants applications for events to be held later in 2022.</p> <p>The City provides community grant funding to various organisations through the year to deliver cultural events.</p> <p>Creation of a new public space at the front of the Morley Library which creates a new space for people to gather and includes new public art of flying book lights.</p>

Commitments & Opportunities	Status	Comments on progress
<p>2. Support a diverse range of arts and culture activities to build a stronger community and meet community needs.</p>	<p>On track</p>	<p>The City delivered a range of community events with arts and culture activities including the; the Avon Descent, Community Art Awards, Carols by Candlelight, Community BBQ and Citizenship Breakfast, Music in the Park, Movie in the Park; and the Evening in the Park.</p> <p>The City sponsored the WA Symphonic Wind Ensemble Concert.</p> <p>The City's School Banner Competition was delivered to ensure participation by local primary schools to enter the art competition, and this is displayed at The RISE, with the winners awarded prizes, display and displayed artwork on town centre street banners, and in the City's Christmas Cards.</p> <p>The City led a program of events in November to build stronger community relationships with the PrideFEST and this included the following events; Spill the Tea, Drag yourself Make Up Workshop, Stories of Pride, Trans 101 Presentation with Trans, Drag Queen Bingo Night, and Pride in the Park.</p>
<p>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).</p>	<p>On track</p>	<p>The City supports many cultural arts organisations with letters of support that advocate for State Government funding support and/or in-kind support such as the Umbrella Multicultural Community Care Services seeking funding for new facilities.</p>

Commitments & Opportunities	Status	Comments on progress
<p>Partner/Collaborate – Commitments:</p> <ol style="list-style-type: none"> 1. Encourage connections and networking opportunities between the City, arts and cultural workers and artists that live or work in the City of Bayswater. 	<p>On track</p>	<p>The Annual Community Art Awards provides opportunity for local artists to network and connect through the launch of the event, and through the exhibition as artists and volunteers.</p> <p>The City engages with Ellis House to support the exhibition supervision along with City of Bayswater Ambassadors, and this year has expanded its sponsorships.</p>

Commitments & Opportunities	Status	Comments on progress
<p>2. Continue to deliver cultural activities in partnership with others.</p>	<p>On track</p>	<p>In March 2022, the Morley Library hosted a performance by Hungarian Folk Dance Group Keszkeno as part of Harmony Week celebrations. The event attracted 20 children and adults. Attendees were given the chance to learn a tradition Hungarian dance.</p> <p>At Library Book Week 2022, an Indigenous illustrator and author, Helen Milroy, participated in the launch. The event at the Morley Library attracted 33 children and 37 adults. The City’s libraries hosted sessions featuring Children’s Book Council of Australia Book Week 2022 authors and illustrators: Nadia L King, Gavin, Aung Than, and Kylie Howarth at the Dreaming with eyes open event. These presenters conducted informative and creative sessions, with a total of 627 students in attendance.</p> <p>A trial collaboration between Library Services and Umbrella Multicultural Village Hub resulted in the scheduling of fortnightly workshops that taught participating seniors how to play “Go” an ancient Chinese strategic board game, Go. The trial ran from June to September 2022 at the Maylands Library. The sessions did not attract as many participants as hoped; however, did result in the start of a positive working relationship between Umbrella and the Library Service. Lessons learnt from the trial will inform collaboration opportunities with Umbrella in the future. The workshops attracted a total of 29 participants. The Library Services partnered with Maylands business Rabble Books and Games to deliver two Drag Queen Storytime sessions. Both sessions were very well attended and received positive feedback from parents, with a total of 63 children and 62 adults attending the two sessions.</p>

Commitments & Opportunities	Status	Comments on progress
<p>3. Work with the Office of Multicultural Interests and local groups to build cultural awareness through performance, activities and events.</p>	<p>On track</p>	<p>A City of Bayswater Ambassador represented the City of Bayswater on a reference group for the Office of Multicultural Interests to build and share awareness about the City's activities and events.</p> <p>The City liaised with the Office of Multicultural Interests to engage with local groups to invite them to participate in performances at the Evening in the Park (a multicultural celebratory event) and the Music in Park.</p>
<p>4. Continue to facilitate the use of local libraries as venues for exhibitions and other cultural activities.</p>	<p>On track</p>	<p>The Maylands Library hosted a Noongar language and culture workshop run by Carol Foley in February 2022.</p> <p>The Morley Library hosted a performance by the Hungarian Fold Dance Group Keszkeno to celebrate Harmony Week in March 2022.</p> <p>The City's libraries each hosted special events to celebrate NAIDOC Week in July 2022.</p> <ul style="list-style-type: none"> • Noongarts and Crafts with Belinda Cox at the Morley Library. Children attending attended this popular workshop enjoyed learning traditional crafts, language and dance, with 22 children in attendance. • Nyitting (Dreaming) Stories with Belinda Cox at the Maylands Library. There were 15 people attended this event despite many more registrations. Attendance figures were impacted by a storm that hit Perth on the afternoon of the event. • Bush Animals Noongar Language Workshop (ages 5-12) was held at the Bayswater Library. Carol Foley facilitated the workshop attended by eight children.

Commitments & Opportunities	Status	Comments on progress
<p>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.</p>	<p>On track</p>	<p>Between October 2021 and September 2021, the City delivered a number of face-to-face Community Upskiller sessions, including the; Community Upskiller Workshop - Job Searching Tips and Tricks, Webinar - Inclusive Event Planning, Webinar - Club Development Renovation Toolkit, Community Upskiller Workshop - Community Start Up, Community Upskiller Workshop - DV Aware, Community Upskiller Workshop - Step into Volunteering, and an eLearning – Multimedia Workshop.</p> <p>The City has received a grant from RAC to improve the streetscape at the intersection of Grand Promenade and Craven Street. The grant will be used to improve lighting, landscaping and alfresco areas to create a more useable streetscape and install murals and artwork.</p> <p>City ran the Business Booster program to enable local businesses to improve their shopfronts and attract more patrons.</p>
<p>Partner/Collaborate – Opportunities:</p> <p>1. Explore greater use of technology to make cultural activities more interactive and accessible.</p>	<p>On track</p>	<p>The City promoted the Harmony Cook Book on line during March for Harmony Week 2022.</p> <p>The City used technology to embed the Community Art Award Catalogue online with access using a QR code</p>
<p>2. Consider a range of temporary cultural experiences – self-paced, pop-ups, flash mobs, hands-on activities.</p>	<p>Not started</p>	<p>This action is yet to be progressed, and set to be prioritised for the next quarter.</p>
<p>3. Explore adapting and repurposing unused spaces and creating cultural precincts.</p>	<p>On track</p>	<p>Using the RAC grant for Morley Library. The City also created a new public space at the front of the Morley Library which was previously an unused piece of lawn. The new public space includes new shaded seating areas, landscaping and artwork. The landscaping was a community event which local community</p>

Commitments & Opportunities	Status	Comments on progress
<p>4. Explore our connections to our local Noongar culture.</p>	<p>On track</p>	<p>In support of the City’s reconciliation journey, through the Innovate Reconciliation Action Plan 2021- 2023 under the pillar of ‘Opportunity’ the City aims to increase the social and economic inclusion of Aboriginal and Torres Strait Islander peoples.</p> <p>An opportunity was identified to engage an Aboriginal artist support the establishment of the Hub Connections program at the Morley Library. The meaning of the artwork for Hub Connections is, “Ngalla Maya (our place), speaking of Bayswater as being everyone’s community. Inviting, caring, a home for many.”</p> <p>The procurement of the Hub Connections artwork provides the City with the opportunity to demonstrate respect to the Traditional Owners, the Whadjuk people of the Noongar Nation as well as increasing community awareness to strengthen reconciliation.</p> <p>The artwork design is embedded in the Hub Connector polo shirt which provides volunteers with the opportunity to acknowledge and connect with Aboriginal peoples in a culturally safe and inclusive environment. The City will continue to raise community awareness through all associated marketing and promotions over the lifespan of the Hub Connections program.</p> <p>The City introduced a new category for the Community Art Awards; The Local Whadjuk Award (Acquisition). The new category seeks to; encourage the visibility, expression and preservation of traditional and contemporary Aboriginal cultures, communities, and identities through the arts; support the creation of significant works produced by local Aboriginal artists; enable opportunities for local Aboriginal artists, arts works and communities; and showcase the unique stories of Western Australia’s</p>

Commitments & Opportunities	Status	Comments on progress
		<p>First Nations peoples as part of the City of Bayswater Community Arts Awards.</p> <p>The award attracts a \$5,000 prize equal to the Open Awards to show equity, dignity and respect to local Wadjuk people. In addition, to further promoting reconciliation in the City’s sphere of influence, the City has commenced promoting the Noongar seasons through its social media platforms to educate the wider community</p> <p>In May 2022, the City ran an Aboriginal Culture Awareness and Knowledge workshop staff facilitated by Auspire. The Aboriginal Culture Awareness and Knowledge workshops covered topics including; unconscious bias, diversity within Aboriginal culture, key cultural protocols and effects of colonisation, and dispossession including the effects of racism.</p> <p>Anecdotal feedback from some attendees indicated that the session was very worthwhile in meeting the strategy during reconciliation week to promote positive race relations, compassion and understanding of race discrimination.</p> <p>The City continues to implement a Welcome to Country at all City led events and civic ceremonies, including; the monthly Citizenship Ceremonies to promote the City’s connection to local Aboriginal culture.</p> <p>The Reconciliation Advisory Committee members attended a site visit at Cloughton Reserve with City of Bayswater Mayor, staff, and the Wind Telephone proponent to determine a suitable location for an installation. Trees of cultural significance were identified, and following discussion, a suitable tree was identified for the installation of the Wind Telephone.</p>

Commitments & Opportunities	Status	Comments on progress
		<p>The City promoted the connection to the City’s natural and built environment and focussed on the importance of native fauna at a planning day with volunteers with the support of local Elders.</p>
<p>5. Work with schools to involve all parts of the community in arts and culture.</p>	<p>On track</p>	<p>The City of Bayswater partnered with John Forrest Secondary College to create an e-cookbook to celebrate cultural diversity within the City of Bayswater.</p> <p>There were 25 students from a diverse range of backgrounds shared their favourite recipes, along with stories about the cultural traditions and personal memories associated with each dish.</p> <p>The book was promoted online during Harmony Week during March 2022.</p>
<p>Deliver – Commitments:</p> <p>1. Continue to deliver family events which are free or low cost, with entertainment for children.</p>	<p>On track</p>	<p>The City's annual community events for 2021-2022, as detailed in its events calendar are all free of charge events and inclusive of all ages.</p> <p>The free community events delivered during the reporting period were the; Avon Descent, Community Art Awards, Carols by Candlelight, Community BBQ and Citizenship Breakfast, Music in the Park, Movie in the Park, and Evening in the Park. These events attract people of all ages and interests, and in particular families. An estimated total of 7,000 attended these events.</p>

Commitments & Opportunities	Status	Comments on progress
2. Optimise community use of buildings and facilities for the delivery of cultural activities and cultural services	On track	<p>Cultural activities were facilitated at various City venues through this period including the Civic Centre, Bayswater Community Centre, Morley Community Centre and the City's Libraries.</p> <p>The City sponsored the WA Symphonic Wind Ensemble (WASWE) to utilise the Morley Sport and Recreation Centre for rehearsals during this period.</p>
3. Increase the City's awareness of changing resident needs, desires and interests.	On track	<p>The City's Strategic Community Plan was developed with an array of community engagement opportunities. This plan is a key document capturing the changing needs and aspirations of the community.</p>

Commitments & Opportunities	Status	Comments on progress
<p>4. Continue to deliver activities and events that are valued by the community.</p>	<p>On track</p>	<p>The free community events delivered during the reporting period were the; Avon Descent, Community Art Awards, Carols by Candlelight, Community BBQ and Citizenship Breakfast, Music in the Park, Movie in the Park, and Evening in the Park.</p> <p>The City ran Mahjong sessions at the Maylands Library. The group was led by community members to share their knowledge and skills. There sessions were successful with 299 people who attended the Western Version of Mahjong and 99 people attending the Asian Session. Also, at the Maylands Library were monthly Noongar Language and Culture Workshops hosted by Carol Foley. Themes for the workshops during the period included the six Noongar seasons, bush tucker and First Nations peoples' tools, with 99 attendees.</p> <p>English Conversation Groups facilitated by City volunteers are offered at Morley and Maylands libraries. The purpose of the groups is to; help people whose first language is not English to improve their fluency, make new friends; and have fun in a safe and welcoming environment. Since the lifting of Covid-19 restrictions attendance improved with a total of 170 attendees.</p> <p>The City partnered with multiple businesses and community groups across the City to hold the first PrideFest in 2021. All events were sold out and well received by the community, leading to the City to continue to hold further events this year.</p> <p>Batman Day was celebrated at the Bayswater Library in September with local author, Shane McCarthy, who shared tips on what it takes to become a writer for DC Comics, and entertained 37 people, answering many 'geek questions.'</p>

Commitments & Opportunities	Status	Comments on progress
		<p>At the Library and Information Week the City ran the Creative Illustration Workshop, with Gabriel Evans. Gabriel, was shortlisted author for the 2022 Children’s Book of the Year. She took the 32 participants on a journey of discovering methods for designing characters, creative drawing systems and the step-by-step process of creating an illustration.</p> <p>Monthly Writers’ Workshops continued to be held at the Maylands Library. The sessions, although popular among a core group of attendees who have been attending for some time, has struggle to attract new participants. For this period a total of seven workshops were hosted; attracting 103 participants.</p>

Commitments & Opportunities	Status	Comments on progress
5. Link cultural experiences with social opportunities.	On track	<p>The City's Evening in the Park is where cultural diversity took centre stage in May 2022. The City and residents celebrated what makes this community so special. This event utilised the library and community centre for multicultural-themed craft activities and promotion of the library's programs. While outside, attendees enjoyed live music, children's entertainment and food from around the world. This event had lower than usual numbers due to the COVID-19 pandemic, but was very well received by community, with about 200 people in attendance.</p> <p>The City's Calendar of Events provide cultural experiences with social opportunities for communities to connect.</p> <p>The Community Centres run weekly activities including bus outings, walking group, friendship group, Chinese and English Mahjong.</p> <p>The libraries English Conversation Groups facilitated by City volunteers help people whose first language is not English to improve their fluency, make new friends; and have fun in a safe and welcoming social environment.</p>

Commitments & Opportunities	Status	Comments on progress
<p>6. Utilise open spaces, parks and the riverfront</p>	<p>On track</p>	<p>The City worked with WA Youth Jazz Orchestra to hold their season launch in the new Sea Container stage at the RISE to help activate the space and provide an event for the community. The event was scheduled to be held in March and was cancelled due to the rising COVID-19 numbers. This will be explored in the next quarter as a priority.</p> <p>The majority of the City's events planned for 2021-2022 are held in open spaces across the City.</p> <p>The City supported six community led events through awarding of grants including the Transition Town Bayswater Community Film Screenings held at the Laneway Art Space, and the Future Bayswater Christmas and Twilight Market Series held in the Berth Wright Park, and the Bayswater Hotel open area.</p>
<p>7. Make way for new cultural initiatives when old practices no longer serve the community.</p>	<p>On track</p>	<p>The City reviewed the Annual Events Calendar in April, with changes made to respond to the changing needs and interests of community, via the representative decision making of Council.</p> <p>In May 2022, the City reviewed and updated the City's Grants Policy as a result of a grants review the year prior.</p>
<p>Deliver – Opportunities:</p> <p>1. Explore new cultural experiences to appeal to a wide range of audiences.</p>	<p>On track</p>	<p>The City introduced a new cultural experience with the Community Concert, and invited renowned Australia artist, Dami Im, to perform. This event was rescheduled to February due to the COVID-19 Pandemic, and is supported by Lotterywest funding of \$20,000.</p>

Commitments & Opportunities	Status	Comments on progress
2. Use non-traditional spaces for cultural activities.	On track	The City continued to trial the use of a converted shipping container, outside The RISE, as a multi-use stage and exhibition space. This requires further development in the next quarter, and will be considered for use more broadly.
3. Embrace spontaneity by cutting red tape where possible - recognising that people want to be more spontaneous about their activities.	On track	<p>The City has streamlined the process for food truck permits and event applications, by reviewing the application process and removing, where possible, red tape including relaxing the requirement for event applications for events with under 100 people, and trialling the approval of a series of events.</p> <p>During this period, the COVID-19 pandemic impacted the City's delivery of spontaneous activities.</p>

City of
Bayswater

Annual Progress Report

Youth Action Plan 2019 – 2023 (The Platform)



The report details the City's progress implementing the City of Bayswater Youth Action Plan 2019 – 2023 (The Platform). This report covers activities from 1 October 2021 to 30 September 2022.

Purpose

The purpose of The Platform is to steer the City, together with the City's Youth Advisory Council (YAC) to progress the needs and aspirations of young people (aged 12-25 years) living in the City. The aim is to ensure the City is responsive to the current priorities of young people while maintaining a clear and consistent strategic focus over time.

Background

The Platform 2019 - 2023 is the City's first Youth Action Plan. This was developed in partnership with the City's YAC members through a four-month engagement process. The City engaged with near 400 young people including young people working, studying or living in the community; parents; caregivers; youth agencies and schools. The three main themes identified are:

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

The City has a well-established Youth Advisory Council that is made up of a diverse group of youth representatives aged between 12-25 years who live, work, study or play in the City.

Vision

The YAC will assist with the implementation of the Youth Action Plan by:

- Planning and delivering youth programs, events and initiatives alongside City staff;
- Providing a voice for young people by communicating their needs and aspirations; and
- Contributing feedback to youth related strategies and policies.

To assist the City in achieving outcomes for youth, the YAC are provided with training and development opportunities to support the plan's implementation.

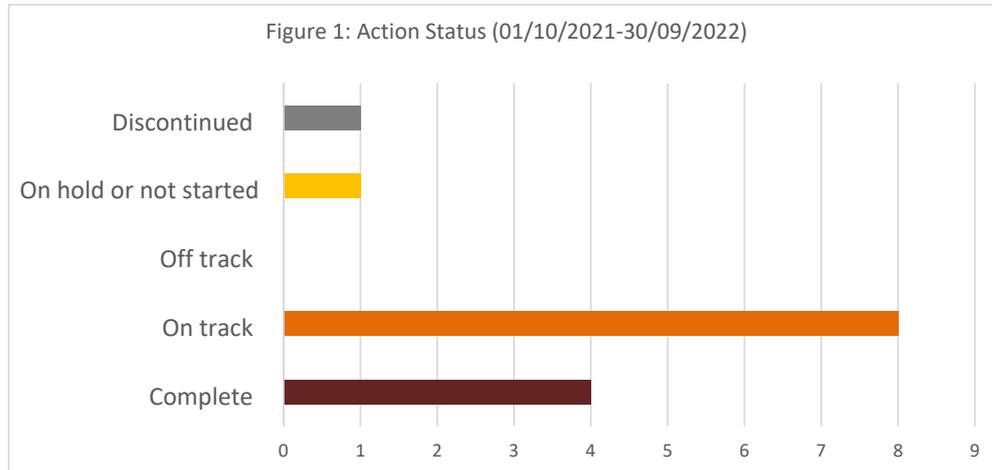
The plan was reviewed in 2021 and extended to 2023.

Progress in the last year

Since the last progress report, the City has completed four actions, eight actions are On-Track, and one action is not continuing due to a lack of interest.

The status of actions from The Platform Youth Action Plan 2019 - 2023 are summarised in **Figure 1**. Progress updates for specific actions can be found in **Table 1** at the back of this document.

Figure 1: Summary of the status of actions set out in The Platform Youth Action Plan 2019 - 2023.



Priorities for next year

The City’s main focus for the next 12 months is to complete all actions, and prepare for the engagement period to develop a new plan.

The City will continue the focus on student health and wellbeing programs, in consultation with young people. The City will also grow and develop the youth volunteers in the YAC by continuing to build their capacity, particularly in an online environment (e.g. using social media), in partnership with business consultants.

COVID-19 implications

COVID-19 has significantly disrupted the lives of young people. The Mission Australia Youth Survey 2021 identified the top three areas young people identified as being negatively impacted by COVID-19 were participation in activities (68.3%), education (62.3%) and mental health (50.3%). Attendance at youth events and workshops delivered by the City is still, on average, lower than prior to the pandemic. The Youth Jam 2022 had to be rescheduled from April to July due to high COVID case numbers in Western Australia. The event attracted 50 people, rather than the target of 100 people.

Review

The Platform Youth Action Plan was originally designed to have a two-year timeframe. However, given the impact of the COVID-19 pandemic, it was extended. The existing themes within the Plan remained relevant beyond the 2019- 2021 timeframe. It is now considered that the longer timeframe of 4-5 years is a more appropriate.

Table 1: Progress against actions set out in the Youth Action Plan 2019 – 2023 (The Platform) for the period 1 October 2021 to 30 September 2022.

Strategy/objective	Action	Status	Comments on progress
1. Health and wellbeing	1.1 Investigate suitable partnerships with local high schools that contribute to enhancing mental health.	Complete	The City has allocated \$40,000 for chaplaincy services in schools in the 2022/23 budget.
	1.2 Deliver How to Adult – Wellbeing and Life Skills workshops that enhance confidence and capability.	Complete	The City arranged First Aid training for three YAC members.
	1.3 Deliver diverse activities at a range of venues across the City in partnership with local organisations.	On track	The City partnered with Football West and The Galleria to deliver four Thursday evening sessions of Street Football on the Morley Galleria Rooftop Car Park.

Strategy/objective	Action	Status	Comments on progress
	1.4 Identify partnerships and promote organisations that improve mental health information and support.	On track	<p>The City of Bayswater partnered with 'Bold Park Community School' and 'HelpingMinds' to deliver an innovative skills-based program (in September 2021) to address student mental health and wellbeing.</p> <p>The Health and Wellbeing Program ran a free five-week Teen Bootcamp for youth aged 12 to 17, at Pat Thompson Reserve Noranda, with around 10 youth participating each week. The participants were given fun and challenging group and individual exercises, to help develop strength, coordination and agility. The sessions were suitable for all fitness levels and abilities. Feedback received was positive - with the youth enjoying the sessions and the range exercises.</p> <p>During Mental Health Week at Morley Senior High School, the City provided the students with numerous activities. The Health and Wellbeing Team manned a stall and provided the students with skipping rope giveaways and health information.</p> <p>The City ran a nutrition workshop for Year 11 food science students. Sarah Moore, a qualified nutritionist, provided information on healthy food and food labelling.</p> <p>The City also ran a yoga session for Year 10 physical education students. The students enjoyed the yoga sessions with a qualified children's yoga instructor.</p>

Strategy/objective	Action	Status	Comments on progress
2. Education and employment	2.1 Deliver study sessions for young people to assist them with study and school pressures.	Discontinued	<p>The City planned to hold a workshop in September 2020 in partnership with Headspace, but this did not go ahead due to low booking numbers.</p> <p>The event was instead held at the launch of Morley Library Study Hub in October 2022. The City offered free pizza to attract young people to the workshop – however, the City was not able to attract any attendees.</p> <p>Feedback from young people was that schools offered a range of workshops on managing exam stress, and this session was a duplication/not needed. Consequently, this action has been discontinued.</p>
	2.2 Deliver How to Adult – Employable Me series to develop employment skills.	Complete	<p>The City held a Barista workshop in June at Steam Haus Café which was fully booked. In order to secure their place in the workshop, young people had to watch a 'Job Search Tips and Tricks' video and successfully answer a series of questions based on the video.</p>
	2.3 Establish partnerships with a local businesses to deliver work experience.	Not started	<p>The City is seeking partners and funding opportunities to deliver this initiative.</p> <p>The City has recently met with the Rotary Club of Morley to explore potential opportunities in this area.</p> <p>As the schools employ staff to coordinate work experience, and the City takes on many students for work experience it is considered that this action may be duplicating services.</p>

Strategy/objective	Action	Status	Comments on progress
	2.4 Provide leadership training to develop the skills of the City of Bayswater Youth Advisory Council.	On track	The City arranged training for YAC members with a social media consultant. The City also sponsored a YAC member to participate in YMCA Youth Parliament 2022.
	2.4.2 Involve the YAC in the planning and delivery of City events, programs and facilities for young people.	On track	YAC members assisted in the delivery of Youth Jam 2022 event at Roxy Lane Theatre in July.
3. Community Connection	3.1 Provide the opportunity for high schools to meet with the City to share information, identify partnership and promotional opportunities	On track	The City held its second annual Principals meeting. There were five principals from local high schools who met with City staff. It was an opportunity to exchange information, challenges, opportunities and plans for the year ahead.
	3.2 Participate in quarterly meetings Eastern Metropolitan Regional Council.	Complete	City staff attend quarterly meetings held by EMRC for Regional Youth Officers.
	3.3 Ask young people for their ideas and opinions when the City is making decisions that affect them. (i.e. policy, facilities, strategies).	On track	YAC members provided feedback on the draft Community Engagement Review in 2021. YAC members will continue to provide feedback on projects and strategies that affect young people.

Strategy/objective	Action	Status	Comments on progress
	3.4.1 Encourage creative expression in young people.	On track	<p>A make-up workshop for young people aged 18-25 was held at Roxy Lane Theatre for PrideFEST 2021.</p> <p>Approximately 50 young people enjoyed a range of art workshops and activities at Youth Jam which was held at Roxy Lane Theatre on Thursday 7 July.</p> <p>This year the City invited students from Morley Senior High School to create an artwork for Showcase in Pixels. The school selected a piece by Abeer Dubey, age 13.</p> <p>The artwork was awarded as the overall winner, in addition to winning the 'secondary school' category.</p>
	3.4.2 Increase appreciation of the cultural richness in our community.	On track	<p>The City of Bayswater partnered with John Forrest Secondary College to create an e-cookbook to celebrate cultural diversity within the City of Bayswater.</p>

8.5 Quarterly Performance Review - Corporate - Qtr. 1 - 2022/23

Responsible Branch:	Governance and Organisational Planning and Development
Responsible Directorate:	Office of the CEO
Authority/Discretion:	Executive/Strategic
Voting Requirement:	Simple Majority
Attachments:	1. Quarterly Performance Review – Corporate - Qtr. 1 2022/23 [8.5.1 - 12 pages]

SUMMARY

This report provides an update on the implementation of actions against the Strategic Community Plan (SCP), Corporate Business Plan (CBP), Service Plans and Council adopted Plans and Strategies for quarter 1 (Jul – Sept) 2022/23.

COMMITTEE RECOMMENDATION TO COUNCIL
(OFFICER'S RECOMMENDATION)

That Council notes the Quarterly Performance Review - Corporate Qtr. 1 (Jul – Sept) 2022/23.

Mr Andrew Cox Moved, Cr Giorgia Johnson Seconded

CARRIED UNANIMOUSLY: 5/0

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

Against: *Nil.*

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.

Under the Integrated Planning and Reporting Framework, it is required that local governments measure, assess and report their performances every year to their community. The measurement and reporting process facilitates continuous improvement of local governments' performance and progress towards the City's vision and objectives.

To support the annual reporting process, management provide quarterly progress reporting at the service level, the following is reported against as part of quarterly reporting;

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

EXTERNAL CONSULTATION

No external consultation was undertaken to prepare this report.

OFFICER'S COMMENTS

The following information is current as at 30 September 2022 (the end of Q1).

CEO Key Performance Indicators (KPI's)

CEO KPI's are set by Council. For the 2022/23 year there are 8 CEO KPI's

Status of Implementation	No.
On-Track	7
On-Hold	1
Off-Track	0

Action	Status	Comments
Ensure advocacy is Council led through the development of an advocacy plan. Revised plan to be developed by 31 Jan 2023 Ongoing implementation with quarterly progress updates by 30 June 2023	Q1 On-Hold	An advocacy plan has not yet been developed. Resourcing pending.

City Services

Service reporting provides a high-level overview of how the service is progressing and assists in identifying improvements in service delivery and contribute towards achievement of our vision.

There are currently 35 services reported against. All services are tracking as intended to implement their 2022/23 Branch Plans.

Status of Implementation	No.
On-Track	35
On-Hold	0
Off-Track	0

Strategy

Progress of implementation of Council adopted plans and strategies actions during the quarter is provided by management. There are currently 25 plans and strategies.

Status of Implementation	No.
On-Track	22
On-Hold	2
Off-Track	1

Action	Target completion quarter	Comments
Destination Marketing Strategy	Q1 On-Hold	Funds not allocated to implement this strategy in 2022/23 the City is working with businesses to assist them to use the Destination Marketing strategy style guides to promote their own businesses.
Environmental Liveability Framework 2021-45	Q1 On-Hold	ELF adopted by Council at the 26 April 2022 OCM. Development of 5-year plan to be started.
Local Housing Strategy/Local Planning Strategy 2012	Q1 Off-Track	The City has been focusing on the development of the Local Planning Strategy which supersedes the Local Housing Strategy. The City is no longer actively implementing this strategy.

Corporate Business Plan (CBP)

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

Monitoring and reporting against the Corporate Business Plan is undertaken through the quarterly reporting process. There are currently 23 actions management provide progress reporting against implementation.

Status of Implementation	No.
On-Track	19
On-Hold	5
Off-Track	0

Action	Status	Comments
Undertake annual staff satisfaction surveys	Q1 On-Hold	The last staff satisfaction survey was completed in November 2021 and the outcomes of that survey being implemented now. The next survey is due November 2023 as they are conducted every two years
Develop remaining Parking Management Strategies for Town Centres.	Q1 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 FY2022/2023 budget. Therefore, this project is not progressing further at this time.
Develop and implement a streetscape upgrade plan for Noranda.	Q1 On-Hold	No funding has been allocated to this projected. The City intended to develop the plan as a part of the Noranda District Centre Precinct Plan, which was not funded in the FY2022/2023 budget. Therefore, this project is not progressing at this time.
Prepare a Structure Plan and built form policies for each town centre: Maylands; Morley; Noranda; Bayswater.	Q1 On-Hold	Noranda is the only town centre without an endorsed Precinct Plan. The City requested a budget allocation to develop a Precinct Structure Plan for the Noranda Town Centre as a part of the 22/23 budget process, however no funds were allocated. The City received funding for a precinct plan in the area surrounding the new Morley train station. The City is currently in discussions with DPLH to partner on the plan, to ensure consistency between both agencies and to pool resources.
Develop and implement a City of Bayswater Environmental liveability framework including biodiversity, climate change and urban forest.	Q1 On-Hold	Environmental Liveability Framework (ELF) adopted by Council at the 26 April 2022 OCM. Development of 5-year plan to be started.

CBP and Strategic Community Plan (SCP) Measures

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

This is the first time some of this information has been collected and reported against, due to this, and as we continue to implement the IPRF within the City, the report and attachment will continue to develop and evolve overtime. Feedback on the presentation of information is appreciated and welcomed.

LEGISLATIVE COMPLIANCE

The *Local Government Act 1995*

RISK ASSESSMENT

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

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

FINANCIAL IMPLICATIONS

Nil.

STRATEGIC IMPLICATIONS

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

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

CONCLUSION

This report provides an update on the implementation of actions against the Strategic Community Plan (SCP), Corporate Business Plan (CBP), Service Plans and Council adopted Plans and Strategies for quarter 1 (Jul – Sept) 2022/23.

This is the first time some of this information has been collected and reported against, due to this, and as we continue to implement the IPRF within the City, the report and attachment will continue to develop and evolve overtime. Feedback on the presentation of information is appreciated and welcomed.

PERFORMANCE REPORTING - QTR. 1 2022/23

- On-Track ●
- On-Hold ●
- Off-Track ●

CEO KPI PROGRESS REPORTING - QTR. 1 - 2022/23						
SCP Alignment	Title	Management Action	Branch	Status	Progress Comment	% Complete
V2.1.1	Lead economic development, advocacy and the development of future partnerships	Identify new business attraction opportunities within the City. <i>New Economic Development Strategy presented to Council by 30 June 2023.</i>	Development and Place	●	The City has engaged an Economic Development Advisor to implement the IEDS on a contract until June 2023. The CEO is providing guidance on the priorities for the next 6 months.	20%
V2.1.1	Lead economic development, advocacy and the development of future partnerships	Identify opportunities for future partnerships. <i>Ongoing implementation with quarterly progress updates by 30 June 2023.</i>	Development and Place	●	The City is partnering with the Department of Planning, Lands and Heritage to develop the Morley Station Precinct Structure Plan.	25%
V2.1.1	Lead economic development, advocacy and the development of future partnerships	Ensure advocacy is Council led through the development of an advocacy plan. <i>Revised plan to be developed by 31 Jan 2023</i> <i>Ongoing implementation with quarterly progress updates by 30 June 2023</i>	Development and Place	●	An advocacy plan has not yet been developed. Resourcing pending.	0%
V2.2.1	Review City Property Portfolio	Review the City's Land Acquisition and Disposal Strategy. Revised Strategy ready for Council adoption by 30 June 2023.	Development and Place	●	The City has commenced the background work on the review of the LADS.	5%
L4.1.1	Lead improved organisational change	Undertake an organisational review. <i>(6 months) Organisational Review completed and Improvement Plan developed and presented to Council.</i> Develop and implement an Improvement Plan to ensure alignment and delivery capability of the City's outcomes, defined by Council's strategic direction. <i>Improvement Plan implemented, with quarterly progress reports to Council.</i>	Governance and OPD	●	The CEO has commenced the Organisational Assessment with an email sent out to all staff advising of the process in October 2022. Meetings have been scheduled with staff to gather feedback in early November 2022. It is anticipated that the findings of the assessment will be presented to the Executive Leadership Team in late November.	25%
L4.1.1	Lead improved organisational change	Review the City's approach to the implementation of the Integrated Planning and Reporting Framework to ensure the process is Council-led. <i>Council-led business planning and budget process to commence in November 2022</i> <i>Council Plan (Corporate Business Plan) and Annual Budget for 2023/24 ready for adoption by 30 June 2023.</i> <i>Re-establish ongoing quarterly performance reporting against the Council Plan (Corporate Business Plan).</i>	Governance and OPD	●	A Council-led process has been developed to ensure that Council has early input into business planning processes for 2023/24. A workshop to commence business planning for 23/24 was held with Managers on 20 October 2022, with service plan, branch plan, and FTE templates provided. A workshop to commence business planning with Council was held 14 November 2022.	25%
L4.1.1	Lead sustained Council governance	Implement the LG Reforms to ensure ongoing compliance with legislative requirements. <i>Ward boundaries review completed and submitted to the LGAB no later than 14 February 2023. All other reforms, as required by transition dates in legislation, with quarterly progress reports to Council.</i>	Governance and OPD	●	A Special Council Meeting was held 11 October 2022, where Council determined to follow the Voluntary Pathway to implement the direct election of the Mayor and the reduction of Elected Members from 11 to 9 by 2025. A ward and representation discussion document was approved by Council for public consultation on 25 October 2022. Public consultation will occur through 'Engage Bayswater' up until Thursday 15 December 2022. A report collating any submissions will be prepared for the January 2023 Ordinary Council Meeting, with a recommended proposal for submission to the LGAB. A report is being prepared for the December 2022 Audit and Risk Management Committee meeting on the status of the other LG Reform items.	35%
L4.1.1	Lead sustained Council governance	Review and improve audit and risk management processes and reduce the number of outstanding audit actions that are older than 12 months. <i>Review key audit and risk management processes by 31 Jan 2023.</i> <i>Implement process improvements identified through review by 30 June 2023</i>	Governance and OPD	●	Management have prepared an Internal Audit Charter, Protocol and Manual. These documents provide the framework and authority for the performance of internal audit activities within the City. The Charter and Protocol will be presented to the December ARMC for adoption. The CRM continues to work with action owners to reduce the number of outstanding actions on the Audit Log. To support the organisation to understand the roles and responsibilities of the ARMC and IAF a presentation to the October leadership team was delivered. The intent of the presentation was to provide an update on the development the Charter, Protocol and Manual and provide information on management obligations in relation to the IAF. The Risk Management Framework and guiding processes are currently under review.	50%

PERFORMANCE REPORTING - QTR. 1 2022/23

- On-Track ●
- On-Hold ●
- Off-Track ●

SERVICE PROGRESS REPORTING - QTR. 1 - 2022/23						
SCP Alignment	Service	Service Description	Branch	Status	Progress Comment	% Complete
C4.1.1	Aged Persons Homes	To provide financial and operational oversight of the management agreements for the City's aged care sites until such time as they are divested. Sub-service/s for this service are: Aged Services	Business Services	●	We are maintaining the normal business relationships with Juniper pending divestment of those sites. We are also currently in negotiation with Hall and Prior regarding the Mertome Gardens site and associated management agreement and tenancy arrangements.	25%
C1.1.1	Asset Management and Mapping	The provision of location-based services namely spatial, infrastructure assets, land/property and real time emergency management. Sub-service/s for this service are: Spatial Management Corporate Mapping Infrastructure Asset Management Land Tenure Management GPS Emergency Duress Systems	Engineering and Spatial Services	●	Replacement of Principal Asset and Mapping Services has commenced in end of October 2022 and is reviewing all systems and services which are ongoing and functioning appropriately. Review to be presented to ELT in March 2023. Plans are being made for an organisational spatial working group lead by Principal Asset and Mapping.	25%
C1.1.1	Building Approvals	Provide assessment and processing of building permits within prescribed timeframes to ensure that buildings are constructed or demolished to required standards. Sub-service/s for this service are: Statutory Building	Environmental Health and Statutory Building	●	238 building permit applications were assessed between 1 July and 30 September 2022. 197 swimming pools were inspected between 1 July and 30 September 2022.	25%
C1.1.1	Building Services	To manage and maintain City owned buildings and associated infrastructure in line with the City's Asset Management Plan and lease agreements. Sub-service/s for this service are: Building Services and Maintenance	Building Works	●	The City's scheduled maintenance (general and preventative) works programs on its facilities (buildings) are been completed in line with service contracts for the first quarter. Currently all Capex Projects have been scoped and are out to quote with currently eight projects being completed. However due to the current status of the building industry and escalation of material cost, several projects are being priced far above the estimated budgeted allocation and may need to be deferred and/or rescheduled once the building industry settles down or additional monies budgeted for the affected projects in 2023/24 in order to complete the required and requested works.	25%
L3.1.1	Communications and Marketing	The purpose of the Communications and Marketing Branch is to provide high quality, external communications and marketing, including managing the City's brand. Sub-service/s for this service are: Strategy Development Media Management Social Media Communications / Publications Design and Marketing	Communications and Marketing	●	Implemented a communications plan to manage the 2022/23 budget and rates increase. Delivered an extensive media launch of Maylands Waterland. Prepared 26 media releases, responded to 9 media enquiries, produced 113 Facebook posts, 89 Instagram posts, 30 LinkedIn posts and responded to 53 messages. Produced 1 Bayswater Beat, 7 e-newsletters, 6 CEO catch ups, 13 speeches and 1 award submission. Completed 147 design projects including the AR and rates brochure. Completed web projects including a new visit section, home page, accessibility improvements, online forms and an events widget.	25%
C1.1.1	Community Care and Aged Services	Support aged and vulnerable providing programmes and connections at the Morley and Bayswater Community Centres and through collaborative partnerships. Sub-service/s for this service are: Community Centre Coordination Active Aging Programs Volunteers	Community Development	●	The Community Centres open five days a week, with 12 regular weekly programs through the Morley Community Centre, and 11 regular weekly programs through the Bayswater Community Centre. During Covid the programs were modified and have recently returned to full programming. The Community Bus Outings through the Community Centres continue to operate two buses. During this period, the outings occurred once per month, and in the month of October returned to two per month.	25%
C1.1.1	Community Development	Facilitate, educate and enable community capacity building and services to communities, and in particular vulnerable and marginalised community members. Connect and support our local communities through advocacy and engagement. Sub-service/s for this service are: Access and Inclusion Reconciliation Youth Services Homelessness Community Grants Culture Community Bus	Community Development	●	All on track for this quarter.	25%
L1.1.1	Community Engagement	Embedding a culture of engagement and building the organisation's capability in the practice of community engagement, as well as through the direct delivery of engagement initiatives. Sub-service/s for this service are: Community Engagement	Community Engagement	●	Community Engagement Projects that the CE Team have advised / assisted on this quarter include the following: Bedford North Draft Amendment & Guidelines, Bowden Reserve, Brickworks Outcomes Report, Crime & Safety Plan, IDAC working group assistance & workshop, Traffic Management, Underground Power SUPP, Redcliffe Bridge Activation, Wotton Public Art, Waste team projects x 2.	25%
C1.1.1	Community Events	Manage City led community events, support the planning and delivery of community led events within the City, as well as building capacity and relationships to expand community led events and cultural arts. Sub-service/s for this service are: City Led Events Community Led Events Grant Management	Community Development	●	The City led the Avon Descent Finish Line festival, Community Art Awards, sponsorship of the North of Perth Music Festival and the WA Wind Ensemble. The City also delivered the School Banner Competition, exhibition and Christmas Card program. The City delivered the Bike Month Event, with 50 participants.	25%
C1.1.1	Community Safety	Provide 24/7 compliance, enforcement, emergency management and security services to mitigate hazards and contribute to community safety. Sub-service/s for this service are: Community Ranger Security Services Parking Enforcement Emergency Management Call Centre/Administration	Rangers and Security	●	COB Vulnerable Communities Plan and Animal Welfare Plan completed. Metropolitan North East Recovery Group partnership agreement reviewed and updated with COB to chair in 2022/23. Emergency Management Amalgamation between COB and Town of Bassendean discussion paper prepared for LEMC consideration. Handover of new shed to Bayswater SES. Project managed and facilitated by COB. The City is trialling Licence Plate Recognition technology in relation to parking enforcement. Signage highlighting CCTV surveillance is in place has been installed in key locations to deter criminal activity. Officers attended Avon Descent and supported WA Police with locating a missing person. A prosecution concluded with an accused pleading guilty to a dog attack causing serious facial injuries to a person. A prosecution has commenced following a dog attack resulting in hospitalisation for serious leg injuries to the complainant. An RFQ process commenced for EOI from contractors to develop the City's Community Safety and Crime Prevention plan.	25%

PERFORMANCE REPORTING - QTR. 1 2022/23

- On-Track ●
- On-Hold ●
- Off-Track ●

SERVICE PROGRESS REPORTING - QTR. 1 - 2022/23						
SCP Alignment	Service	Service Description	Branch	Status	Progress Comment	% Complete
L3.1.1	Customer Service	Provides a front line, first point of contact for customers (both internal and external) wanting to engage with the City for a wide range of business purposes. Sub-service/s for this: External Customer Management Business Support	Community Development	●	Customer Services delivered this quarter include frontline services and business support. Key deliverables this quarter include: - Walk-in customers Served - 9,750 - Visitors signed in - 680 - External telephone calls answered - 17,365 - First call resolution of external telephone calls by Customer Service team - 25% - Landgate Electronic Advice of Sales checks processed - 465 - Plan search request processed - 115 - Number of payments received - 4,235 - Waste Service requests - 2,180 - Knowledge Management System Records created - 196 - Animal registrations processed - 145 - Snap Send Solve requests processed - 145	25%
L2.1.1	Depot Administration	Manage the city's depot assets in accordance with, asset management priorities and relevant industry standards. Sub-service/s for this service are: 1. Depot operations 2. Administration Support 3. Customer Request Management 4. Business Development and Improvement	Parks and Gardens	●	Services identified in branch plan are being delivered as planned.	25%
V2.1.1	Economic Development	To encourage new development to occur and to support prospective and existing City businesses. Sub-service/s for this service are: Business Investment and Economic Growth	Development and Place	●	The City has engaged an Economic Development Advisor to implement the IEDS on a contract until June 2023. The CEO is now providing guidance on the priorities for the next 6 months.	25%
C1.1.1	Engineering Services	Provide and maintain road Infrastructure in accordance with relevant Engineering and Industry Standards. Sub-service/s for this service are: Engineering Design Engineering Administration Engineering Works	Engineering and Spatial Services	●	Engineering capital projects are progressing well with designs now being reviewed by the newly established internal design working group incorporating key branches across the organisation. Maintenance programs are also progressing well and the newly acquired concrete profile machine is allowing the staff to attend to trips and hazards internally rather than waiting for a contractor. Design services are practically at a full complement of staff with one more position to secure. Engineering capital projects are progressing well with designs now being reviewed by the newly established internal design working group incorporating key branches across the organisation. Maintenance programs are also progressing well and the newly acquired concrete profile machine is allowing the staff to attend to trips and hazards internally rather than waiting for a contractor. Design services are practically at a full complement of staff with one more position to secure and are concentrating on design of the Capital works for the next half of the financial year along with preliminary designs as part of forward	25%
C1.1.1	Environmental Health	Monitor and manage public health and to ensure prescribed legislative requirements are being met. Sub service/s for this service are: Environmental Health	Environmental Health and Statutory Building	●	165 food premises were assessed between 1 July and 30 September 2022. 9 public buildings were assessed between 1 July and 30 September 2022. (The branch was one Officer down during this period). Also Officers aim to inspect premises as they become due (i.e. several are on an annual basis and may not be due until later in the financial year).	25%
E4.1.1	Environmental Sustainability	Lead and manage the City's strategic, capital and operational programmes to protect, build resilience and improve the City's natural environment, liveability, urban form and sustainability for current and future residents of the City of Bayswater. Sub-service/s for this service are: Water Quality Monitoring Contaminated Sites Environment area maintenance Carbon reduction	Sustainability Environment and Waste	●	Three water quality sampling runs (Bayswater and Bassendean) completed. Continued maintenance of over of natural areas.	25%
L4.1.1	Financial Services	Provides overall strategic and operational responsibility and advice for the City's financial process and planning, budgets, rates and investments. Sub-service/s for this service are: Rating Service Accounting Services Cash Management	Financial Services			
L4.1.1	Governance and Council Support	Provides support and guidance to the Executive, Council and City officers to support good governance and decision-making and legislative compliance. Sub-service/s for this service are: Council support and services Governance Policy Development	Governance and OPD	●	The Governance Team is continuing to work on its processes for improved Council Support. A run sheet has been developed for Agenda Briefing Forums. A new application named Docs on Tap has also been successfully rolled out to Councillors which offers better functionality for reviewing and marking up agendas, minutes and other documents. A new online petitions module has been developed for the City's website and is currently in its testing stage. A risk based approach to Policy Review has been developed which will allow more effective scheduling of policies. This will be presented to the Policy Review and Development Committee on 28 November. New policies approved by Council include the Councillor Complaints Policy, CEO Performance Review Policy, Grants Program Policy and Sponsorship of Assets Services and Activities Policy.	25%
L2.1.1	Human Resources	Provide support and solutions to ensure the City has adequate people capacity and capability to deliver quality services to the Community. We provide a legislative compliant workplace which is safe, engaging and rewarding. Sub-service/s for this service are: Human Resources Payroll Organisational Development Work Health and Safety	People, Culture and Safety	●	A quarterly report to ELT, listing all the important information in the four sub service areas listed as presented and approved by ELT and the team is now working on developing consistent quarterly reports to ELT with the first report due in December 2022.	95%
L4.1.1	Information Services	Support for the City's line of business applications, improved technologies and IT infrastructure. Ensure the City's data and information are secure, protected and highly available. Sub-service/s for this service are: Information Services Administration Information and Communications Technology Business Systems and Cyber Security	Information Services	●	The City is actively engaged on its ICT asset renewal program; participated in the LGIS cyber security maturity assessment program to further inform its security hardening efforts. Taking a leading role in the City's Technology One SaaS ERP implementation and the associated ICT transformational program of work.	25%

PERFORMANCE REPORTING - QTR. 1 2022/23

- On-Track ●
- On-Hold ●
- Off-Track ●

SERVICE PROGRESS REPORTING - QTR. 1 - 2022/23						
SCP Alignment	Service	Service Description	Branch	Status	Progress Comment	% Complete
L3.1.1	Library Services	Provide vibrant, inclusive libraries that support community harmony, lifelong learning and creativity Provide City access and customer service in local areas. Sub-service/s for this service are: Library and Customer Service Administration Morley Public Library Bayswater Public Library Maylands Public Library	Community Development	●	Library services delivered this quarter include content collect, frontline services and programs. Key deliverables this quarter include: - Items loaned - 90,875 (includes homebased and institution deliveries) - Public PC sessions - 6,470 - WiFi sessions commenced - 4,882 - New Library memberships processed - 1,054 - Corporate Customer Service - (rates payments, animal registrations/renewals, waster services etc) processed - 2,770 New services delivered: - Blue Cloud mobile. Enables customer self service using their hand held devices. - hoopla - free online downloadable audiobook, music, movie, ebooks and magazine service - Seed Library launched at the Bayswater Library Online Annual Library use and outcomes survey commenced.	25%
L4.1.1	Organisational Planning and Development	Facilitates business planning, reporting and improvement within the organisation. Sub-service/s for this service are: Integrated planning Performance reporting Organisational improvement projects	Governance and OPD	●	Business planning for 23/24 has commenced. Workshop held with Managers 20 October 2022. Workshop scheduled with Council for 14 November 2022. Quarterly performance reporting getting back on track. Annual Report for 21/22 has been drafted. Recruitment for OPD Coordinator underway.	25%
E2.1.1	Parks and Gardens	Supporting our community by providing quality green spaces, protecting and enhancing the urban forest and considering the natural environment. Sub-service/s for this service are: 1. Park Infrastructure 2. Park Projects 3. Landscape Design 4. Sports Ground Maintenance 5. Parks Maintenance 6. Civic Gardens Maintenance 7. Streetscapes Maintenance 8. Tree Care 9. Spraying 10. Golf Course Maintenance 11. Irrigation	Parks and Gardens	●	Services identified in branch plan are being delivered as planned. Some highlights as follows: First Local Government to use hybrid sports turf technology on playing surface, implemented at Frank Drago. Carpark at Waves facility re-landscaped, including 68 new trees and 1,500 native plants. Winter planting program completed with over 20,000 native plants planted across the City.	25%
V2.1.1	Place Management and Town Centre Activation	To improve the amenity, function, safety, economic effectiveness and visitation of public spaces and town centres in collaboration with community groups and businesses. Sub-service/s for this service are: Place Management Major Town Centre Events Town Centre Soft Activation	Development and Place	●	The City is focusing on the development of the Morley Activity Centre Streetscape detailed design project. The City has appointed Porters consultants to undertake the work. A proposed cross section for the plan was presented to Council at the October OCM. The matter was deferred to a Councillor workshop to be held in early 2023. It is noted that no funding was provided for Major Town Centre events in 2022/23 so no action is being taken on these events this financial year.	25%
E1.1.1	Planning Approval	Ensure planning applications are assessed providing recommendations and approvals. Sub-service/s for this service are: Development approvals Subdivision referrals Design review panel assessments	Development and Place	●	Statutory timeframes on average for development applications is 58 days. Performance data has been sent to WALGA whom collate the information to document and compare LG Planning service areas' delivery timeframes etc. Results are reported to Council when published. A customer satisfaction survey is carried out every 2 years to gauge customer feedback and direct commentary on their customer experience whereby officers can then consider how the experience can be further improved. The most recent survey returned a 90% rate of customer satisfaction with statutory planning services.	25%
L2.1.1	Plant, Fleet and Equipment	Manage the city's fleet and depot assets in accordance with, asset management priorities and relevant industry standards. Sub-service/s for this service are: Fleet, Plant and Equipment	Engineering and Spatial Services	●	The City's Plant and Fleet area have experienced difficulty with hiring of staff and have managed with contract labour. The strategic project of producing a ten year plant replacement program is 80 % complete with a Christmas expected completion. The analysis of FBT for vehicles is at 90 % complete with the adjusting of the relevant data in an easier to read format. The finalising of a Fleet Management practice is 75 % complete with comments being sort from key organisation stakeholders. Expected completion of the Management practice to be included for ELT approval is expected in late December /early Jan 2023. The Fleet section continue to evaluate opportunities of purchasing electric equipment when plant is due to be replaced.	25%
L2.1.1	Procurement	Ensure that the City's tendering and procurement meet the regulatory and policy requirements, and reflect sector best practice. Sub-service/s for this service are: Tendering Procurement Contract management	Business Services	●	The new contract management system is now live and we are finalising some development issues prior to a full deployment across the operational areas. Most long range period supply and service contracts in the 3 and 5 year renewal cycles have been actioned. All large tender projects are on track, lagging on take-up of some service agreements (IT software licences and so on) into the system due to capacity issues. One procurement event has been noted for the compliance audit return (aggregated expenditure exceeds tender limit. On-line tender register is ready to launch.	25%
C1.1.1	Project Services	Plans, develops, supports, implements and coordinates responses to major projects (State and City led) within the City. Responsible management of land and property in ownership or in the control of the City. Sub-service/s for this service are: State Projects City Projects Leisure Planning and Facilitation	Project Services	●	Three year review conducted for Play Space Strategy. 10+ community capital request grant funded projects delivered at sporting club and leased venue facilities. 8+ capital projects completed within 2022 2023 budget. Summer season 2022/23 regular user (sporting clubs) completed for period October 22 to March 2023. Ten+ customer enquiries administered per day (telephone / email), 3+ casual reserve hires completed per week for activities such as weddings, car shows, contractor access to grounds and children's parties in parks etc.	25%

PERFORMANCE REPORTING - QTR. 1 2022/23

- On-Track ●
- On-Hold ●
- Off-Track ●

SERVICE PROGRESS REPORTING - QTR. 1 - 2022/23						
SCP Alignment	Service	Service Description	Branch	Status	Progress Comment	% Complete
C3.1.1	Property (Commercial Recreation)	Responsible management of land and property in ownership or in the control of the City. Sub-service/s for this service are: Commercial Leases, Licences and Agreements	Recreation and Commercial Activities	●	BlueFit submitted the Annual Business Plan for the Morley Sport and recreation Centre and negotiations are currently underway in regards to the unplanned operating deficit. The Rise Kiosk tender for lease was released in April 2022, which did not result in an application. The Rise Kiosk was negotiated to be used by a casual user in August, who then withdrew the application due to commencing fulltime work.	25%
C3.1.1	Property (Community)	Responsible management of land and property in ownership or in the control of the City. Sub-service/s for this service are: Community Leases, Licences and Agreements	Building Works	●	Sought modification to management order over Shearn Memorial park granting power to lease to new leaseholder appointed by Council. A number of community and commercial property inspections have been undertaken and are now up-to-date. 7 out of 9 lease renewals for 2022 are currently in negotiation or have been executed, including seeking section 18 - Minister for Lands consent to the proposed new agreements. Implemented revised Community Facility Lease/Licence Policy.	25%
L3.1.1	Records Management	To ensure that the City's electronic document management and record keeping systems are compliant with State Records legislation, audit recommendations and sector best practice. Sub-service/s for this service are: Records management	Business Services	●	All incoming correspondence is being tasked by Friday of each week. RKP is current. Archiving is lagging slightly due to capacity issues. All special (deep dive) search requests are being met.	25%
C1.1.1	Recreation Services	Recreation Services facilitate recreation activities and programs for the community at Bayswater Waves, the RISE and Maylands Waterland. The service offering balances commercial operation with subsidised services not provided by the market to maximise social, health and financial outcomes to the City. Sub-service/s for this service are: Bayswater Waves The Rise Maylands Waterland	Recreation and Commercial Activities	●	Visitation for Bayswater Waves is higher than expected which has had a positive effect on income. The Learn to Swim Program is the main driver of this outcome with memberships recovering strongly following mask mandates and other COVID related restrictions. Expenditure has not increased in line with income, mainly in staff wages. Gaps in rosters are currently being filled by members of the leadership team which is not a sustainable situation but not one unique to the City or the Branch. The RISE is experiencing a similar situation with record membership numbers currently. Maylands Waterland was closed for this quarter.	25%
L4.1.1	Risk Management and Audit	Provides support and guidance to the Executive, Council and City officers to support good governance and decision-making and legislative compliance. Sub-service/s for this service are: Risk Management Internal Audit Insurance	Governance and OPD	●	Development and review of key documents guiding the Internal Audit Function and Risk Management process within the City has commenced. One of the three planned audits as part of the 22/23 Audit Plan are in-progress. The Audit Log review is also in-progress. A review of insurance reporting to ELT was undertaken. The quarterly performance reporting approach has been reintroduced and will continue to improve overtime.	25%
E1.1.1	Strategic Land-Use Planning	To develop and review the local planning framework (scheme, policies, strategy, precinct plans) in accordance with State and Local requirements, providing parameters to Development Approvals and provide planning advice to community. Sub-service/s for this service are Local Planning Strategy/Town Planning Scheme	Development and Place	●	The City has reviewed / drafted 7 policies. The local planning strategy has been modified as requested by the WAPC. The second series of modifications were submitted to the WAPC in September. No further comment or advice has yet been received.	25%
E4.1.1	Waste Management	To provide a quality waste collection and management service to residents and the community. To maximise recovery of waste to minimise landfill costs, emissions and environmental impact. Sub-service/s for this service are Collection Service Waste Education	Sustainability Environment and Waste	●	Total households with the FOGO service at the end of the quarter 28,269. This is 95% of the agreed total (29,816) for the Better Bins Plus Go FOGO project. Waste education program is continuing to encourage residents to adopt correct waste sorting behaviours and overall sustainable habits. Plans to operate a Household Hazardous Waste drop off at Baywaste are continuing with locations confirmed and licence amendment discussions in progress. A review of the City's current contract with Cleanaway, which expires 30 June 2023, is underway and negotiations are anticipated to soon begin for a short term (1 + 1) extension of the current contract.	25%

PERFORMANCE REPORTING - QTR. 1 2022/23

- On-Track ●
- On-Hold ●
- Off-Track ●

INFORMING STRATEGIES PROGRESS REPORTING - QTR. 1 - 2022/23						
SCP Alignment	Strategy	Management Action	Branch	Status	Progress Comment	% Complete
C4.1.1	Access and Inclusion Plan	Provide high-level update of strategy actions/outcomes implemented this quarter	Community Development	●	The City progressed 21 deliverables within the Access and Inclusion Plan outcome areas.	25%
L2.1.1	Advocacy Strategy	Provide high-level update of strategy actions/outcomes implemented this quarter		●		
C4.1.1	Age Friendly Strategy 2021-2025	Provide high-level update of strategy actions/outcomes implemented this quarter	Community Development	●	The City progressed 36 of the 40 actions in the Age-Friendly Plan, with four priorities set for the next quarter.	25%
C1.1.1	CCTV Strategy 2019-2028	Provide high-level update of strategy actions/outcomes implemented this quarter	Rangers and Security	●	CCTV technical training provided to relevant City personnel. Key infrastructure upgraded to incorporate licence plate recognition. Licence Plate Recognition camera installed in hotspot location (Bellevue Street Bayswater). Continued audit of city CCTV systems	25%
E4.1.1	Collective Local Biodiversity Strategy	Provide high-level update of strategy actions/outcomes implemented this quarter	Sustainability Environment and Waste	●	Ongoing weed control is being undertaken within Reserves as part of the contract with Workpower. Undertaken collection of local provenance stock with APACE nurseries at a variety of sites. Grant applications submitted for the Swan Alcoa Landcare Program (SALP) and Community Rivercare grants	25%
L1.1.1	Community Engagement Strategy	Provide high-level update of strategy actions/outcomes implemented this quarter	Community Engagement	●	This quarter the Aboriginal Engagement framework project has kicked off with CD. CE space on Baynet has been improved and updated for user friendliness and additional resources. CE projects overview has been re-centralised and available of Baynet. CE Champions meetings have been held each month with the new format - attendance has improved and feedback on the format has been positive. 4 staff have been trained as project administrators on Engage Bayswater.	20%
C1.1.1	Community Recreation Plan	Provide high-level update of strategy actions/outcomes implemented this quarter	Recreation and Commercial Activities	●	Community Sport and Recreation Facility Fund application submitted to Department of Local Government Sport and Culture in relation to funding for Upper Hillcrest Reserve additional change rooms. Met with Bayswater City Soccer Club regarding Frank Drago Soccer redevelopments. Federal funding secured to progress Noranda Soccer Club changeroom redevelopment. Draft concept developed for Riverside Gardens redevelopment. Three capacity building community upskiller courses delivered to community not for profit club volunteers.	25%
C4.1.1	Cultural Plan 2019-2024	Provide high-level update of strategy actions/outcomes implemented this quarter	Community Development	●	The City progressed 25 of 26 actioned identified in the Cultural Plan, with one action yet to progress and set to be prioritised for next quarter.	25%
V2.1.1	Destination Marketing Strategy	Provide high-level update of strategy actions/outcomes implemented this quarter	Development and Place	●	Funds not allocated to implement this strategy in 2022/23 the City is working with businesses to assist them to use the Destination Marketing strategy style guides to promote their own businesses.	0%
E4.1.1	Emission Reduction and Renewable Energy Plan	Provide high-level update of strategy actions/outcomes implemented this quarter	Sustainability Environment and Waste	●	Dashboard being developed.	25%
E4.1.1	Environmental Liveability Framework 2021-45	Provide high-level update of strategy actions/outcomes implemented this quarter	Sustainability Environment and Waste	●	ELF adopted by Council at the 26 April 2022 OCM. Development of 5 year plan to be started.	50%
V2.1.1	Interim Economic Development Plan (currently taking place of the Economic/Business Framework)	Provide high-level update of strategy actions/outcomes implemented this quarter	Development and Place	●	The City has engaged an Economic Development Advisor to implement the IEDS on a contract until June 2023. The CEO is now providing guidance on the priorities for the next 6 months.	20%
E3.1.1	Local Bike Plan	Provide high-level update of strategy actions/outcomes implemented this quarter	Engineering and Spatial Services	●	City is partnering with DoT in finalising the Local Bike Plan.	85%
C4.1.1	Local Homelessness Strategy	Provide high-level update of strategy actions/outcomes implemented this quarter	Community Development	●	The City progress 18 of 25 action in the first year of the strategy	25%
V2.1.1	Local Housing Strategy/Local Planning Strategy 2012	Provide high-level update of strategy actions/outcomes implemented this quarter	Development and Place	●	The City has been focusing on the development of the Local Planning Strategy which supersedes the Local Housing Strategy. The City is no longer actively implementing this strategy.	0%
C1.1.1	Low Cost Urban Road Safety Program (replacing Citywide Traffic Management Implementation Plan)	Provide high-level update of strategy actions/outcomes implemented this quarter	Engineering and Spatial Services	●	LCURS stage 1 including Embleton and Bayswater precincts design complete and arranging contractor for implementation of treatments. LCURS stage 2 of the 6 precinct 2 have collated public comments and the remaining 4 to be initiated by August 2023.	50%
V2.1.1	Morley Activity Centre	Provide high-level update of strategy actions/outcomes implemented this quarter	Development and Place	●	The City is focusing on the development of the Morley Activity Centre Streetscape detailed design project. The City has appointed Porters consultants to undertake the work. A proposed cross section for the plan was presented to Council at the October OCM. The matter was deferred to a Councillor workshop to be held in early 2023.	30%
C1.1.1	Play Space Strategy 2019-29	Provide high-level update of strategy actions/outcomes implemented this quarter	Project Services	●	Community engagement conducted for Birkett Reserve Bedford, Feredy Reserve Bayswater and Kelvin Reserve Maylands.	
C1.1.1	Public Health and Wellbeing Plan 2019-24	Provide high-level update of strategy actions/outcomes implemented this quarter	Environmental Health and Statutory Building	●	This quarter, the City has delivered a series of public health initiatives to the community including wheelchair tai chi, cooking classes, health at home workshops and seated yoga.	88%
C4.1.1	Reconciliation Action Plan	Provide high-level update of strategy actions/outcomes implemented this quarter	Community Development	●	The City progressed 35 deliverables within the Reconciliation Plan Actions.	25%

PERFORMANCE REPORTING - QTR. 1 2022/23

- On-Track ●
- On-Hold ●
- Off-Track ●

INFORMING STRATEGIES PROGRESS REPORTING - QTR. 1 - 2022/23						
SCP Alignment	Strategy	Management Action	Branch	Status	Progress Comment	% Complete
C4.1.1	The Platform Youth Action Plan 2019 - 2023	Provide high-level update of strategy actions/outcomes implemented this quarter	Community Development	●	The City has completed four of the fourteen actions, is on track with eight actions and not continuing with one action due to the lack of youth interest.	25%
V2.1.1	Town Centre Activation Plans Bayswater Morley Maylands Noranda	Provide high-level update of strategy actions/outcomes implemented this quarter	Development and Place	●	The City is currently implementing the Bert Wright Park Masterplan, the Shade Structure is delayed due to significant increases in costs. The City recently completed the Morley Library Pocket park & is currently working to implement improved lighting & wayfinding along Progress Street. The City partnered with Creative Maylands to activate Roxy Lane including lighting, a megagraphic on the road & public art. Limited funding has been provided for Place Making in 22/23 so the City will focus on finalising the existing projects.	50%
V2.1.1	Town Centre Parking Management Plans for Bayswater, Maylands and Morley	Provide high-level update of strategy actions/outcomes implemented this quarter	Development and Place	●	The City has recently relocated the loading bay on Eighth Avenue in Maylands and modified the Taxi bays. The City has a budget of \$10,000 to implement further action in Maylands this year and is investigation the actions in the Maylands Town Centre Car Parking Strategy for the area surrounding the RISE.	20%
E4.1.1	Urban Forest Strategy	Provide high-level update of strategy actions/outcomes implemented this quarter	Sustainability Environment and Waste	●	Green Dreams planting strategy adopted by Council and to be implemented	25%
E4.1.1	Waterwise Bayswater 2020-2030	Provide high-level update of strategy actions/outcomes implemented this quarter	Sustainability Environment and Waste	●	Community presentation of concept design for Bowden st completed on 20 September. Strategic Planning requested to initiate Ministerial approval of release of PSO funding. Collaborative arrangement with DBCA, Sercul and COB finalised for Iconic proposal to convert storm water drains to living streams - \$500K over 4 years. Water Corp priority is Rudlock and Russell st compensating basins. Urbaqua engaged to develop prioritised list of WSUD opportunities in the City with concept designs	25%

PERFORMANCE REPORTING - QTR. 1 2022/23

- On-Track ●
- On-Hold ●
- Off-Track ●

CORPORATE BUSINESS PLAN PROGRESS REPORTING - QTR. 1 - 2022/23						
SCP Alignment	Title	Management Action	Branch	Status	Progress Comment	% Complete
L1.1.1	Community Perception Survey	Undertake a community perception survey every two years	Community Engagement	●	This project will commence in q4 and will include a dedicated business perceptions survey as required by Council in the budget for 22/23.	0%
C1.2.1	Community Recreation Plan	Develop and implement a Community Recreation Plan.	Project Services	●	Community Sport and Recreation Facility Fund application submitted to Department of Local Government Sport and Culture in relation to funding for Upper Hillcrest Reserve additional change rooms. Met with Bayswater City Soccer Club regarding Frank Drago Soccer redevelopments. Federal funding secured to progress Noranda Soccer Club changeroom redevelopment. Draft concept developed for Riverside Gardens redevelopment. Three capacity building community upskiller courses delivered to community not for profit club volunteers.	
C1.1.1	Maylands Waterland redevelopment	Implement the approved future option for the Maylands Waterland site.	Project Services	●	Facility opened 1 July 2022 play space and public open space and waterplay splash pad opened October 2022.	100%
L3.1.2	Staff Satisfaction Survey	Undertake annual staff satisfaction surveys	People, Culture and Safety	●	The last staff satisfaction survey was completed in November 2021 and the outcomes of that survey being implemented now. The next survey is due November 2023 as they are conducted every two years	0%
B2.1.4	Bayswater Town Centre pedestrian friendly	Investigate a pedestrian friendly shared place in the Bayswater Town Centre.	Development and Place	●	This will be implemented with DevelopmentWA and PTA as part of the redevelopment of the Bayswater Station and the surrounding precinct. The City is working with Evolve (DevWA and PTA's consultants) on detailed road and public realm design of these two agencies.	25%
C1.3.1	CPTED in Town Centre developments	Apply Crime Prevention Through Environmental Design principles in Town Centre developments.	Development and Place	●	CPTED principles are applied through projects as they arise particularly as a part of precinct planning and development application assessments.	25%
B3.2.1	Facilitate shopping precincts	Facilitate the development of shopping precincts.	Development and Place	●	The City is currently implementing the upgrading of the Bedford Shopping Precincts. In the Grand Promenade Precinct the City has partnered with RAC and local businesses and is currently installing landscaping, additional lighting, public art (mural) and street furniture. In the remaining precincts the City has developed landscaping plans as landscaping was one of the highest priorities in all precincts and is able to be delivered within the current budgets.	50%
B3.1.2	Local Planning Strategy & new TPS	Develop and implement a Local Planning Strategy and develop a new town planning scheme.	Development and Place	●	In November 2021 the WAPC approved the City's draft LPS for advertising subject to modification. The City has made the required modifications and it was submitted back to the WAPC in July. In August 2022 further modifications were requested by the WAPC. The LPS was resubmitted in September and no response from the WAPC has yet been received.	50%
B2.1.3	Parking Management Strategies for Town Centres	Develop remaining Parking Management Strategies for Town Centres.	Development and Place	●	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 FY2022/2023 budget. Therefore this project is not progressing further at this time.	75%
E2.1.3	Public Art Strategic Plan	Develop and implement a Public Art Strategic Plan.	Development and Place	●	The City is developing the Strategy in house a draft document is currently being prepared. It is anticipated to be presented to Council in early 2023.	20%
L1.1.1	Simplify Processes	Investigate opportunities to simplify processes and reduce red tape in all areas of the City's business.	Development and Place	●	Development and Place continually seek opportunities to improve its processes and procedures to reduce red tape to the customer. A customer satisfaction survey is carried out every 2 years to gauge customer feedback and direct commentary on their customer experience whereby officers can then consider how the experience can be further improved. The most recent survey returned a 90% rate of customer satisfaction with statutory planning services.	25%
B1.1.1	Streetscape upgrade for Morley & Bayswater	Develop and implement a streetscape upgrade plan for Morley and Bayswater.	Development and Place	●	The City appointed Porters Consultants to lead a team to develop detailed 'Shovel ready' designs for the portion of Russell Street between Rudloc Road and Broun Avenue. The scope of works was significantly reduced due to increasing costs and lack of budget. A proposed cross section was presented to Council at the October OCM. Council deferred to matter to be considered at a future Councillor workshop. The workshop will be scheduled to occur in early 2023.	30%
B1.1.2	Streetscape upgrade for Noranda	Develop and implement a streetscape upgrade plan for Noranda.	Development and Place	●	No funding has been allocated to this project. The City intended to develop the plan as a part of the Noranda District Centre Precinct Plan, which was not funded in the FY2022/2023 budget. Therefore this project is not progressing at this time.	0%
E2.1.1	Strengthen Morley City Centre	Strengthen the Morley City Centre as a pedestrian friendly environment to meet the requirements of a Strategic Metropolitan Centre.	Development and Place	●	The City appointed Porters Consultants to lead a team to develop detailed 'Shovel ready' designs for the portion of Russell Street between Rudloc Road and Broun Avenue. The scope of works was significantly reduced due to increasing costs and lack of budget. A proposed cross section was presented to Council at the October OCM. Council deferred to matter to be considered a future Councillor workshop. The workshop will be scheduled to occur in early 2023.	30%
B3.1.1	Structure Plans & built form policies for each town centre	Prepare a Structure Plan and built form policies for each town centre: Maylands; Morley; Noranda; Bayswater.	Development and Place	●	Noranda is the only town centre without an endorsed Precinct Plan. The City requested a budget allocation to develop a Precinct Structure Plan for the Noranda Town Centre as a part of the 22/23 budget process, however no funds were allocated. The City received funding for a precinct plan in the area surrounding the new Morley train station. The City is currently in discussions with DPLH to partner on the plan, to ensure consistency between both agencies and to pool resources.	75%
E2.1.2	Town Centre Activation Plans	Implement Town Centre Activation Plans.	Development and Place	●	The City has appointed Respoke to design and construct sculptural lighting and wayfinding within the Morley Activity Centre. They have prepared preliminary designs which the City is currently providing feedback on. Ongoing implementation of the Bert Wright Park Masterplan is occur, with new planting and landscaping. Creative Maylands metagraphic has now been installed. In addition to the above the City continues to work on the Morley Streetscape detailed design, Bedford Shopping Precincts, which have been reported on elsewhere.	70%
C2.1.1	Aged Care asset review	Review of Aged Care assets.	Business Services	●	The aged care asset divestment project is on track, subject to the process requirements under s3.58 and 3.59 of the LGA and completion of State Govt requirements.	25%
L3.1.3	Implementation of Strategies	Provide an annual report to on the implementation of approved strategies.	Governance and OPD	●	The Annual Review Schedule for Informing Strategies and Plans for 21/22 has now been completed, with the reviews to be presented to the December 2022 Audit and Risk Management Committee (ARMC) meeting. A review schedule for 22/23 has been prepared for the ARMC sign-off. Those items scheduled for review in Q1 22/23 will also be presented to the December 2022 ARMC meeting.	25%
L2.2.1	Processes & Systems	Develop, review and implement processes and corporate systems to be more responsive to community needs and contemporary customer interaction.	Information Services	●	ICT Governance Committee is being established to ensure that IT objectives align with City of Bayswater's strategic direction.	
L3.1.1	Elected Member Training	Co-ordinate ongoing training programs for elected members.	Governance and OPD	●	Councillor Johnson has been scheduled to complete CEO Performance Review training in November 2022 in accordance with the CEO Review Committee Terms of Reference.	25%
N1.1.1	Environmental Liveability Framework (ELF) development & implementation	Develop and implement a City of Bayswater Environmental liveability framework including biodiversity, climate change and urban forest.	Sustainability Environment and Waste	●	Environmental Liveability Framework (ELF) adopted by Council at the 26 April 2022 OCM. Development of 5 year plan to be started.	50%

PERFORMANCE REPORTING - QTR. 1 2022/23

- On-Track ●
- On-Hold ●
- Off-Track ●

CORPORATE BUSINESS PLAN PROGRESS REPORTING - QTR. 1 - 2022/23						
SCP Alignment	Title	Management Action	Branch	Status	Progress Comment	% Complete
N2.1.1	Waste collection practices & FOGO	Review waste collection practices, investigate and implement alternative waste treatment technologies including Food Organics and Garden Organics (FOGO).	Sustainability Environment and Waste	●	FOGO in operation across 98% of the City. Service rolled out to all SUDs. Rollout to MUDs is in progress. HHW implementation being worked through with EMRC.	95%
N2.1.2	Waste education for community	Deliver waste education to the community in partnership with other stakeholders.	Sustainability Environment and Waste	●	Waste education delivered successfully for the quarter.	25%

City of Bayswater - Performance Measures - Qtr. 1 2022/23

Action Type	Performance Measure	Frequency	Value	Qtr. 1	Qtr. 2	Qtr. 3	Qtr. 4	Progress Indicator	Notes
CBPM	Environmental Health - Number of targets achieved from the City's Public Health and Wellbeing Plan	Quarterly	No.	38				●	Of the 69 actions within the plan - 38 are complete (55%), 23 have been actioned but are ongoing (33.3%), 7 are on-track (10.1%) and 1 is no longer applicable due to a budget cut (provision of immunisation clinics).
CBPM	Number of attendees at City managed events	Quarterly	No.	7000				●	Total number of participations at City led community events were approx. 7,000. This number is lower than usual due to the impacts of COVID in the last quarter. This is likely to increase in the next quarter.
CBPM	Financial Services - Financial Health Score (Department of Local Government, Sport and Cultural Industries)	Annual							
CBPM	Engineering Services - Kilometres of cycleways and footpaths created or upgraded.	Annual	Kms	TBC				●	5.47km 2021/22
CBPM	Number of volunteers in the City or percentage of residents who volunteer (Level of volunteerism by City residents (Volunteering WA))	Quarterly	No.	41				●	The total number registered volunteers in the period is 41, with six further volunteers in the pipeline. In the City of Bayswater, there are 14.4% of people reported in doing some form of volunteering (Profile ID Census data). The City is seeking to recruit further. The City also regularly hosted a school trainee from John Forrest SHS, and hosted student placements from colleges and universities for the homelessness hub.
CBPM	Number of engagement activities with the business community.	Quarterly	No.	0				●	The City has engaged an Economic Development Advisor to implement the IEDS on a contract until June 2023.
CBPM	Progress towards implementing structure plans for town centres.	Quarterly	%	80%				●	Noranda is the only town centre without an endorsed Structure Plan. The structure plan was not funded in the FY2022/2023 budget. Therefore this project is not progressing at this time.
CBPM	Number of industry awards applied and outcome	Quarterly	No.	0				●	The drafting of award submissions are no longer managed within the comms team as resources have been reallocated to social media.
CBPM	Number of participants in community engagement	Quarterly	No.	13,000				●	The City has had 13,000 unique visitors to the engage Bayswater website in the quarter. This is double of the same period in the FY 21/22. Maximum 544 per day - of those 495 have participated using an online tool. Given the late adoption of the budget there were few active engagements open in this period. The site has however been well utilised for receiving feedback from City offered programmes such as health & wellbeing, club development and for events. There has been a lot of traffic to the site to be kept informed on projects such as Wotton Skate Park, Gibney Reserve and Maylands Waterland. The site has served as a signposting tool for the annual library survey and to Development WA for DA's in Bayswater Town Centre area. A stand out is the number of Development Applications that have received formal feedback (and the number of residents that are using the site to find out information on these applications).
CBPM	The number of environmental strategies developed and outcomes achieved.	Quarterly	No.	1				●	FOGO in operation across 98% of the City. Service rolled out to all SUDs. Rollout to MUDs is in progress. HWW implementation being worked through with EMRC.
CBPM	Water usage and management	Quarterly	No.	-				●	Eco-zoning and hydro-zoning being applied across the City where opportunities are identified. Currently do not have figures to provide in regards to savings generated – this will require further analysis. Figures should be available for Q2.
CBPM	Progress towards meeting State government targets for waste, particularly with regard to the introduction of Food Organics and Garden Organics (FOGO).	Annual	%	95%				●	Waste diversion has improved through FOGO service. Further improvements with further rollout of FOGO to MUDs and other initiatives. The State Government headline strategy is for all Perth and Peel councils to have rolled out FOGO by 2026
SCPM	Parks and Gardens - Percentage of tree canopy cover - (working towards Council's aspirational target of 20% cover)	Quarterly	No.	3,000				●	Number is trees planted per quarter. Lidar survey from February 2021 - 14.55% canopy cover.
SCPM	Parks and Gardens - Number of public/play spaces developed	Quarterly	No.	1				●	Gibney Reserve redevelopment completed. Design phase progressing for Birkett and Feredy Reserve redevelopments.
SCPM	Number of businesses operating in the City Number of employment opportunities in the City	Annual	No.	2,125				●	An audit of the City's businesses was last undertaken in 2021.
SCPM	Community and Civic Events - The number of people attending City-led events	Quarterly	No.	0				●	The City led two Citizenship Ceremonies in July and August, with 102 conferees who became Australian Citizens. The City approved three community event applications during this period. This is unusually lower than due to covid. The number of community led events is likely to increase over the summer months.
SCPM	Number or grant applications/outcomes against the annual grant program to support community groups to lead community events and initiatives	Quarterly	No.	0				●	Seed funding to commence Qtr. 3
SCPM	Number of events and initiatives focused on town centres.	Quarterly	No.	3				●	Bayswater: Bert Wright Park Masterplan Implementation - The Shade Structure is delayed due to significant increases in costs. Morley: The City recently completed the Morley Library Pocket park & is currently working to implement improved lighting & wayfinding along Progress Street. Maylands: The City partnered with Creative Maylands to activate Roxy Lane including lighting, a metagraphic on the road & public art.

City of Bayswater - Performance Measures - Qtr. 1 2022/23

Action Type	Performance Measure	Frequen cy	Value	Qtr. 1	Qtr. 2	Qtr. 3	Qtr. 4	Progress Indicator	Notes
SCPM	Waste Management -Tonnes of general waste to landfill per year (report by quarter)	Quarterly	Tonnes	3,693.64				●	Tonnages collected for quarter 1: Domestic/commercial kerbside general waste: 2589.06t (landfill) Domestic general bulk verge: 1104.58t (landfill) Domestic/commercial kerbside FOGO: 3031.95t (partially recovered) Domestic green bulk verge: 194.7t (recovered) Q4 21/22: Domestic/commercial kerbside general waste: 2585.3 (landfill) Domestic general bulk verge: Not recorded Domestic/commercial kerbside FOGO: 2599.75 (partially recovered)
SCPM	Percentage of the community satisfied with facilities and services for older adults (Community Perceptions Survey Data)	Annual	%	77.20%				↑	2021 Community Perceptions Data
SCPM	Percentage of the community satisfied with footpaths and cycleways. (Community Perceptions Survey Data)	Annual	%	73%				↓	2021 Community Perceptions Data
SCPM	Percentage of the community satisfied with streetscapes and building design and scale. (Community Perceptions Survey Data)	Annual	%	73.10%				↓	2021 Community Perceptions Data
SCPM	The number of City-led community programs connecting people to opportunities to participate	Quarterly	No.	23				●	Through the Community Centres, the City delivered 12 regular weekly programs through the Morley Community Centre, and 11 regular weekly programs through the Bayswater Community Centre. During Covid the programs were modified and have recently returned to full programming. The Community Bus Outings through the Community Centres continue to operate two buses. During this period, the outings occurred once per month, and in the month of October returned to two per month.
SCPM	Community Care and Aged Services - The number of hours the City's volunteers contributed	Quarterly	Hours	7000				●	Number of hours taken from VIRA, the City's volunteer management system.
SCPM	Library Services - The number of City-led community programs connecting people to opportunities to participate	Quarterly	No.	26				●	Adult Programs - Number of programs (<i>individual programs not number of sessions</i>) - 12 - Programme attendance - 995 Adult Program highlights for the quarter - Be Connected Tech Help 1:1 sessions was rebranded to the Hi Tech Program. This has been expanded to Bayswater and Maylands Libraries this quarter. - GO! A collaboration with Umbrella Multicultural Village Hub to deliver a program for older adults interested in meeting new people in the City. - Library and Information Week Quiz Night held at the Morley Library. Children's Programs - Number of programs (<i>individual programs not number of sessions</i>) - 11 - Programme attendance - 5,740 Special Storytime Events - Annual Dads and Doughnuts Storytime - Drag Queen Story hour at Bayswater and Morley Libraries
SCPM	The number of visits to City-run libraries	Quarterly	No.	54,290				●	Bayswater Library - 14,110 Maylands Library - 18,345 Morley Library - 21,835
SCPM	The number of visits to City-run recreation centres - Waves and The RISE	Annual	No.	Waves 139,081 RISE 50,053				●	A project to install facial recognition people counters was proposed in the 2022/23 budget process, however was deferred due to funding limitations. Without this system visitation numbers are estimated based on income and advised group booking / function numbers. Visitation is tracking in line with budgeted outcomes at both Bayswater Waves and the RISE.
SCPM	Percentage of community satisfied with the City as a place to live (Community Perceptions Survey Data)	Annual	%	94.80%				↑	2021 Community Perceptions Data
SCPM	Number or grant applications/outcomes against the annual grant program to support community groups to lead community events and initiatives	Annual	No.	10				●	During the period there were 6 Community Event Grants awarded, and 4 Better Bayswater Grants Awarded.

City of Bayswater - Performance Measures - Qtr. 1 2022/23

Action Type	Performance Measure	Frequency	Value	Qtr. 1	Qtr. 2	Qtr. 3	Qtr. 4	Progress Indicator	Notes
SCPM	Environmental Sustainability - Number of City-led community programs connecting people to opportunities to participate	Quarterly	No.	7				●	Community Planting Day program completed, with over 25,000 tube stock planted by 500 volunteers. Continuing to work with "Friends" groups on on-ground management, including work days and grant projects. Delivery of community education events and workshops, including: NAIDOC week activities, school holiday workshops and community training. Signed up to the citizen science "Turtle Tracker" program in collaboration with Environment House.
SCPM	Environmental Sustainability - Percentage of renewable energy used for corporate operations.	Quarterly	%	54				●	100% renewable electricity purchased for all City buildings and facilities. (46% renewable electricity purchased and 5% from PV systems.)
SCPM	Environmental Sustainability - Number of projects that support river and foreshore health.	Quarterly	No.	1				●	Working with DBCA and National Trust on the concept design for Tranby Foreshore. Obtained Riverbank grant funding for the development of concept design at Riverside Gardens. Continuing to undertake restoration works at various sites along the River (e.g. Baigup wetlands and Maylands Samphires). There is one river restoration project in progress (not completed but in progress). There was also one community engagement, 15 community planting days, one celebration day and a wildlife rescue activity for a total of 17 engagements.
SCPM	Environmental Sustainability - Number of plants planted in natural areas (bushlands, wetlands, river foreshore).	Annual	No.	89,310				●	Planting is seasonal and therefore collected on an annual basis
SCPM	Environmental Sustainability - Percentage of tree canopy cover - (working towards Council's aspirational target of 20% cover)	Annual	%	14.55%				●	Lidar survey from February 2021 - 14.55% canopy cover.

8.6 Quarterly Performance Review - Audit - Qtr. 1 - 2022/23

Responsible Branch:	Governance and Organisational Planning and Development
Responsible Directorate:	Office of the CEO
Authority/Discretion:	Executive/Strategic
Voting Requirement:	Simple Majority
Attachments:	<ol style="list-style-type: none"> 1. CONFIDENTIAL REDACTED - Audit Function Dashboard - Quarter 1. 2022/23 [8.6.1 - 2 pages] 2. CONFIDENTIAL REDACTED - Audit Register Updated [8.6.2 - 9 pages] 3. CONFIDENTIAL REDACTED - Audit Register Full Version [8.6.3 - 8 pages]

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

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

SUMMARY

The Quarterly Performance Review – Quarter 1 (Jul – Sept 2022) – Audit provides an update to the Audit and Risk Management Committee (ARMC) progress in implementing the annual internal audit program and the implementation of agreed internal and external audit recommendations.

Quarter 1 reporting period opened with 76 actions and closed with 81 actions.

OFFICER'S RECOMMENDATION

That Council:

1. Receives the confidential attachments Audit Function Dashboard – Quarter 1. 2022/23 and Audit Register - Updated.
2. Notes the updated approach to include Agreed Action and remove previous management comment as presented in Audit Register – Full Version.

COMMITTEE RECOMMENDATION TO COUNCIL

That Council:

1. **Receives the confidential attachments Audit Function Dashboard – Quarter 1. 2022/23 and Audit Register - Updated.**
2. **Notes the updated approach to include Agreed Action and remove previous management comment as presented in Audit Register – Full Version.**
3. **Notes the updated approach to report on exceptions; those overdue or complete.**

Mr Andrew Cox Moved, Cr Josh Eveson Seconded

CARRIED UNANIMOUSLY: 5/0

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

Against: Nil.

BACKGROUND

The Quarterly Performance Report – Audit provides an update to the ARMC on audits completed, progress in implementing the annual internal audit program and the implementation of agreed internal and external audit recommendations.

This report is supported by the Audit Function Dashboard – Quarter 1. 2022/23 (**Attachment 1**) and the Audit Register – Updated (**Attachment 2**) and Audit Register – Full Version (**Attachment 3**). The dashboard provides a high-level snap shot of key information relating to audit actions detailed in the Audit Register. The Audit Registers provides further details on the implementation of agreed internal and external audit observations.

EXTERNAL CONSULTATION

Consultation has occurred with the City's outsourced Internal Auditors – William Buck.

OFFICER'S COMMENTS

Annual Internal Audit Program

The approved Annual Internal Audit Program 2022/23 includes the following three audits:

- Customer Complaint Handling, Escalation and Resolution
- Compliance Audit Return Review
- Regulation 17 Review

The Customer Complaint Handling, Escalation and Resolution review is complete. The outcomes of this audit are presented as part of this agenda. The Compliance Audit Return review is scheduled to commence January 2023.

Audit Register

Management agreed actions to address auditor observations are recorded in the City's Audit Register. On a quarterly basis management provide progress updates on the status of implementation of agreed actions.

This quarter the Coordinator Risk Management has worked with a number of action owners to clearly identify agreed actions. This process involved a review of the audit observations and recommendations, along with a review of the management comment and action taken to date.

Agreed actions were then developed and entered into the Audit Register. An agreed action is the defined action management intent to take to address the audit observation, taking into consideration auditor recommendations. A clearly defined action ensures resources and budget can be assigned as required, it also clearly articulates exactly what needs to be done, enabling implementation to occur within the required timeframe.

This quarter a number of actions have been combined, as part of the review performed above action observations were split out if there were different management comments, these have been combined into one action to remove duplication within the register.

The Office of the Auditor General actions for the completed 2021 audits have also been updated. Instances where the original 2020 action has been updated as part of the 2021 audit, the 2021 finding and agreed action has been added to the original 2020 action. This provides Council with the history of the actions and provides a log of how the action is progressing.

As a result of the above changes, this quarter two Audit Registers are provided. One, titled Audit Register – Full Version includes all open actions, the detailed management comment and the new agreed action. An explanation of the how each action has been updated is also provided.

The second title Audit Register – Updated includes all open actions. The detailed management comment has been removed and replaced with the Agreed Action. This is how the report will be presented going forward. As we continue to work with action owners to review all actions, management comments will be removed and only the agreed action will be presented.

Implementation of Actions

Quarter 1 reporting period opened with 76 actions, 20 actions closed, 7 actions were combined, 32 actions were added, closing the period with 81 open actions.

Status	No.
Period Open	76
Actions Added	32
Actions Complete	20
Actions Combined	7
Period Close	81

New actions have been added to the Audit Register from previously completed audits as follows:

- Office of the Auditor General – Final Audit 2021
- Office of the Auditor General – Information Systems Audit 2021
- Bayswater Waves Internal Audit
- Swimming Pool Inspections Internal Audit

Completed Actions

Progress by management to implement agreed audit actions against audit findings and recommendations have been reviewed as part of the quarterly reporting process. 20 actions were completed by management this quarter. Seven actions have been combined with other open actions due to finding duplication.

The table below contains the risk rating and number of actions closed this quarter.

Risk Rating	No.
Not Rated	2
Extreme	2
High	3
Moderate	11
Low	2
Total	20

Actions deemed complete by management follow a close-out process. This process requires Internal Audit to obtain evidence that audit actions have been implemented by management before recommending close-out to the ARMC. Evidence is collected and/or reviewed by the Coordinator Risk Management each quarter and reviewed by the Internal Auditors on an annual basis.

If an action is closed-out by management in the audit log register but close-out is not agreed by internal audit, the audit action will go back into the audit log register and be monitored until

adequate evidence is produced that it can be closed-out.

On an annual basis all closed-out actions are reported to the ARMC through the Audit Log Review Report.

LEGISLATIVE COMPLIANCE

Local Government Act 1995 Section 7.1A

RISK ASSESSMENT

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

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

FINANCIAL IMPLICATIONS

The following financial implications are applicable:

Nil

STRATEGIC IMPLICATIONS

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

Theme: Leadership and Governance

Goal L4: Communicate in a clear and transparent way.

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

CONCLUSION

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

8.7 Audit And Risk Management Committee Meeting Planner

Responsible Branch:	Governance and Organisational Planning and Development
Responsible Directorate:	Office of the CEO
Authority/Discretion:	Executive/Strategic
Voting Requirement:	Simple Majority
Attachments:	1. Meeting Planner 2023 [8.7.1 - 1 page]
Refer:	Item 10.1.1 OCM 22 November 2022

SUMMARY

Meeting dates for the Audit and Risk Management Committee (ARMC) for 2023 have been approved by Council at the November meeting.

The ARMC plays a key role assisting the City to fulfil its corporate governance and oversight responsibilities. In order to support the ARMC a Meeting Planner has been prepared, and provides ARMC members oversight of the proposed work program.

COMMITTEE RECOMMENDATION TO COUNCIL
(OFFICER'S RECOMMENDATION)

That Council endorses the Meeting Planner (Attachment 1) for the Audit and Risk Management Committee for 2023.

Cr Josh Eveson Moved, Mr Andrew Cox Seconded

CARRIED UNANIMOUSLY: 5/0

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

Against: *Nil.*

BACKGROUND

Local Government Operational Guidelines Number 09 - Audit in Local Government recommends Audit Committees meet at least quarterly. The Committee's Terms of Reference – Audit and Risk Management Committee requires the ARMC to meet as frequently as required, usually four times per year.

A list of ARMC meeting dates for 2023 was submitted for consideration to the September 2022 meeting along with a ARMC Meeting Planner.

A procedural motion to refer the report to the December ARMC Committee meeting was unanimously carried with the reason for change being '*Consideration of this item was referred to the next meeting of the Audit and Risk Management Committee so that the Committee could see the full meeting schedule before making a decision*'.

At the November Ordinary Council meeting the 2023 Meeting Schedule report was provided to Council. The Meeting Schedule report included a schedule of Audit and Risk Management Committee meeting dates for consideration, in conjunction with the dates for Ordinary Council Meetings and other Committee meetings so that the Council could consider the full meeting schedule for the 2023 calendar year.

EXTERNAL CONSULTATION

The Meeting Planner has been developed following good practice guidance from the Office of the Auditor General (WA), 2020. Western Australian Public Sector Audit Committees – Better Practice Guide and The Institute of Internal Auditors - Australia, 2022. Factsheet: Audit Committees.

OFFICER'S COMMENTS

Following Council approval ARMC meeting dates for 2023 are as follows:

- Tuesday 14 February 2023
- Monday 8 May 2023
- Monday 7 August 2023
- Monday 6 November 2023

All meetings are scheduled to commence at 5.00pm. To assist the ARMC schedule activities across the four meetings, a Meeting Planner has been prepared. The planner, which is intended as a guide only, is a snapshot of the types of governance and assurance activities the ARMC may cover over the year aligned with Terms of Reference – Audit and Risk Management Committee - Roles and Functions.

The Meeting Planner has adopted a minimalist approach as a starting point, as the City’s Internal Audit Function and Governance Frameworks continue to mature, it is expected that the corporate governance and oversight responsibilities of the Committee may increase.

Should the need arise, additional meetings shall be convened at the discretion of the Presiding Member of the Committee.

LEGISLATIVE COMPLIANCE

Local Government Act 1995 Section 7.1A

RISK ASSESSMENT

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

Risk Category	Adopted Risk Appetite	Risk Assessment Outcome
Strategic Direction	Moderate	Low
Reputation	Low	Low
Governance	Low	Low
Community and Stakeholder	Moderate	Low
Financial Management	Low	Low
Environmental Responsibility	Low	Low
Service Delivery	Low	Low
Organisational Health and Safety	Low	Low
Conclusion	A Meeting Planner is a guide only and is a snapshot of the types of governance and assurance activities the ARMC may cover over the year aligned with Terms of Reference – Audit and Risk Management Committee - Roles and Functions.	

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

Audit and Risk Management Committee meeting dates for 2023 have been approved by Council at the November Ordinary Council Meeting.

To assist the ARMC schedule activities across the four meetings, a Meeting Planner has been prepared.

Audit and Risk Management Committee Annual Meeting Planner (Guide Only)
2023

January	February	March	April	May	June	July	August	September	October	November	December
↓			↓			↓			↓		
Meeting 1			Meeting 2			Meeting 3			Meeting 4		
<u>Standard Agenda Items</u> • Refer below <u>Other Agenda Items</u> • Compliance Audit Return • Integrity Strategy*			<u>Standard Agenda Items</u> • Refer below <u>Other Agenda Items</u> • Strategic risk review • Strategic Internal Audit Plan • Annual Internal Audit Program • Review and endorse appointment of External Member*			<u>Standard Agenda Items</u> • Refer below <u>Other Agenda Items</u> • Interim External Audit Visit for the Year End 30 June • Internal Audit Function Annual Report • Risk Management Framework Policy*			<u>Standard Agenda Items</u> • Refer below <u>Other Agenda Items</u> • Committee Meeting Dates • Internal Audit Charter* • Fraud and Corruption Control Policy* • Business Continuity Policy* • Annual Financial Report		
Standard Agenda – All Meetings											
1. Official Opening 2. Acknowledgement of Country 3. Attendance Apologies Approved Leave of Absence 4. Disclosure of Interest Summary 5. Delegated Authority by Council 6. Terms of Reference 7. Confirmation of Minutes 8. Reports 9. Previous Matters Dealt with not on the Agenda 10. General Business 11. Briefing Notes 12. Confidential Items 13. Next Meeting 14. Closure						<u>Standard Agenda Items</u> • Quarterly Reporting - Risk • Quarterly Reporting - Audit • Quarterly Reporting - Corporate Performance Reporting • Debtors Write-off <u>Standard General Business Items</u> • Business Systems Project Update • Occupational Health and Safety <u>Other Agenda Items*</u> • Internal audit Internal Audit Program reports • External Oversight Agencies – CCC, OAG, PSC Comparison Reporting Internal Assurance reports • OAG Participant Reporting Audit reports * Presented as required for review.					

8.8 Internal Audit Function

Responsible Branch:	Governance and Organisational Planning and Development
Responsible Directorate:	Office of the CEO
Authority/Discretion:	Executive Strategy
Voting Requirement:	Simple Majority
Attachments:	1. Internal Audit Charter [8.8.1 - 9 pages] 2. Internal Audit Protocol [8.8.2 - 4 pages]

SUMMARY

A review of the City's audit and assurance approach has been undertaken against better practice guidance from the Office of the Auditor General - Better Practice Guidelines and the mandatory elements of The Institute of Internal Auditors' International Professional Practices Framework. To clearly define the role and responsibility of the IAF and the activities of internal audit an Internal Audit Charter (Charter), Audit Protocol (Protocol) and Audit Manual (Manual) have been developed.

OFFICER'S RECOMENDATION

That Council endorses the Internal Audit Charter and notes the Internal Audit Protocol.

COMMITTEE RECOMENDATION TO COUNCIL**That Council**

1. Endorses the Internal Audit Charter and notes the Internal Audit Protocol.

Update Internal Audit Protocol – Implementation Timeframes to include the words ‘or risk reduced’ in the text for Extreme Risk Mr Andrew Cox Moved, Cr Filomena Piffaretti, Mayor Seconded

CARRIED UNANIMOUSLY: 5/0

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

Against: *Nil.*

BACKGROUND

The *Local Government Act 1995* requires local governments to establish an effective audit committee. Local governments also have the option to establish an internal audit function which is suitable for the entity. The Internal Audit Function (IAF) is established by authority of the Chief Executive Officer (CEO).

The role of internal audit is to provide independent, objective assurance and consulting services designed to add value and improve the City's operations. It helps the City of Bayswater (City) accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, internal control and governance processes.

A review of the City's audit and assurance approach has been undertaken against better practice guidance from the Office of the Auditor General - Better Practice Guidelines and the mandatory elements of The Institute of Internal Auditors' International Professional Practices Framework. To clearly define the role and responsibility of the IAF and the activities of internal audit an Internal Audit Charter (Charter) (**Attachment 1**), Audit Protocol (Protocol) (**Attachment 2**) and Audit Manual (Manual) have been developed, the Charter and Protocol.

EXTERNAL CONSULTATION

Consultation has occurred with the Institute of Internal Auditors (IIA) Australia.

OFFICER'S COMMENTS

Internal Audit Function

The City's approach to resourcing the IAF is an outsourced with in-house management model.

Outsourced with in-house management - provided by a sole service provider or a panel of service providers contracted to the organisation for this purpose, with internal audit actively managed in-house by an employee with knowledge and experience of internal auditing.

Responsibility for the IAF rests with the CEO, who reports to the Audit and Risk Management Committee (ARMC) and Council. Given that it is important for internal audit to be independent from management, best practice guidelines recommend the appointment of a senior employee to be responsible for the IAF. At the City, this is the Coordinator Risk Management.

To provide for the independence of the IAF, for internal audit operations, the Coordinator Risk Management will have a direct line of communication to the CEO and ARMC through the Chair and administratively report (day-to-day) to the Manager, Governance and Organisational Planning and Development.

The Internal Audit Service Provider (IASP) will report to the Coordinator Risk Management. If exceptional circumstances arise, the IASP may communicate direct to the CEO and ARMC through the Chair.

Internal Audit Charter

Once approved by the ARMC, the Charter provides the framework for the conduct of the IAF.

While internal audit is part of the organisation, reporting structures are put in place to allow it to operate without inappropriate interference with its responsibilities defined in the Charter.

The Charter is a requirement of the International Standard for the Professional Practice of Internal Auditing (Standards) and is the mandate for internal audit to conduct its work within the City and ensures internal audit activities are undertaken in accordance with the Standards.

The Charter clearly defines the purpose, authority and responsibility of the IAF. The Charter supports the role of internal audit to provide high quality independent professional advice, support and training on relevant matters to the organisation as required, including more complex issues and in particular, the effective delivery of the audit process.

Audit Protocol

The Protocol, endorsed and cascaded through the Executive Leadership Team (ELT), prescribes obligations for audit and senior management in relation to audit work.

Internal audit will professionally contribute to building a better organisation through their work with the bigger picture in mind.

Management will constructively contribute to internal audit work to enhance organisational governance and operational control.

The Protocol is an internal management document and has been provided to the ARMC for information.

Audit Manual

The Manual is an internal document prepared to aid City staff and internal audit service providers in the management and conduct of internal audit planning and services within the City. The audit manual is the procedure document that covers the steps, roles and responsibilities of those involved in internal audit activities, including progress reporting on the status of implementation of agreed actions and the close-out of actions.

Other Assurance

On October 28, 2017, the *Local Government Amendment (Auditing) Act 2017* was proclaimed, giving the Auditor General the mandate to audit Western Australia's local governments. The Act also allows the Auditor General to conduct performance audits of these local government entities.

Office of the Auditor General (OAG) audits in local government enhance accountability and transparency across the sector. The intent of the audits is not compliance, but performance, and to provide examples of better practice as well as opportunities for improvement.

The City has a process in place where Branch Managers assess the internal control environment and good governance principles against the OAG's findings, recommendations and better practice principles for all OAG local government audits which the City was not a participant.

To provide independent assurance to the ELT and ARMC it is proposed this assessment be performed and coordinated by the Risk Management Coordinator as a risk management control assurance review. This will provide 2nd line independent assurance to the ELT and ARMC on the effectiveness of control.

Control improvement recommendations will be monitored through risk treatment progress reporting process.

LEGISLATIVE COMPLIANCE

Local Government Act 1995 Section 7.1A

RISK ASSESSMENT

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

Risk Category	Adopted Risk Appetite	Risk Assessment Outcome
Strategic Direction	Moderate	Low
Reputation	Low	Low
Governance	Low	Low
Community and Stakeholder	Moderate	Low
Financial Management	Low	Low
Environmental Responsibility	Low	Low
Service Delivery	Low	Low
Organisational Health and Safety	Low	Low
Conclusion	Implementing a suite of documents to support the internal audit process is an important element in the governance and assurance environment, and will assist in the management of risk.	

FINANCIAL IMPLICATIONS

The following financial implications are applicable:

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

Internal audit is a key pillar of governance in any organisation. It is an important element in the governance and assurance environment, and a valuable tool to manage risk effectively. Establishing a suite of documents that provide the framework for internal audit is a fundamental part of strong governance and supports the internal audit function to deliver a service that is risk-based and aligned to the City's strategic objectives.



City of
Bayswater

Management Practice

Internal Audit Charter

Acknowledgement

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

The City of Bayswater acknowledges the Traditional Custodians of the land, the Whadjuk people of the Noongar Nation, and pays its respects to elders past, present and emerging.

Document details

Document custodian: Manager Governance and Organisational Planning and Development
Document author: Coordinator Risk Management
Business unit: Governance and Organisational Planning and Development
Directorate: Office of the CEO
Affected business areas: All Branches
ECM document set ID:

Revision history

Rev	Date	Description	Prepared by	Approved by
1.	6.12.22	Document Developed	Coordinator Risk Mgmt.	Council

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1 Introduction

The Internal Audit Function (IAF) is established by authority of the Chief Executive Officer (CEO).

“Internal auditing is an independent, objective assurance and consulting activity designed to add value and improve an organisation’s operations. It helps an organisation accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control, and governance processes”.

Source: ‘International Professional Practices Framework’ issued by the Institute of Internal Auditors

This Internal Audit Charter (Charter) provides the framework and authority for the performance of internal audit activities within the City of Bayswater (the City).

The IAF will adhere to the mandatory elements of The Institute of Internal Auditors’ International Professional Practices Framework, including the Core Principles for the Professional Practice of Internal Auditing, Code of Ethics, International Standards for the Professional Practice of Internal Auditing and the Definition of Internal Auditing.

The person responsible for managing the IAF at the City, is the Coordinator Risk Management.

2 Role, Purpose and Objective of Internal Audit

The role of internal audit is to provide independent, objective assurance and consulting services designed to add value and improve the City’s operations. It helps the City accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, internal control and governance processes.

The objective of internal audit is to determine whether City’s risk management, internal control and governance processes, as designed, are adequate and functioning. Opportunities for improving internal control may be identified during audits and will be communicated to the appropriate level of Management.

3 Structure of Internal Audit

The City utilises an outsourced with in-house management approach to internal audit.

4 Independence

Internal audit is required to be independent and objective, with independence essential to its effectiveness. Internal audit must have no direct authority or responsibility for the activities it reviews. Internal audit must have no responsibility for the management of business activities, or for development or implementation of operational systems or procedures.

At least once per annum, the independence of the IAF will be confirmed by the Coordinator Risk Management in a report provided to the Audit and Risk Management Committee (ARMC). This includes, any interference and related implications in determining the scope of internal auditing, performing work, and/or communicating results.

To provide independence of the IAF, the review of non-audit activities relating to risk management must be managed and performed independently by the Internal Audit Service Provider (IASP) and reported direct to the CEO.

5 Reporting Arrangements

To provide for the independence of the IAF, for internal audit operations, the Coordinator Risk Management will have a direct line of communication to the CEO and ARMC through the Chair and administratively report (day-to-day) to the Manager, Governance and Organisational Planning and Development.

The Coordinator Risk Management will meet with the CEO, with meetings scheduled quarterly. Right of direct access to the CEO by the Coordinator Risk Management is preserved for any time the Coordinator Risk Management believes it to be warranted.

The IASP will report to the Coordinator Risk Management. If exceptional circumstances arise, the IASP may communicate direct to the CEO and ARMC through the Chair.

6 Authority and Confidentiality

All internal audit work is undertaken under the authority of the CEO and the ARMC.

The IAF is authorised to have full, free and unrestricted access to all functions, premises, assets, personnel, records, and other documentation and information necessary to enable internal audit to fulfil its responsibilities in line with its approved internal audit plan.

All records, documentation and information accessed in the course of undertaking internal audit work are to be used solely for the performance of these activities. Internal audit staff and service providers are responsible and accountable for maintaining the confidentiality of the information they receive during the course of their work.

All internal audit documentation and work papers remain the property of the City.

7 Role

In the performance of its activities, internal audit will play an active role in:

- Developing and maintaining a culture of accountability, integrity and adherence to high ethical standards.
- Facilitating the integration of controls and risk management into day-to-day business activities and processes.
- Promoting a culture of cost-consciousness and self-assessment.

Internal audit will support the City by:

- Reviewing achievement of objectives.
- Assessing if decisions are properly authorised.
- Evaluating the reliability and integrity of information.
- Ensuring assets are safeguarded.
- Assessing compliance with laws, regulations, policies and contracts.
- Considering the efficiency, effectiveness, economy and ethics of business activities.
- Reviewing opportunities for fraud and corruption.
- Following-up previous audits to assess if remedial action has been effectively implemented.

- Looking for better ways of doing things and sharing these insights within the City.

8 Nature and Scope of Work

The scope of internal audit activities encompasses, but is not limited to, objective examinations of evidence for the purpose of providing independent assessments to Council, Executive Leadership Team (ELT) and Management on the adequacy and effectiveness of governance, risk management and internal control processes for the City. Internal Audit assessments include evaluating whether:

- Risks relating to the achievement of strategic objectives are appropriately identified and managed.
- The actions of all employees (including volunteers, contractors) are compliant with approved policies, processes, and applicable laws, regulations and governance standards.
- Services are being carried out effectively, efficiently, economically and ethically.
- Established processes and systems enable compliance with the policies, processes, laws and regulations.
- Information and the means used to identify, measure, analyse, classify and report such information are reliable and have integrity.
- Resources and assets are acquired economically, used efficiently and protected adequately.

Internal audit will report periodically to the ARMC regarding:

- Overall performance of Internal Audit, including key performance indicators.
- Internal audit work completed.
- Progress implementing the internal audit plan.
- Implementation status of internal audit, external audit, and other relevant external and regulatory body recommendations.
- Achievements via an annual report to summarise work and achievements for the year, to demonstrate value delivered.

9 Resourcing

The CEO and ARMC will be advised of any resource limitations to the ability of the internal audit function to fulfil its responsibilities. Internal audit planning and responsibility must take into consideration human and financial resourcing.

In consultation with the CEO and the ARMC, the externally appointed internal audit service provider will be selected following City procurement practices with good practice probity principles focused on competence, skills and knowledge against a set of pre-determined criteria that includes independence and objectivity. IASP appointment will be approved by the ARMC.

10 Responsibilities

The Coordinator Risk Management actively manages the IAF and the IASP.

Internal audit has the responsibility to (not a full list):

- a) Internal Audit Function

- Develop and maintain an IAF to assist the CEO to comply with section 17 of the Local Government (Audit) Regulations 1996 – review the appropriateness and effectiveness of a local government's systems and procedures in relation to risk management, internal control and legislative compliance.
 - Ensure each engagement of the internal audit plan is executed, including the establishment of objectives and scope, the assignment of appropriate and adequately supervised resources, the documentation of work programs and testing results, and the communication of engagement results with applicable conclusions and recommendations to appropriate parties.
 - Will work constructively with management in order to achieve and promote organisational improvement. The obligations for internal audit and senior management in relation to internal audit work is prescribed in the ELT approved Internal Audit Protocol.
- b) Internal Audit Plan
- Develop a risk-based Internal Audit Plan over a three-year horizon that is reviewed and endorsed by the ARMC and approved by Council. The first year of the plan becomes the current year internal audit program.
 - Review and adjust the internal audit plan, as necessary, in response to changes in risk, operations, programs, systems, and controls.
 - Ensure changes to the internal audit plan are endorsed by the ARMC.
 - Ensure each engagement of the internal audit plan is executed, including the establishment of objectives and scope, the assignment of appropriate and adequately supervised resources, the documentation of work programs and testing results, and the communication of engagement results with applicable conclusions and recommendations to appropriate parties.
- c) Internal Audit Engagements
- Ensure management agreed actions are obtained from Management and included in audit reports, including a responsible person and timing for completion.
 - Provide final audit reports to Management of the area audited, CEO, ELT and the ARMC. Copies may be provided to Management of other areas where relevant. Copies may be provided to the external auditor if requested.
 - Ensure the principles of integrity, objectivity, confidentiality, and competency are applied and upheld.
 - Ensure trends and emerging issues are considered and communicated to senior management and the ARMC as appropriate.
 - Ensure emerging trends and successful practices in internal auditing are considered and applied where possible.
- d) External Oversight Agencies (Corruption and Crime Commission, Office of the Auditor General, Public Sector Commission)
- Be the point of liaison and coordinate audits conducted by external oversight and scrutiny agencies
 - Undertake analysis of reports applicable to local government published by external oversight and scrutiny agencies to compare the City's position, practices and test internal controls (performed as part of risk management processes).

e) Agreed Actions

- Establish a system to monitor progress by Management to implement internal and external audit agreed actions, together with recommendations contained in reports by other relevant external and regulatory bodies.
- Ensure Management provides quarterly updates on implementation progress of agreed actions.
- Follow-up and obtain evidence that agreed action plans are effectively implemented by Management before recommending closure to the ARMC.

11 Management Obligations

An executive sponsor will be nominated as the management owner of each audit.

Management and staff are obligated to professionally and constructively contribute to internal audit work, and implementation of audit actions in response to improvement opportunities and recommendations contained in internal audit reports.

Management has maximum of 10 working days from when they receive a draft internal audit report to provide management responses and proposed audit actions which should contain:

- Agreed, partially agreed or not agreed.
- If not agreed, why not.
- Action to be taken – these do not need to include lengthy comments or explanations – the action to be taken is all that is required.
- Responsible person.
- Timing.
- Interim control arrangements to be relied upon where there is a long lead time, such as waiting to close-out an audit action through implementation of a technology solution.

Internal Audit will work with management to ensure responses are appropriate. Where a mutually agreeable resolution is not reached, internal audit will refer the matter to the relevant Director and CEO for resolution.

On a quarterly basis progress reports on the status of implement of agreed actions will be presented to the ELT and the ARMC.

There is one opportunity for the management to revise the implementation date for an action should this be necessary due to unexpected delay. The original date will be retained in tracking documentation with 'strikethrough'. Where an original implementation date is passed, whether and amended due date is approved or not, the action is deemed overdue and days overdue are recorded and reported to the ARMC.

When requesting amended due dates, management must provide details on why the action has not been fully implemented and closed-out and how the resulting risk is being addressed in the interim.

Where management seeks to accept the risk of not acting, the acceptance process follows the risk management process and will be reported to the ARMC.

12 Quality Assurance and Improvement Program

Internal audit is committed to quality and continuous improvement and will establish, maintain and report on a quality assurance and improvement program that includes:

- Ongoing internal assessments.
- Periodic internal assessments to be performed annually.
- Annual assertion to the ARMC on compliance with internal auditing standards.
- Independent external assessment performed at least once every five years by a qualified, independent reviewer or review team from outside the City. The results of this external assessment should be communicated to the ARMC.

13 Evaluation of Performance

Internal Audit performance will be evaluated annually and results reported to the ARMC. This will include:

- Results of the quality assurance and improvement program.
- Results of Internal Audit performance measures approved by ELT.
- Feedback from management of areas where internal audit work has been performed.

14 Relationship with other Assurance Activities

The City uses the 3 lines integrated assurance model to allocate responsibilities for risk management and control, recognising that:

- 1st line – Management has ownership, responsibility and accountability for assessing, controlling and mitigating risks.
- 2nd line – Risk management facilitates and monitors implementation of effective risk management practices by management and assists risk owners in reporting adequate risk-related information up and down the organisation.
- 3rd line – Internal audit will, through a risk-based approach, provide assurance to the ARMC and management on how effectively the City assesses and manages its risks, including the manner in which the first and second lines operate. Internal audit does not absolve management and staff from any of their risk management and control responsibilities.

Internal audit will establish and maintain an open relationship with the external auditor and other assurance providers. Internal Audit will plan its activities to ensure adequacy of overall assurance coverage and to minimise duplication of assurance effort across the City.

External audit has full and free access to all internal audit plans, work papers and reports.

Definitions

Internal Audit	The term used to describe the internal audit function and the role of the internal auditors.
Internal Audit Function (IAF)	The internal audit function provides risk-based reviews of the effectiveness of governance, risk management and control processes.
Internal Audit Service Provider (IASP)	Externally appointed internal auditor.
Internal Audit Staff (IAS)	Auditor/s carrying out internal audits. For the City this is performed by the externally appointed service provider.
Outsourced with in-house management	Internal audit services are provided by a sole service provider contracted to the City, internal audit actively managed in-house by Coordinator Risk Management who has knowledge and experience of internal auditing.
Chief Audit Executive (CAE)	The term used to describe the person responsible for managing the Internal Audit Function. At the City, the role of CAE is performed by the Coordinator Risk Management.
Audit and Risk Management Committee (ARMC)	The ARMC has certain legislated powers and authority as outlined in the Terms of Reference, however no Delegated Authority has been provided by Council. For the purpose of the document when referring to the ARMC this includes Council, as Council is the decision maker.

INTERNAL AUDIT PROTOCOL

Objective

This protocol prescribes obligations for the internal audit function (Internal Audit) and senior management in relation to internal audit work. Internal audit will professionally contribute to building a better City of Bayswater through their work with the bigger picture in mind. Management will constructively contribute to internal audit work to enhance organisation governance and operational control.

Mutual obligations

ACTIVITY	INTERNAL AUDIT	MANAGEMENT
	Internal Audit will:	Management will:
Strategic alignment	Align with the strategies, objectives and risks of the organisation.	Provide suitable guidance to the internal auditors on the organisation’s strategies, objectives and risks.
Collaboration	Work constructively with management to improve our organisation.	Work constructively with internal audit to promote organisation improvement.
Service offerings	Offer a range of internal audit service offerings to provide better service to management.	Take advantage of the most appropriate internal audit service offerings.
Assurance strategy	Offer an assurance strategy service to management to better understand if governance and controls are operating effectively.	Collaborate with internal audit on initiatives such as assurance strategy to improve the governance and control environment.
Internal audit planning	Prepare an annual internal audit plan that considers management input about their risks and issues.	Actively provide input to the internal audit plan.
Internal audit service planning	Facilitate planning workshops with management before internal audit services for mutual understanding.	Actively provide input to audit planning and draw out relevant elements of the approved risk appetite.
Timing	Provide management with an audit schedule and timings.	Make ourselves available to internal audit in line with audit schedule timings.
Execution	Be respectful of the people we audit, understand they have their jobs to do, and avoid peak business periods where we reasonably can.	Understand internal audit also has a job to do and we will help them to do that.
Communication with no surprises	Maintain effective communication throughout the audit so that management is	Provide internal audit with all relevant information they require to complete the audit

	not surprised and caught off-guard by significant observations raised during the wrap-up and reporting stage of the audit.	and will do so in a timely manner.
Reporting	Deliver the internal audit report on the date provided and ensure it is insightful, proactive and future-focused. We will give credit where it is due and not just focus on the negative.	Commit to constructive discussion on internal audit results and the best ways to mitigate identified risks.
Recommendations	Work with management to achieve the best improvement actions to remediate risks.	Work with internal audit to achieve the best improvement actions to remediate risks.
Monitoring and follow-up	Actively follow-up and support management as they implement agreed actions.	Diligently work to implement agreed actions in a timely way.
Evidence	Provide management with an evidence list and timing.	Provide internal audit with all relevant evidence required to support close-out of actions in line with timing.
Ad hoc services	Offer risk-based ad hoc internal audit services to management in response to emerging risks and issues.	Work collaboratively with internal audit to address emerging risks and issues.

Internal Audit Plan

In the development of the Strategic Internal Audit Plan, the Coordinator Risk Management will consult with the internal audit service providers (IASP), Chief Executive Officer (CEO), Executive Leadership Team (ELT), senior management and the Audit and Risk Management Committee (ARMC) to gain insights into risks and emerging issues around operations, corporate support activities and projects.

Internal Audit Services

An executive sponsor will be nominated for each internal audit service.

Internal Audit will consult with management of the area to be audited, at the planning stage of the internal audit. This includes opportunity for input to the objective and scope for upcoming internal audit. A planning meeting with relevant management and staff may be facilitated by internal audit to discuss risks around the audit topic and optimise the audit objective and scope.

Following the planning meeting, the audit terms of reference including the objective, scope and timeline will be provided for approval by management and the executive sponsor prior to field work commencing.

Internal audit will keep relevant management up-to-date on progress throughout internal audit and to advise and discuss issues found as they arise.

At conclusion of audits, a closing meeting to discuss results of the internal audit will be convened. The results of the audit, potential fit-for-purpose agreed actions and timings will be discussed. On issue of the final report, the executive sponsor will review and sign-off the report prior to the report being presented to the ARMC.

Management Obligations

An executive sponsor will be nominated as the management owner of each audit.

Management and staff are obligated to professionally and constructively contribute to internal audit work, and implementation of audit actions in response to improvement opportunities and recommendations contained in internal audit reports.

Management has maximum of 10 working days from when they receive a draft internal audit report to provide management responses and proposed audit actions which should contain:

- Agreed, partially agreed or not agreed.
- If not agreed, why not.
- Action to be taken – these do not need to include lengthy comments or explanations – the action to be taken is all that is required.
- Responsible person.
- Timing.
- Interim control arrangements to be relied upon where there is a long lead time, such as waiting to close-out an audit action through implementation of a technology solution.

Internal Audit will work with management to ensure responses are appropriate. Where a mutually agreeable resolution is not reached, internal audit will refer the matter to the relevant Director and CEO for resolution.

On a quarterly basis progress reports on the status of implement of agreed actions will be presented to the ELT and the ARMC.

There is one opportunity for the management to revise the implementation date for an action should this be necessary due to unexpected delay. The original date will be retained in tracking documentation with 'strikethrough'. Where an original implementation date is passed, whether and amended due date is approved or not, the action is deemed overdue and days overdue are recorded and reported to the ARMC.

When requesting amended due dates, management must provide details on why the action has not been fully implemented and closed-out and how the resulting risk is being addressed in the interim.

Where management seeks to accept the risk of not acting, the acceptance process follows the risk management process and will be reported to the ARMC.

Status of Implementation for agreed actions is as follows:

STATUS	DEFINITION
In Progress	Action is progressing to be implemented by the agreed /amended due date
On Hold	Action is on-hold
Not Started	Action has not commenced
Complete	Action is complete

Implementation Timeframes

The City’s Risk Management Framework is used for risk rating audit observations. Successful implementation of audit actions helps the City achieve our objectives. To assist management, determine timing for implementation of audit actions the below timeframes dependant on the risk rating of the action is to be considered.

L = Low risk	M = Moderate risk	H = High risk	E = Extreme risk
Complete remedial action within 12 calendar months	Complete remedial action within 6 calendar months	Complete remedial action within 3 calendar months	Complete remedial action within 1 calendar months

Follow-up/Close-out

On a quarterly basis the Coordinator Risk Management analyses the implementation of agreed actions to assesses if the risks to the City have been addressed. Instances where management has implemented remediation or control improvements to address a matter raised in an audit report, or the risk has been addressed, the action status of implementation is marked as complete.

Requests for agreed action close-out will be supported by documentary evidence. Internal audit reviews all action plans management have marked as complete. Evidence for actions rated Medium or Low is reviewed by the Coordinator Risk Management. Evidence for actions rated Extreme or High is reviewed by the Internal Auditors. Reporting to ARMC to close-out actions is performed on an annual basis as part of the Audit Log Review.

Instances may occur where a closed-out audit action is:

- Closed-out without full implementation.
- An audit action is closed-out but implementation has regressed to the previous state.
- Closed-out by management in the audit action tracking system but close-out not agreed by internal audit.

In these cases, the audit action will go back into the audit log register and be monitored until adequate evidence is produced that it can be closed-out.

8.9 Audit Log Review

Responsible Branch:	Governance and Organisational Planning and Development
Responsible Directorate:	Office of the CEO
Authority/Discretion:	Executive/Strategic
Voting Requirement:	Simple Majority
Attachments:	1. CONFIDENTIAL REDACTED - Audit Log Review 2021-22 [8.9.1 - 18 pages]
Refer:	Item 12.1 ARMC 12.09.2022

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

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

SUMMARY

As part of the 2022/23 Internal Audit Program, the internal auditor is required to complete the Audit Log Review, this follow-up process monitors and ensures that management actions have been effectively implemented to address audit recommendations.

The review period covered all actions marked as complete by action owners during the period 1 July 2021 to 30 September 2022.

COMMITTEE RECOMMENDATION TO COUNCIL
(OFFICER'S RECOMMENDATION)

That Council:

- Endorses the Audit Log Review 2021-22 report and the close-out of 35 actions;**
- Notes the seven re-opened actions are entered into the City's Audit Register for progress reporting.**

Mr Andrew Cox Moved, Cr Michelle Sutherland Seconded

CARRIED UNANIMOUSLY: 5/0

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

Against: *Nil.*

BACKGROUND

As part of the 2022/23 Internal Audit Program the Audit Log Review process has been completed. The process requires management to provide evidence of implementation of agreed actions marked as complete. Where possible completed actions are reviewed as part of a follow-up audit, if this does not occur within an acceptable timeframe, the City's internal auditors' sight and review the provided information before recommending close-out to the Audit and Risk Management Committee. The auditors assess whether the findings have been effectively remediated and the agreed management action has been implemented.

Instances where the auditors are not satisfied management have addressed the agreed action or there is a lack of evidence to support the closure, actions are re-opened and entered back into the audit register to be monitored until adequate evidence is produced and the action can be recommended for close-out.

EXTERNAL CONSULTATION

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

OFFICER'S COMMENTS

During the period 1 July 2021 to 30 September 2022, 51 actions were marked as complete by management. Of the 51 actions, 42 were reviewed by the internal auditors. Nine actions were not included. The nine actions were from the Financial Sustainability audit and the Regulation 5 Financial audit, and will be reviewed as part of the Finance audit that is currently in progress.

Of the 42 actions assessed as part of the Audit Log review, as detailed in the attached Audit Log Review 2021-22 (**Attachment 1**) the auditors recommend 35 actions be closed-out and seven actions are re-opened. This is due to a lack of evidence to support the implementation of the action.

Actions Complete	51
Actions Excluded	9
Actions Reviewed	42
Actions Closed-out	35
Total Actions to be Re-Opened	7

The nine actions removed are actions from the Financial Sustainability audit and the Finance audit, these actions have been excluded from the analysis as they may be reviewed as part of the current audit within Finance Services. Depending on the outcome of the audit the actions will be closed-out, re-opened or will be included in the next annual Audit Log Review.

Three of the actions below relate to digital signatures, which whilst assigned to the People Culture & Safety (PCS) team is an organisational issue. There are a number of considerations in implementing digital signatures and these will be integrated in a planned approach as part of the Digital Strategy. The action for the PCS is to update procedures once the approach has been agreed.

1A05.20.01 Aged care facility Riverslea Lodge – the issue relates to an observation by the auditors that the City is not completing annual compliance inspections of the building. This building is managed by an external party; Juniper and as the prevailing agency they are subject to the Australian Government aged care accreditation standards which prevail.

The seven actions recommended to be re-opened are as follows:

Audit	Action ID	Further Evidence Required	Branch
Payroll reconciliation	IA06.06.01	Forms to be reviewed to ensure they include reviewers' signature	People, Culture and Safety
Payroll reconciliation	IA06.03.02	Standard operating procedure for recruitment process to be reviewed and updated to reflect digitalisation of contracts.	People, Culture and Safety
Payroll reconciliation	IA06.09.01	IT and PCS to work together to define business requirements for what is deemed as an acceptable level of detail to be reviewed.	People, Culture and Safety

City Property Leasing	IA05.20.0 1	The certification of Aged Care homes is required to be undertaken by an independent person or body using an assessment tool provided by the Secretary DoHA. The City will obtain these certifications as evidence inspections have been conducted and for asset maintenance purposes.	Business Service
Tender Evaluation and Procurement	IA07.18.0 1	Exception reporting will be explored with the City's system development consultant	Business Service
Tender Evaluation and Procurement	IA07.20.0 1	Provide procurement user training register	Business Service
Tender Evaluation and Procurement	IA07.03.0 2	Publish Tender Register on the City's website	Business Service

Whilst management have implemented controls to address the audit findings, the intended action has not been fully addressed, the Coordinator Risk Management has consulted with each action owner and the required action to finalise the implementation has been agreed. The above seven actions will be re-opened and added to the audit register for progress reporting against implementation.

LEGISLATIVE COMPLIANCE

Part 7, Local Government Act 1995.

Local Government (Audit) Regulations 1996.

RISK ASSESSMENT

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

Risk Category	Adopted Risk Appetite	Risk Assessment Outcome
Strategic Direction	Moderate	Low
Reputation	Low	Low
Governance	Low	Low
Community and Stakeholder	Moderate	Low
Financial Management	Low	Low
Environmental Responsibility	Low	Low
Service Delivery	Low	Low
Organisational Health and Safety	Low	Low
Conclusion	An effective follow-up process provides assurance to the Executive Leadership and Council that management actions from internal audit reports are properly implemented and risks are managed.	

FINANCIAL IMPLICATIONS

The delivery of this audit was within the budgeted 40 hours, at a total cost of \$4,800.

STRATEGIC IMPLICATIONS

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

Theme: Leadership and Governance

Goal L4: Communicate in a clear and transparent way.

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

CONCLUSION

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

8.10 Internal Audit - Customer Requests And Complaint Handling, Escalation, And Resolution

Responsible Branch:	Governance and Organisational Planning and Development
Responsible Directorate:	Office of the CEO
Authority/Discretion:	Executive/Strategic
Attachments:	1. CONFIDENTIAL REDACTED - Customer Requests and Complaint Handling, Escalation, and Resolution Internal Audit Report [8.10.1 - 20 pages]
Refer:	Item 12.1 ARMC 12.09.2022

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

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

SUMMARY

As part of the 2022/23 Audit Program, the Customer Requests and Complaint Handling, Escalation, and Resolution internal audit was completed.

In a report prepared by the City's internal auditors, three audit observations were identified. Management responses and anticipated timeframes for corrective action against the nine recommendations has been provided and is presented to Council for consideration and approval.

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

That Council:

- Endorses the Customer Requests and Complaint Handling, Escalation, and Resolution Internal Audit Report, including management agreed actions as provided in Attachment 1 - Customer Requests and Complaint Handling, Escalation, and Resolution Internal Audit Report.**
- Notes that agreed actions are entered into the City's Audit Log Register for progress reporting.**

Mr Andrew Cox Moved, Cr Michelle Sutherland Seconded

CARRIED UNANIMOUSLY: 5/0

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

Against: Nil.

At 5:17pm Mr Duy Vo withdrew from the meeting.

BACKGROUND

As part of the 2022/23 Internal Audit Program, endorsed by the Audit and Risk Management Committee (ARMC), the Customer Requests and Complaint Handling, Escalation, and Resolution internal audit (**Attachment 1**) has been completed. The internal audit was performed in accordance with the requirements of the ARMC and within the terms and conditions set out in the contract for internal audit services delivered by William Buck.

There are a number of functions within the City that interact directly with the customers in receiving enquiries as well as returning to customers with responses. The Customer Service, service area, is within the Community Development branch, within the Community and Development directorate.

EXTERNAL CONSULTATION

The Audit Log review is performed in consultation with the City’s outsourced internal auditors William Buck.

OFFICER'S COMMENTS

The objective of the review was to determine whether appropriate documented controls around Customer Services exist and are adequately designed, operationally effective and are consistent with City’s policies, management practices and procedures, regulatory requirements and sector better practice guidance.

The internal auditors noted, there appears to be support and commitment across business units interviewed to provide a high-level standard of customer services, Customer Services processes broadly aligns to ISO 10002:2018 Quality management – Customer Satisfaction and there are appropriate controls in place for customer data privacy and record keeping requirements. The City does however lack a comprehensive customer service delivery framework.

As presented in the report, three observations were identified. One observation is rated as high, one medium and one low. Of the three observations, nine recommendations require management action.

A summary of the observations requiring management action and the associated risk ratings are as follows:

#	Key Observation	Risk
1	Areas for improvement relating to management of Customer Services.	High
2	Enquiries relating to Elected Members.	Medium
3	Staff Training Relating to Customer Services	Low

An assessment of the overall opinion of the control effectiveness, from a risk perspective, has been carried out. This analysis has been performed based on the key controls reviewed, conversations with the auditors as well as the observations provided by the auditors in the report.

The City’s Risk Management Framework is currently under review. As part of the review, control effectiveness ratings have been drafted. Control effectiveness is assessed by considering how the control is mitigating the risk, taking into consideration the design and operational implementation of the control. An overall rating is then determined. The rating definition as per the draft Risk Management Framework used to determine the overall effectiveness of the controls reviewed as part of this audit as follows:

Rating	Definition
Good Practice / Excessive	<ul style="list-style-type: none"> • Controls may be reducing residual risk too far below risk appetite. • The control system is well designed, effective, efficient, and functioning properly. • Key controls are in place and operating effectively. • Controls comply with organisation requirements.

Satisfactory	<ul style="list-style-type: none"> • Controls are effective and reducing the residual risk at or below risk appetite • Good control environment with some control weaknesses / opportunities for improvement identified. • Although some control weaknesses identified which require corrective action, such weaknesses, either individually or taken in the aggregate, do not significantly impair the overall control environment.
Adequate	<ul style="list-style-type: none"> • Controls are reducing residual risk to risk appetite but may not be effective. • Adequate level of control in most areas. However, some minor to moderate control weaknesses identified. • The weaknesses identified impair the control environment to a small extent, with further improvement and corrective action required.
Requires Improvement	<ul style="list-style-type: none"> • Controls do not reduce residual risks to risk appetite and/or are ineffective. • Significant control weaknesses found in a number of areas. • A number of key controls either do not exist or are not sufficiently executed. • Improvement action required

The overall assessment of the internal control environment has been rated as ‘Adequate’. Whilst there are controls in place that are designed and implemented as intended, a number of control weaknesses requiring corrective action were identified.

Detailed auditor observations along with managements intended action to address the recommendations are included in **Confidential Attachment 1** - Customer Requests and Complaint Handling, Escalation, and Resolution Internal Audit Report.

LEGISLATIVE COMPLIANCE

Local Government Act 1995 Section 7.1A

RISK ASSESSMENT

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

Risk Category	Adopted Risk Appetite	Risk Assessment Outcome
Strategic Direction	Moderate	Low
Reputation	Low	Low
Governance	Low	Low
Community and Stakeholder	Moderate	Low
Financial Management	Low	Low
Environmental Responsibility	Low	Low
Service Delivery	Low	Low
Organisational Health and Safety	Low	Low
Conclusion	The City commissioned an internal audit of its Customer Requests and Complaint Handling, Escalation, and Resolution function and a number of recommendations are included in the auditor’s report for corrective action as necessary. Proposed timeframes for implementation take into consideration the level of risk to the City and resource capacity.	

FINANCIAL IMPLICATIONS

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

STRATEGIC IMPLICATIONS

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

Theme: Leadership and Governance

Goal L4: Communicate in a clear and transparent way.

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

CONCLUSION

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

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

8.11 Update On Local Government Reform

Responsible Branch:	Governance and Strategy
Responsible Directorate:	Office of the CEO
Authority/Discretion:	Executive/Strategic
Voting Requirement:	Simple Majority
Attachments:	1. LGA Reform Proposals [8.11.1 - 33 pages]
Refer:	Item 10.1: SCM 11.10.2022 Item 11.4: OCM 20.09.2022 Item 10.2.9: OCM 22.02.2022 Item 10.2.1: OCM 7.12.2021

SUMMARY

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

COMMITTEE RECOMMENDATION TO COUNCIL
(OFFICER'S RECOMMENDATION)

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

Cr Filomena Piffaretti, Mayor Moved, Cr Josh Eveson Seconded

CARRIED: 4/1

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

Against: *Cr Michelle Sutherland.*

BACKGROUND

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

The review was conducted in two stages, with stage one including priority reforms and stage two comprising wide-ranging reforms.

The majority of the stage one reforms are now in place, including:

- A new gift framework for elected members;
- A mandatory online induction for all candidates;
- Universal training for elected members;
- Changes to the Standards Panel; and
- Easier access to information to provide greater transparency to the community.
- New mandatory code of conduct for elected members, committee members and candidates;
- Best practice standards for Chief Executive Officer (CEO) recruitment, performance review and early termination; and

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

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

Following the public consultation period, the Department of Local Government, Sport and Cultural Industries (DLGSCI) published a document entitled “Local Government Reforms: Full Reform Proposals” which forms **Attachment 1** to this report.

EXTERNAL CONSULTATION

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

OFFICER'S COMMENTS

The proposed reforms will be implemented through legislative amendments to both the Act and relevant Regulations, most likely in early 2023. However, the exact implementation dates and details of transitional arrangements are not yet known.

The DLGSC is continuing to work on refining the proposed stage two reforms as detailed in **Attachment 1**. The tables below include comment on actions the City is taking to implement reforms early, where possible, in an effort to mitigate the high level of resourcing that will be required to implement all reforms following the bill passing through Parliament.

Theme 1: Early Intervention, Effective Regulation and Stronger Penalties

Reform Proposal	Comment/Status for City of Bayswater
Establishment of Chief Inspector of Local Government, supported by an Office of the Local Government Inspector with wide reaching powers to deal with issues within local governments. This position would be supported by: <ul style="list-style-type: none"> • A panel of Local Government Monitors who could be appointed by the Inspector to go into a local government and try to resolve problems. • A Conducts Panel (replacing the Standards Panel) to resolve minor breaches and with powers to impose stronger penalties for breaches. 	This has been noted by the City however no action is required at this time.
Provisions for local government CEOs to choose not to respond to vexatious complaints.	The City is aiming to present a policy which covers unreasonable complaint conduct at a Policy Development and Review Committee meeting in 2023. This is also in line with the audit observation from the Customer Requests and Complaint Handling, Escalation, and Resolution Internal Audit Report which is being presented at the Audit and Risk Management Committee (of 6 December 2022).
New penalties for non-compliance on Annual and Primary Returns.	The City is reducing the number of its employees with financial sub-delegations in order to mitigate risk of non-compliance on Annual and Primary Returns.

Theme 2: Reducing Red Tape, Increasing Consistency and Simplicity

Reform Proposal	Comment/Status for City of Bayswater
Amendments to encourage local governments to share resources, including CEOs and senior employees.	Better provision for resource sharing between local governments is welcomed by the City however no action is required at this time.

Standardised process for approving crossovers for residential properties and residential developments on local roads.	The department will work with the sector on this. No action required at this time.
Innovation provisions to allow exemptions from certain requirements of the Act for short-term trials and pilot projects and urgent responses to emergencies.	No action required at this time.
Requirement for Local Law reviews to be increased to every 15 years and reduced advertising requirements for adoption of Model Local Laws.	May impact the Local Law Review Schedule. No action required at this time.
Simplification of approvals for small business and community events	No action required at this time.
Standardised meeting procedures (standing orders) across all local governments, including standard requirements for public question time. These would also apply at Electors meetings, including the Annual Electors Meeting.	No progress can be made on this item until details of the model local law are released.
An increase in the number of electors required to call a Special Electors Meeting from 100 to 300 or five percent of electors (whichever is less). Ability for a presiding member to refuse a Special Electors Meeting if the matter has already been considered at a Special Electors Meeting in the last 12 months,	No action required at this time.
Streamlined financial reporting requirements extended for regional subsidiaries and ability for regional subsidiaries to borrow money for capital projects to achieve the purpose specified in the regional subsidiaries charter (subject to conditions, including within prescribed borrowing limits)	No action required at this time.

Theme 3: Greater Transparency and Accountability

Reform Proposal	Comment/Status for City of Bayswater
All local governments required to record meetings	City of Bayswater already meets this requirement and has recorded its meetings for many years.
Band One and Two local governments required to livestream meetings and make video recordings available as public archives. Recordings of all confidential items would also need to be sent to the DLGSC for archiving.	City of Bayswater already livestreams its meetings in accordance with the Council resolution of 24 August 2021. The City has also recently updated its IT infrastructure so that it can meet the future requirement to record confidential items and send them to DLGSC for archiving.
Local governments would be required to record individual votes cast by all Councillors for all Council resolutions. New regulations would prescribe how votes are consistently minuted.	The City of Bayswater already complies with this proposal and has been recording individual votes cast by Councillors for a number of years. The City's current minuting practices will be evaluated against the new regulations once they are released.
The Act to be more specific in prescribing items that may be confidential and items that should remain open to the public: <ul style="list-style-type: none"> • Only a limited part of a meeting specific to confidential information (e.g., receiving legal advice) may be closed 	The City welcomes greater specificity in the Act around confidentiality. It should also be noted the City recently reviewed its transparency practices against other local governments in

<ul style="list-style-type: none"> • Certain matters (town planning and development applications, budgeting, major land transactions, leases of local government property) must be held in full public view • Certain matters (CEO appointment, management of behavioural complaints about elected members, local government cybersecurity) must be held confidentially • Any other matters proposed to be considered confidentially will require the prior approval of the Inspector. 	<p>response to a notice of motion and to ensure that it is meeting high levels of transparency. This report is being presented to Council at its Ordinary Meeting of 6 December 2022.</p>
<p>New Online Registers with Regulations prescribing the information to be included:</p> <ul style="list-style-type: none"> • Lease register • Community Grants Register • Interests Disclosure Register • Applicant Contribution Register • Contracts Register 	<p>The City can make a start on these registers, however will need to confirm what information should be included once detail of the Regulations is released.</p>
<p>CEO Key Performance Indicators to be published:</p> <ul style="list-style-type: none"> • In the Council meeting minutes as soon as they are agreed to at the start of the annual period • In the minutes of the performance review meeting at the end of the period • Provisions to be included to allow councils to seek the Inspector’s approval not to publish a specific CEO KPI, if there is a clear public interest reason for doing so. 	<p>The City already publishes the CEO’s Key Performance Indicators on its website once endorsed by Council, in line with the CEO Performance Review Policy, which was adopted by Council on 20 September 2022.</p>

Theme 4: Stronger Local Democracy and Community Engagement

Reform Proposal	Comment/Status for City of Bayswater
<p>Requirement for local governments to prepare a community and stakeholder engagement charter which sets out how local government will communicate processes and decisions with their community.</p> <p>A model charter would be published to assist local governments who wish to adopt a standard form.</p>	<p>City officers would need to see details of what the charter should include, but could make a start on development in early 2023.</p>
<p>All band 1 and 2 local governments to hold an independently managed ratepayer satisfaction survey every four years:</p> <ul style="list-style-type: none"> • The survey would include some standard questions predefined in Regulations to allow for comparison between local governments. • Results would be reported publicly at a council meeting and published on the local government’s website. • Local governments would be required to publish a response to the results. 	<p>The City already carries out a an independently managed community perception and satisfaction survey and publishes the results on its community engagement webpage “Engage Bayswater”. The City has been conducted the survey biannually in line with its minor review on the Strategic Community Plan.</p>
<p>Preferential voting to replace the current first past the post system in local government elections</p>	<p>This will be implemented by the Electoral Commission.</p>
<p>All band 1 and 2 local governments to have a publicly elected Mayor</p>	<p>Council has taken a proactive approach to this proposed reform and at its Special Council Meeting of 11 October 2022 resolved that the direct election of the office of the Mayor should take place at the 2023 Ordinary Council Elections.</p>
<p>Number of Councillors to be limited based on the population of the entire local government.</p>	<p>As the City of Bayswater has less than 75,000 residents, it would be required to reduce to 9 councillors including the publicly elected Mayor by the 2025 local government elections. The</p>

Reform Proposal	Comment/Status for City of Bayswater
	<p>Council has also taken a proactive approach to this reform, and at the Special Council Meeting of 11 October resolved to reduce elected member positions over two stages:</p> <ul style="list-style-type: none"> • Stage 1 (2023) Introduce a directly elected mayor, and reduce Councillor positions by 1, from 11 to 10, to maintain a total number of Elected Members of 11; • Stage 2 (2025): Reduce Councillor positions by 2, from 10 to 8, to establish a total number of Elected Members of 9 <p>The City is also conducting a Ward and Representation Review to determine the specific structure of the Council for the 2023 and 2025 elections, in consideration of the reductions to the number of elected members.</p>
Use of wards for band 3 and 4 councils to be abolished.	This reform does not apply to the City of Bayswater as a band 1 Council.
<p>Clear Lease Requirements for Candidate and Voter Eligibility:</p> <p>Reforms proposed to prevent the use of “sham leases” in council elections. Sham leases are where a person creates a lease only to be able to vote or run as a candidate for council.</p>	No action required at this time.
Reform of candidate profiles to evaluate how longer profiles could be accommodated.	No action required as elections are run by the WA Electoral Commission.
<p>Other minor electoral reforms:</p> <ul style="list-style-type: none"> • Introduction of standard processes for re-counts if there is a very small margin between candidates • Introductions of more specific rules concerning local government council candidates' use of electoral rolls. • A new power to allow vacancies on councils arising up to twelve months after an election to be filled by the next highest-polling candidate. • Amendment of the Act to allow for the future implementation of electronic voting in elections (when the technology is deemed suitable). • Provision of a right for elected representatives to take up to six months' leave if they become a parent or guardian. Similarly, they may take up to six months of medical leave with a medical certificate. 	No action required at this time.

Theme 5: Clear Roles and Responsibilities

Reform Proposal	Comment/Status for City of Bayswater
<p>Introduce new principals in the Act including:</p> <ul style="list-style-type: none"> • The recognition of Aboriginal Western Australians • Tiering of local governments (with bands being as assigned by the Salaries and Allowances Tribunal) • Community Engagement • Financial Management. 	No action required at this time.

Reform Proposal	Comment/Status for City of Bayswater
<p>Greater role clarity</p> <ul style="list-style-type: none"> Roles and responsibilities of elected members and senior staff to be better defined in the legislation. These roles would be further strengthened through Council Communications Agreements amend the Act to specify the roles and responsibilities of the Mayor or President. Minor changes in wording to provide that the presiding member is to exemplify respectful conduct. 	<p>No action required at this time.</p>
<p>Local governments to have Council Communications Agreements between the council and the CEO.</p> <p>These Council Communication Agreements would clearly specify the information that is to be provided to councillors, how it will be provided, and the timeframes for when it will be provided.</p>	<p>The City will be able to start work on this when DLGC releases the default template.</p>
<p>Local governments to be able to decide, through a vote of council, to pay superannuation contributions for elected members. These contributions would be additional to existing allowances</p>	<p>No action required at this time.</p>
<p>Local Governments May Establish Education Allowances</p> <ul style="list-style-type: none"> Local governments will have the option of contributing to the education expenses for councillors, up to a defined maximum value, for tuition costs for further education that is directly related to their role on council. Councils will be able to decide on a policy for education expenses, up to a maximum yearly value for each councillor. Councils may also decide not to make this entitlement available to elected members. 	<p>Council already has a policy on training for elected members</p>
<p>Standardised Statewide Election Caretaker period</p>	<p>The City already has an election caretaker policy. This will need to be updated once changes are known.</p>
<p>Removal of WALGA from the Act</p>	<p>No action required.</p>
<p>DLGSC to establish a panel of approved members to perform the role of the independent person on CEO recruitment panels.</p> <ul style="list-style-type: none"> Councils will be able to select an independent person from the approved list. Councils will still be able to appoint people outside of the panel with the approval of the Inspector. 	<p>No action required at this time.</p>

Theme 6: Improved Financial Management and Reporting

Reform Proposal	Comment/Status for City of Bayswater
<p>Model Financial Statements and Tiered Financial Reporting</p>	<p>Need to await detail of templates/statements. No action required at this time.</p>

Reform Proposal	Comment/Status for City of Bayswater
<p>Simplify Strategic and Financial Planning</p> <ul style="list-style-type: none"> • Greater use of templates to be introduced to make planning and reporting clearer and simpler, providing greater transparency for ratepayers • Local governments would be required to adopt a standard set of plans, and there will be templates published by DLGSC for use or adaptation by local governments <ul style="list-style-type: none"> ○ Simplified Council Plans that replace existing Strategic Community Plans ○ Simplified Asset Management Plans ○ Simplified Long Term Financial Plans ○ A new Rates and Revenue Policy ○ One page Service Proposals and Project Plans 	<p>The City will work on this once the templates from the Department become available.</p> <p>The City is already working on transitioning to service plans.</p>
<p>A Rates and Revenue Policy would be required to provide ratepayers with a forecast of future costs of providing local government services.</p>	<p>The City will work on this once the template from the Department become available.</p>
<p>The statements of a local government's credit cards used by local government employees will be required to be tabled at council meetings on a monthly basis.</p>	<p>The City already tables the monthly credit card statements at its Ordinary Council Meetings.</p>
<p>Amended Financial Ratios</p> <ul style="list-style-type: none"> • Financial ratios will be reviewed in detail, building on work already underway by DLGSC. • The methods of calculating ratios and indicators will be reviewed to ensure that the results are accurate and useful. 	<p>Work by Department is ongoing. No action required at this time.</p>
<p>Audit Committees</p> <ul style="list-style-type: none"> • The Chair of any Audit Committee to be an independent person who is not on council or an employee of the local government. • Audit Committees would also need to consider proactive risk management. • Local governments able to establish shared Regional Audit Committees to reduce costs • Local Governments to be able to remunerate independent committee members within Salaries and Allowances Tribunal Limits. 	<p>No action at this stage - wait for Act to change to implement so independent person can be remunerated as Chairperson</p>
<p>Building Upgrade Finance</p> <ul style="list-style-type: none"> • Local governments to be able to provide loans to third parties for specific building improvements - such as cladding, heritage and green energy fixtures. • This would allow local governments to lend funds to improve buildings within their district. • Limits and checks and balances would be established to ensure that financial risks are proactively managed. • Financial institutions may provide the principal funds for the loan. Local governments would then collect repayments via rates notices (and pass on funds to any external lender) and would be able to foreclose on the land to recover debts using existing Local Government Act 1995 provisions in the event of default by the borrower. 	<p>Need to await legislation to be able to implement. May not be required at Bayswater.</p>
<p>Cost of Waste Services to be specified on rates notice</p>	<p>The City of Bayswater already shows the cost of waste services on its rates brochures</p>

LEGISLATIVE COMPLIANCE*Local Government Act 1995***RISK ASSESSMENT**

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

Risk Category	Adopted Risk Appetite	Risk Assessment Outcome
Strategic Direction	Moderate	Low
Reputation	Low	Low
Governance	Low	Low
Community and Stakeholder	Moderate	Low
Financial Management	Low	Low
Environmental Responsibility	Low	Low
Service Delivery	Low	Low
Organisational Health and Safety	Low	Low
Conclusion	Staying informed about the proposed reforms to the <i>Local Government Act 1995</i> will ensure Council is aware of any implications for the City early and is able to mitigate any associated risks accordingly.	

FINANCIAL IMPLICATIONS

Nil.

STRATEGIC IMPLICATIONS

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

Theme: Leadership and Governance

Goal L4: Communicate in a clear and transparent way.

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

CONCLUSION

This report provides an update on the reforms to the Local Government Act 1995 and the implications for the City of Bayswater, which has already proactively begun implementation of a number of the reform proposals.



Department of
Local Government, Sport
and Cultural Industries

Local Government Reforms: Full Reform Proposals



Theme 1: Early Intervention, Effective Regulation and Stronger Penalties

CURRENT PROVISIONS	ORIGINAL PROPOSAL	AMENDED PROPOSAL
1.1 Early Intervention Powers		
<ul style="list-style-type: none"> • The Act provides the means to regulate the conduct of local government staff and council members and sets out powers to scrutinise the affairs of local government. The Act provides certain limited powers to: <ul style="list-style-type: none"> ○ Suspend or dismiss councils ○ Appoint Commissioners ○ Suspend or order remedial action (such as training) for individual councillors. • The Act also provides the Director General with the power to: <ul style="list-style-type: none"> ○ Conduct Authorised Inquiries ○ Refer allegations of serious or recurrent breaches to the State Administrative Tribunal ○ Commence prosecution for an offence under the Act. • Authorised Inquiries are a costly and relatively slow response to significant issues. Authorised Inquiries are currently the only significant tool for addressing significant issues within a local government. 	<ul style="list-style-type: none"> • It is proposed to establish a Chief Inspector of Local Government (the Inspector), supported by an Office of the Local Government Inspector (the Inspectorate). • The Inspector would receive minor and serious complaints about elected members. • The Inspector would oversee complaints relating to local government Chief Executive Officers (CEOs). • Local Governments would still be responsible for dealing with minor behavioural complaints. • The Inspector would have powers of a standing inquiry, able to investigate and intervene in any local government where potential issues are identified. • The Inspector would have the authority to assess, triage, refer, investigate, or close complaints, having regard to various public interest criteria – considering laws such as the <i>Corruption, Crime and Misconduct Act 2003</i>, the <i>Occupational Safety and Health Act 1984</i>, the <i>Building Act 2011</i> and other legislation. • The Inspector would have powers to implement minor penalties for less serious breaches of the Act, with an appeal mechanism. • The Inspector would also have the power to order a local government to address non-compliance with the Act or Regulations. 	<p>No major changes to the central concepts. Work to develop and refine detail is ongoing.</p>

CURRENT PROVISIONS	ORIGINAL PROPOSAL	AMENDED PROPOSAL
<ul style="list-style-type: none"> The Panel Report, City of Perth Inquiry and the Select Committee Report made various recommendations related to the establishment of a specific office for local government oversight. 	<ul style="list-style-type: none"> The Inspector would be supported by a panel of Local Government Monitors (see item 1.2). The existing Local Government Standards Panel would be replaced with a new Conduct Panel (see item 1.3). Penalties for breaches to the Local Government Act and Regulations will be reviewed and are proposed to be generally strengthened (see item 1.4). These reforms would be supported by new powers to more quickly resolve issues within local government. 	
1.2 Local Government Monitors		
<ul style="list-style-type: none"> There are currently no legislative powers for the provision of monitors/temporary advisors. The DLGSC provides support and guidance to local governments, however, there is no existing mechanism for pre-qualified, specialised assistance to manage complex cases. 	<ul style="list-style-type: none"> A panel of Local Government Monitors would be established. Monitors could be appointed by the Inspector to go into a local government and try to resolve problems. The purpose of Monitors would be to proactively fix problems, rather than to identify blame or collect evidence. Monitors would be qualified specialists, such as: <ul style="list-style-type: none"> Experienced and respected former Mayors, Presidents, and CEOs - to act as mentors and facilitators Dispute resolution experts - to address the breakdown of professional working relationships Certified Practising Accountants and other financial specialists to assist with financial management and reporting issues Governance specialists and lawyers - to assist councils to resolve legal issues Human Resource and procurement experts - to help with processes like recruiting a CEO or undertaking a major land transaction. 	<p>No major changes to the central concepts. Work to develop and refine detail is ongoing.</p>

CURRENT PROVISIONS	ORIGINAL PROPOSAL	AMENDED PROPOSAL
	<ul style="list-style-type: none"> • Only the Inspector would have the power to appoint Monitors. • Local governments would be able to make requests to the Inspector to appoint Monitors for a specific purpose. 	
1.3 Conduct Panel		
<ul style="list-style-type: none"> • The Local Government Standards Panel was established in 2007 to resolve minor breach complaints relatively quickly and provide the sector with guidance and benchmarks about acceptable standards of behaviour. • Currently, the Panel makes findings of alleged breaches based on written submissions. • The City of Perth Inquiry report made various recommendations that functions of the Local Government Standards Panel be reformed. 	<ul style="list-style-type: none"> • The Standards Panel is proposed to be replaced with a new Local Government Conduct Panel. • The Conduct Panel would be comprised of suitably qualified and experienced professionals. Sitting councillors will not be eligible to serve on the Conduct Panel. • The Inspector would provide evidence to the Conduct Panel for adjudication. • The Conduct Panel would have powers to impose stronger penalties – potentially including being able to suspend councillors for up to three months, with an appeal mechanism. • For very serious or repeated breaches of the <i>Local Government Act 1995</i> (the Act), the Conduct Panel would have the power to recommend prosecution through the courts. • Any person who is subject to a complaint before the Conduct Panel would have the right to address the Conduct Panel before the Panel makes a decision. 	<p>No major changes to the central concepts. Work to develop and refine detail is ongoing.</p>

CURRENT PROVISIONS	ORIGINAL PROPOSAL	AMENDED PROPOSAL
1.4 Review of Penalties		
<ul style="list-style-type: none"> There are currently limited penalties in the Act for certain types of non-compliance with the Act. 	<ul style="list-style-type: none"> Penalties for breaching the Act are proposed to be strengthened. It is proposed that the suspension of councillors (for up to three months) is established as the main penalty where a councillor breaches the Act or Regulations on more than one occasion. Councillors who are disqualified would not be eligible for sitting fees or allowances. They will also not be able to attend meetings or use their official office (such as their title or council email address). It is proposed that a councillor who is suspended multiple times may become disqualified from office. Councillors who do not complete mandatory training within a certain timeframe will also not be able to receive sitting fees or allowances. 	<p>Disqualifications</p> <p>It is further proposed to establish a provision that results in a person automatically becoming disqualified for 10 years from being an elected member at any local government in WA if they have been suspended three times (by either the Conduct Panel, State Administrative Tribunal or Minister).</p>
1.5 Red Card Referrals		
<ul style="list-style-type: none"> Currently, local governments have different local laws and standing orders that govern the way meetings run. Presiding members (Mayors and Presidents) are reliant on the powers provided in the local government standing orders local laws. Differences between local governments is a source of confusion about the powers that presiding members have to deal with disruptive behaviours at council meetings. 	<ul style="list-style-type: none"> It is proposed that Standing Orders are made consistent across Western Australia (see item 2.6). Published recordings of all meetings would also become standard (item 3.1). It is proposed that Presiding Members have the power to 'red card' any attendee (including councillors) who unreasonably and repeatedly interrupt council meetings. This power would: <ul style="list-style-type: none"> Require the Presiding Member to issue a clear first warning. If the disruptions continue, the Presiding Member will have the power to 'red card' that person, who must be silent for the rest of the meeting. 	<p>Red Cards Not Progressed</p> <p>'Red Card Resolutions' will not be progressed. However, it is proposed that the new Meeting Procedure Regulations will have clear powers for Presiding Members to maintain order at meetings.</p>

CURRENT PROVISIONS	ORIGINAL PROPOSAL	AMENDED PROPOSAL
<ul style="list-style-type: none"> Disruptive behaviour at council meetings is a very common cause of complaints. Having the Presiding Member be able to deal with these problems should more quickly resolve problems that occur at council meetings. 	<ul style="list-style-type: none"> A councillor issued with a red card will still vote but must not speak or move motions. If the person continues to be disruptive, the Presiding Member can instruct that they leave the meeting. Any Presiding Member who uses the “red card” or ejection power will be required to notify the Inspector. Where an elected member refuses to comply with an instruction to be silent or leave, or where it can be demonstrated that the Presiding Member has not followed the law in using these powers, penalties can be imposed through a review by the Inspector. 	
<p>1.6 Vexatious Complaint Referrals</p>		
<ul style="list-style-type: none"> No current provisions. 	<ul style="list-style-type: none"> Local governments already have a general responsibility to provide ratepayers and members of the public with assistance in responding to queries about the local government’s operations. Local governments should resolve queries and complaints in a respectful, transparent and equitable manner. Unfortunately, local government resources can become unreasonably diverted when a person makes repeated vexatious queries, especially after a local government has already provided a substantial response to the person’s query. It is proposed that if a person makes repeated complaints to a local government CEO that are vexatious, the CEO will have the power to decide that the complainant is being unreasonable, and that they will no longer respond. A person who is deemed an unreasonable complainant can appeal to the Inspector. 	<p>No major changes. Work to develop and refine detail is ongoing.</p>

CURRENT PROVISIONS	ORIGINAL PROPOSAL	AMENDED PROPOSAL
1.7 Other Minor Reforms		
<ul style="list-style-type: none"> Other minor reforms are being considered to enhance the oversight of local government. Ministerial Circulars have traditionally been used to guide the local government sector. 	<ul style="list-style-type: none"> Potential other reforms to strengthen guidance for local governments are being considered. For example, one option being considered is the potential use of sector-wide guidance notices. Guidance notices could be published by the Minister or Inspector to give specific direction for how local governments should meet the requirements of the Act and Regulations. For instance, the Minister could publish guidance notices to clarify the process for how potential conflicts of interests should be managed. It is also proposed (see item 1.1) that the Inspector has the power to issue notices to individual local governments to require them to rectify non-compliance with the Act or Regulations. 	<p>Primary and Annual Returns Based on submissions, reforms to Annual and Primary Returns will add new penalties for non-compliance, and powers for the Inspector to compel any person to correct a potential error or omission on their return.</p>

Theme 2: Reducing Red Tape, Increasing Consistency and Simplicity

CURRENT PROVISIONS	ORIGINAL PROPOSAL	AMENDED PROPOSAL
2.1 Resource Sharing		
<ul style="list-style-type: none"> The Act does not currently include specific provisions to allow for certain types of resource sharing – especially for sharing CEOs. Regional local governments would benefit from having clearer mechanisms for voluntary resource-sharing. 	<ul style="list-style-type: none"> Amendments are proposed to encourage and enable local governments, especially smaller regional local governments, to share resources, including Chief Executive Officers and senior employees. Local governments in bands 2, 3 or 4 would be able to appoint a shared CEO at up to two salary bands above the highest band. For example, a band 3 and a band 4 council sharing a CEO could remunerate to the level of band 1. 	No major changes. Work to develop and refine detail is ongoing.
2.2 Standardisation of Crossovers		
<ul style="list-style-type: none"> Approvals and standards for crossovers (the section of driveways that run between the kerb and private property) are inconsistent between local government areas, often with very minor differences. This can create confusion and complexity for homeowners and small businesses in the construction sector. 	<ul style="list-style-type: none"> It is proposed to amend the <i>Local Government (Uniform Local Provisions) Regulations 1996</i> to standardise the process for approving crossovers for residential properties and residential developments on local roads. A Crossover Working Group has provided preliminary advice to the Minister and DLGSC to inform this. The DLGSC will work with the sector to develop standardised design and construction standards. 	No major changes. Work to develop and refine detail is ongoing.

CURRENT PROVISIONS	ORIGINAL PROPOSAL	AMENDED PROPOSAL
2.3 Introduce Innovation Provisions		
<ul style="list-style-type: none"> Currently, the Act has very limited provisions to allow for innovations and responses to emergencies (such as the Shire of Bruce Rock Supermarket). 	<ul style="list-style-type: none"> New provisions are proposed to allow exemptions from certain requirements of the Act for: <ul style="list-style-type: none"> Short-term trials and pilot projects Urgent responses to emergencies. 	No major changes. Work to develop and refine detail is ongoing.
2.4 Streamline Local Laws		
<ul style="list-style-type: none"> Local laws are required to be reviewed every eight years. The review of local laws (especially when they are standard) has been identified as a burden for the sector. Inconsistency between local laws is frustrating for residents and business stakeholders. 	<ul style="list-style-type: none"> It is proposed that local laws would only need to be reviewed by the local government every 15 years. Local laws not reviewed in the timeframe would lapse, meaning that old laws will be automatically removed and no longer applicable. Local governments adopting Model Local Laws will have reduced advertising requirements. 	No major changes. Work to develop and refine detail is ongoing.
2.5 Simplifying Approvals for Small Business and Community Events		
<ul style="list-style-type: none"> Inconsistency between local laws and approvals processes for events, street activation and initiatives by local businesses is frustrating for business and local communities. 	<ul style="list-style-type: none"> Proposed reforms would introduce greater consistency for approvals for: <ul style="list-style-type: none"> alfresco and outdoor dining minor small business signage rules running community events. 	No major changes. Work to develop and refine detail is ongoing.
2.6 Standardised Meeting Procedures, Including Public Question Time		
<ul style="list-style-type: none"> Local governments currently prepare individual standing order local laws. The Act and regulations require local governments to allocate time at meetings for questions from the public. Inconsistency among the meeting procedures between local governments is a common source of complaints. 	<ul style="list-style-type: none"> To provide greater clarity for ratepayers and applicants for decisions made by council, it is proposed that the meeting procedures and standing orders for all local government meetings, including for public question time, are standardised across Western Australia. Regulations would introduce standard requirements for public question time and the procedures for meetings generally. 	<p>Electors' Meetings Further minor changes to Electors Meetings are proposed to:</p> <ul style="list-style-type: none"> Increase the number of electors required to call an Electors' Special Meeting to 300 (from 100) or five per cent of the number of electors (whichever is less).

CURRENT PROVISIONS	ORIGINAL PROPOSAL	AMENDED PROPOSAL
	<ul style="list-style-type: none"> Members of the public across all local governments would have the same opportunities to address council and ask questions. 	<ul style="list-style-type: none"> Allow a Presiding Member to refuse to hold a second Electors’ Special Meeting if the matter raised has already been considered at a Special Electors’ Meeting within the last 12 months (the local government would still have to refer the matter for inclusion on the agenda of the next Council Meeting) The new meeting procedures regulations will also apply to Electors’ meetings, including the annual electors’ meeting. This will enable the Presiding Member to maintain order while ensuring members of the public have a clear right to ask questions.
2.7 Regional Subsidiaries		
<ul style="list-style-type: none"> Initiatives by multiple local governments may be managed through formal Regional Councils or less formal “organisations of councils” such as NEWROC and WESROC. These initiatives typically have to be managed by a lead local government. In 2016-17, provisions were introduced to allow for the formation of Regional Subsidiaries. Regional Subsidiaries can be formed in line with the <i>Local Government (Regional Subsidiaries) Regulations 2017</i>. So far, no Regional Subsidiary has been formed. 	<ul style="list-style-type: none"> Work is continuing to consider how Regional Subsidiaries can be best established to: <ul style="list-style-type: none"> enable Regional Subsidiaries to provide a clear and defined public benefit for people within member local governments provide for flexibility and innovation while ensuring appropriate transparency and accountability of ratepayer funds where appropriate, facilitate financing of initiatives by Regional Subsidiaries within a reasonable and defined limit of risk Ensure all employees of a Regional Subsidiary have the same employment conditions as those directly employed by member local governments. 	<p>Financial Reporting Streamlined financial reporting requirements will be extended for regional subsidiaries, so they only need to comply with band 3 and 4 model financial statement provisions.</p> <p>Borrowing for Projects It is proposed to amend the Act to enable regional subsidiaries to borrow money for capital projects to achieve the purpose specified in the regional subsidiaries charter (subject to conditions, including within prescribed borrowing limits).</p>

Theme 3: Greater Transparency & Accountability

CURRENT PROVISIONS	ORIGINAL PROPOSAL	AMENDED PROPOSAL
3.1 Recordings and Live-Streaming of All Council Meetings		
<ul style="list-style-type: none"> • Currently, local governments are only required to make written minutes of meetings. • While there is no legal requirement for live streaming or video or audio recording of council meetings, many local governments now stream and record their meetings. • Issues relating to behaviours and decisions at meetings constitute a large proportion of complaints about local governments. • Local governments are divided into bands with the largest falling in bands 1 and 2, and smaller local governments falling bands 3 and 4. The allocation of local governments into bands is determined by The Salaries and Allowances Tribunal based on factors¹ such as: <ul style="list-style-type: none"> ○ Growth and development ○ Strategic planning issues 	<ul style="list-style-type: none"> • It is proposed that all local governments will be required to record meetings. • Band 1 and 2 local governments would be required to live-stream meetings and make video recordings available as public archives. • Band 1 and 2 are larger local governments, are generally located in larger urban areas, with generally very good telecommunications infrastructure, and many already have audio-visual equipment. • Band 1 and 2 local governments would be required to live-stream meetings and make video recordings available as public archives. • Several local governments already use platforms such as YouTube, Microsoft Teams and Vimeo to stream and publish meeting recordings. • Limited exceptions would be made for meetings held outside the ordinary council chambers, where audio recordings may be used. • Recognising their generally smaller scale, typically smaller operating budget, and potential to be in more remote locations, band 3 and 4 local governments would be required to record and publish audio recordings, at a minimum. 	<p>Limited Exemptions It is proposed to allow for minor exemptions to the requirement for live-streaming in defined scenarios (for instance, for a council holding a meeting outside of council chambers, and with the prior written consent of the Inspector).</p>

¹ See page 3 of the [2018 Salaries and Allowance Tribunal Determination](#)

CURRENT PROVISIONS	ORIGINAL PROPOSAL	AMENDED PROPOSAL
<ul style="list-style-type: none"> ○ Demands and diversity of services provided to the community ○ Total expenditure ○ Population ○ Staffing levels. 	<ul style="list-style-type: none"> ● These local governments would still be encouraged to Livestream or video record meetings. ● All council meeting recordings would need to be published at the same time as the meeting minutes. Recordings of all confidential items would also need to be submitted to DLGSC for archiving. 	
3.2 Recording All Votes in Council Minutes		
<ul style="list-style-type: none"> ● A local government is only required to record which councillor voted for or against a motion in the minutes of that meeting if a request is made by an elected member at the time of the resolution during the meeting. ● The existing provision does not mandate transparency. 	<ul style="list-style-type: none"> ● To support the transparency of decision-making by councillors, it is proposed that the individual votes cast by all councillors for all council resolutions be required to be published in the council minutes to identify those for, against, on leave, absent or who left the chamber. ● Regulations would prescribe how votes are to be consistently minuted. 	<p>No major changes. Work to develop and refine detail is ongoing.</p>
3.3 Clearer Guidance for Meeting Items that may be Confidential		
<ul style="list-style-type: none"> ● The Act currently provides broad definitions of what type of matters may be discussed as a confidential item. ● There is limited potential for the review of issues managed as confidential items under the current legislation. 	<ul style="list-style-type: none"> ● Recognising the importance of open and transparent decision-making, it is considered that confidential meetings and confidential meeting items should only be used in limited, specific circumstances. ● It is proposed to make the Act more specific in prescribing items that may be confidential and items that should remain open to the public. ● Items not prescribed as being confidential could still be held as confidential items only with the prior written consent of the Inspector. ● All confidential items would be required to be audio recorded, with those recordings submitted to DLGSC. 	<p>Specific Provisions Proposed provisions for managing confidential items at council meetings (and preventing councils from unreasonably using confidentiality provisions to avoid public scrutiny) have been refined to:</p> <ul style="list-style-type: none"> ● clarify that only a limited part of a meeting specific to confidential information (e.g., receiving legal advice) may be closed

CURRENT PROVISIONS	ORIGINAL PROPOSAL	AMENDED PROPOSAL
		<ul style="list-style-type: none"> • specify that certain matters (town planning and development applications, budgeting, major land transactions, leases of local government property) must be held in full public view • Specify that certain matters (CEO appointment, management of behavioural complaints about elected members, local government cybersecurity) must be held confidentially • Require that any other matters proposed to be considered confidentially will require the prior approval of the Inspector.
3.4 Additional Online Registers		
<ul style="list-style-type: none"> • Local governments are required to provide information to the community through annual reports, council minutes and the publication of information online. • Regular online publication of information can substitute for certain material in annual reports. • Consistency in online reporting across the sector will provide ratepayers with better information. 	<ul style="list-style-type: none"> • It is proposed to require local governments to report specific information in online registers on the local government's website. Regulations would prescribe the information to be included. <p>The following new registers, each updated quarterly, are proposed:</p> <ul style="list-style-type: none"> ○ Lease Register to capture information about the leases the local government is a party to (either as lessor or lessee) ○ Community Grants Register to outline all grants and funding provided by the local government 	<p>To clarify, the online register of contracts is only for the supply of goods and services and will not include direct employment contracts.</p> <p>To clarify, information about the identity of individual residential tenants of housing owned by the local government will not be required to be published on the online lease register.</p>

CURRENT PROVISIONS	ORIGINAL PROPOSAL	AMENDED PROPOSAL
<ul style="list-style-type: none"> • These registers supplement the simplification of financial statements in Theme 6. 	<ul style="list-style-type: none"> ○ Interests Disclosure Register that collates all disclosures made by elected members about their interests related to matters considered by council ○ Applicant Contribution Register accounting for funds collected from applicant contributions, such as cash-in-lieu for public open space and car parking ○ Contracts Register that discloses all contracts above \$100,000. 	
<p>3.5 Chief Executive Officer Key Performance Indicators (KPIs) be Published</p>		
<ul style="list-style-type: none"> • It is a requirement of the Act that CEO performance reviews are conducted annually. • The Model Standards for CEO recruitment and selection, performance review and termination require that a local government must review the performance of the CEO against contractual performance criteria. • Additional performance criteria can be used for performance review by agreement between both parties. 	<ul style="list-style-type: none"> • To provide for minimum transparency, it is proposed to mandate that the KPIs agreed as performance metrics for CEOs: <ul style="list-style-type: none"> ○ Be published in council meeting minutes as soon as they are agreed prior to (before the start of the annual period) ○ The KPIs and the results be published in the minutes of the performance review meeting (at the end of the period) ○ The CEO has a right to provide written comments to be published alongside the KPIs and results to provide context as may be appropriate (for instance, the impact of events in that year that may have influenced the results against KPIs). 	<p>Limited Exemptions It is proposed that a provision is included to allow councils to seek the Inspector’s approval not to publish a specific CEO KPI, if there is a clear public interest reason for doing so.</p>

Theme 4: Stronger Local Democracy and Community Engagement

CURRENT PROVISIONS	ORIGINAL PROPOSAL	AMENDED PROPOSAL
4.1 Community and Stakeholder Engagement Charters		
<ul style="list-style-type: none"> • There is currently no requirement for local governments to have a specific engagement charter or policy. • Many local governments have introduced charters or policies for how they will engage with their community. • Other Australian States have introduced a specific requirement for engagement charters. 	<ul style="list-style-type: none"> • It is proposed to introduce a requirement for local governments to prepare a community and stakeholder engagement charter which sets out how local government will communicate processes and decisions with their community. • A model Charter would be published to assist local governments who wish to adopt a standard form. 	<p>No major changes. Work to develop and refine detail is ongoing.</p>
4.2 Ratepayer Satisfaction Surveys (Band 1 and 2 local governments only)		
<ul style="list-style-type: none"> • Many local governments already commission independent surveying consultants to hold a satisfaction survey of residents/ratepayers. • These surveys provide valuable data on the performance of local governments. 	<ul style="list-style-type: none"> • It is proposed to introduce a requirement that every four years, all local governments in bands 1 and 2 hold an independently managed ratepayer satisfaction survey. • Results would be required to be reported publicly at a council meeting and published on the local government’s website. • All local governments would be required to publish a response to the results. 	<p>Standardised Questions Based on requests from ratepayers, it is proposed that some standard questions be pre-defined in Regulation to allow for the comparison of results between local governments.</p>

CURRENT PROVISIONS	ORIGINAL PROPOSAL	AMENDED PROPOSAL
4.3 Introduction of Preferential Voting		
<ul style="list-style-type: none"> The current voting method for local government elections is first-past-the-post. The existing first-past-the-post does not allow for electors to express more than one preference. The candidate with the most votes wins, even if that candidate does not have a majority. Preferential voting better captures the precise intentions of voters and as a result may be regarded as a fairer and more representative system. Voters have more specific choice. 	<ul style="list-style-type: none"> Preferential voting is proposed to be adopted as the method to replace the current first past the post system in local government elections. In preferential voting, voters number candidates in order of their preferences. Preferential voting is used in State and Commonwealth elections in Western Australia and other states. This provides voters with more choice and control over who they elect. All other states use a form of preferential voting for local government. 	<p>Optional Preferential Voting Optional preferential voting is proposed, to ensure that electors may lodge a valid vote without numbering all candidates, if they wish to vote in that way.</p>
4.4 Public Vote to Elect the Mayor and President		
<ul style="list-style-type: none"> The Act currently allows local governments to have the Presiding Member (the Mayor or President) elected either: <ul style="list-style-type: none"> by the electors of the district through a public vote; or by the council as a resolution at a council meeting. 	<ul style="list-style-type: none"> Mayors and Presidents of all local governments perform an important public leadership role within their local communities. Band 1 and 2 local governments generally have larger councils than those in bands 3 and 4. Accordingly, it is proposed that the Mayor or President for all band 1 and 2 councils is to be elected through a vote of the electors of the district. Councils in bands 3 and 4 would retain the current system. A number of Band 1 and Band 2 councils have already moved towards Public Vote to Elect the Mayor and President in recent years, including City of Stirling and City of Rockingham. 	<p>No major changes. Work to develop and refine detail is ongoing. Transitional arrangements are under consideration.</p>

CURRENT PROVISIONS	ORIGINAL PROPOSAL	AMENDED PROPOSAL
4.5 Tiered Limits on the Number of Councillors		
<ul style="list-style-type: none"> The number of councillors (between 5 and 15 councillors) is decided by each local government, reviewed by the Local Government Advisory Board and approved by the Minister. The Panel Report recommended electoral reforms to improve representativeness. 	<ul style="list-style-type: none"> It is proposed to limit the number of councillors based on the population of the entire local government. Some smaller local governments have already been moving to have smaller councils to reduce costs for ratepayers. The Local Government Panel Report proposed for a population of: <ul style="list-style-type: none"> up to 5,000 – five councillors (including the President) between 5,000 and 75,000 – five to nine councillors (including the Mayor/President) above 75,000 – nine to fifteen councillors (including Mayor). 	<p>Change for Smaller Local Governments Based on requests from impacted councils, it is proposed to adjust this to allow local governments with a population of up to 5,000 people to decide to have 5, 6 or 7 councillors.</p>
4.6 No Wards for Small Councils (Band 3 and 4 Councils only)		
<ul style="list-style-type: none"> A local government can make an application to be divided into wards with councillors elected to those wards. Only about 10% of band 3 and 4 local governments currently have wards. 	<ul style="list-style-type: none"> It is proposed that the use of wards for councils in bands 3 and 4 is abolished. Wards increase the complexity of elections, as this requires multiple versions of ballot papers to be prepared for a local government's election. In smaller local governments, the population of wards can be very small. These wards often have councillors elected unopposed or elect a councillor with a very small number of votes. Some local governments have ward councillors elected with less than 50 votes. There has been a trend in smaller local governments looking to reduce the use of wards, with only 10 councils in bands 3 and 4 still having wards. 	<p>No major changes. Work to develop and refine detail is ongoing. Transitional arrangements are under consideration.</p>

CURRENT PROVISIONS	ORIGINAL PROPOSAL	AMENDED PROPOSAL
4.7 Electoral Reform – Clear Lease Requirements for Candidate and Voter Eligibility		
<ul style="list-style-type: none"> • A person with a lease in a local government district is eligible to nominate as a candidate in that district. • A person with a lease in a local government district is eligible to apply to vote in that district. • The City of Perth Inquiry Report identified a number of instances where dubious lease arrangements put to question the validity of candidates in local government elections, and subsequently their legitimacy as councillors. 	<ul style="list-style-type: none"> • Reforms are proposed to prevent the use of “sham leases” in council elections. Sham leases are where a person creates a lease only to be able to vote or run as a candidate for council. • The City of Perth Inquiry Report identified sham leases as an issue. • Electoral rules are proposed to be strengthened: <ul style="list-style-type: none"> ○ A minimum lease period of 12 months will be required for anyone to register a person to vote or run for council ○ Home-based businesses will not be eligible to register a person to vote or run for council because any residents are already the eligible voter(s) for that address ○ Clarifying the minimum criteria for leases eligible to register a person to vote or run for council. • The reforms would include minimum lease periods to qualify as a registered business (minimum of 12 months), and the exclusion of home-based businesses (where the resident is already eligible) and very small sub-leases. • The basis of eligibility for each candidate (e.g., type of property and suburb of property) is proposed to be published, including in the candidate pack for electors. 	<p>Further work is being progressed to ensure the integrity of enrolment on the owner and occupier rolls for local government elections, including:</p> <ul style="list-style-type: none"> • further definition to minimum lease requirements to exclude sham leases (while ensuring legitimate businesses are represented); • guidance to standardise evidence requirements for claiming eligibility based on a property lease or ownership; and • minor amendments to clarify and standardise disclosure and decision-making related to electoral gifts.

CURRENT PROVISIONS	ORIGINAL PROPOSAL	AMENDED PROPOSAL
4.8 Reform of Candidate Profiles		
<ul style="list-style-type: none"> Candidate profiles can only be 800 characters, including spaces. This is equivalent to approximately 150 words. 	<ul style="list-style-type: none"> Further work will be undertaken to evaluate how longer candidate profiles could be accommodated. Longer candidate profiles would provide more information to electors, potentially through publishing profiles online. It is important to have sufficient information available to assist electors to make informed decisions when casting their vote. 	<p>No major change to the proposal, though candidate profiles are likely to be published online, rather than on ballot papers.</p>
4.9 Other Minor Electoral Reforms		
<ul style="list-style-type: none"> Other minor reforms are proposed to improve local government elections. 	<ul style="list-style-type: none"> Reforms are proposed to include: <ul style="list-style-type: none"> The introduction of standard processes for vote re-counts if there is a very small margin between candidates (e.g., where there is a margin of fewer than 10 votes a recount will always be required) The introduction of more specific rules concerning local government council candidates' use of electoral rolls. 	<p>Recounts It is proposed to provide candidates, or their nominated scrutineers, with a specific avenue to request a recount immediately at the counting of votes, if a set percentage margin in the count is within a limit to be prescribed in regulations.</p> <p>Filling Extraordinary Vacancies Following Elections Based on input from the sector, it is proposed to create a new power to allow vacancies on councils arising up to twelve months after an election to be filled by the next highest-polling candidate.</p> <p>Election Timeframes It is necessary to extend timeframes for elections in the Act to account for slower postal services.</p>

CURRENT PROVISIONS	ORIGINAL PROPOSAL	AMENDED PROPOSAL
		<p>Electronic/Online Voting It is proposed to amend the Act to allow for the future implementation of electronic voting in elections (when the technology is deemed suitable). Regulations would then need to be developed.</p> <p>Extended Leave from Meetings Based on advocacy from the sector, it is proposed to provide a right for elected representatives to take up to six months' leave if they become a parent or guardian. Similarly, they may take up to six months of medical leave with a medical certificate.</p>

Theme 5: Clear Roles and Responsibilities

CURRENT PROVISIONS	ORIGINAL PROPOSAL	AMENDED PROPOSAL
5.1 Introduce Principles in the Act		
<ul style="list-style-type: none"> The Act does not currently outline specific principles. The Act contains a short “Content and Intent” section only. The Panel Report recommended greater articulation of principles 	<ul style="list-style-type: none"> It is proposed to include new principles in the Act, including: <ul style="list-style-type: none"> The recognition of Aboriginal Western Australians Tiering of local governments (with bands being as assigned by the Salaries and Allowances Tribunal) Community Engagement Financial Management. 	<p>No major changes. Work to develop details and refine exact phrasing/wording is ongoing.</p>
5.2 Greater Role Clarity		
<ul style="list-style-type: none"> The Act provides for the role of council, councillor, mayor or president and CEO. The role of the council is to: <ul style="list-style-type: none"> govern the local government’s affairs be responsible for the performance of the local government’s functions. 	<ul style="list-style-type: none"> The Local Government Act Review Panel recommended that roles and responsibilities of elected members and senior staff be better defined in law. It is proposed that these roles and responsibilities are further defined in the legislation. These proposed roles will be open to further consultation and input. These roles would be further strengthened through Council Communications Agreements (see item 5.3). 	<p>See below</p>
	<p>5.2.1 - Mayor or President Role</p> <ul style="list-style-type: none"> It is proposed to amend the Act to specify the roles and responsibilities of the Mayor or President. While input and consultation will inform precise wording, it is proposed that the Act is amended to generally outline that the Mayor or President is responsible for: <ul style="list-style-type: none"> Representing and speaking on behalf of the whole council and the local government, at all times being consistent with the resolutions of council 	<p>Minor changes in wording to provide that the presiding member is to exemplify respectful conduct.</p> <p>Work to develop details and refine exact phrasing/wording is ongoing.</p>

CURRENT PROVISIONS	ORIGINAL PROPOSAL	AMENDED PROPOSAL
	<ul style="list-style-type: none"> ○ Facilitating the democratic decision-making of council by presiding at council meetings in accordance with the Act ○ Developing and maintaining professional working relationships between councillors and the CEO ○ Performing civic and ceremonial duties on behalf of the local government ○ Working effectively with the CEO and councillors in overseeing the delivery of the services, operations, initiatives and functions of the local government. 	
	<p>5.2.2 – Council Role</p> <ul style="list-style-type: none"> • It is proposed to amend the Act to specify the roles and responsibilities of the Council, which is the entity consisting of all of the councillors and led by the Mayor or President. • While input and consultation will inform precise wording, it is proposed that the Act is amended to generally outline that the Council is responsible for: <ul style="list-style-type: none"> ○ Making significant decisions and determining policies through democratic deliberation at council meetings ○ Ensuring the local government is adequately resourced to deliver the local government’s operations, services and functions – including all functions that support informed decision-making by council ○ Providing a safe working environment for the CEO ○ Providing strategic direction to the CEO ○ Monitoring and reviewing the performance of the local government. 	<p>No major changes. Work to develop details and refine exact phrasing/wording is ongoing.</p>
	<p>5.2.3 – Elected Member (Councillor) Role</p> <ul style="list-style-type: none"> • It is proposed to amend the Act to specify the roles and responsibilities of all elected councillors. 	<p>No major changes. Work to develop details and refine exact phrasing/wording is ongoing.</p>

CURRENT PROVISIONS	ORIGINAL PROPOSAL	AMENDED PROPOSAL
	<ul style="list-style-type: none"> • While input and consultation will inform precise wording, it is proposed that the Act is amended to generally outline that every elected councillor is responsible for: <ul style="list-style-type: none"> ○ Considering and representing, fairly and without bias, the current and future interests of all people who live, work and visit the district (including councillors elected for a particular ward) ○ Positively and fairly contributing and applying their knowledge, skill, and judgement to the democratic decision-making process of council ○ Applying relevant law and policy in contributing to the decision-making of the council ○ Engaging in the effective planning and review of the local government’s resources, and the performance of its operations, services, and functions ○ Communicating the decisions and resolutions of council to stakeholders and the public ○ Developing and maintaining professional working relationships with all other councillors and the CEO ○ Maintaining and developing their knowledge and skills relevant to local government ○ Facilitating public engagement with local government. • It is proposed that elected members should not be able to use their title (e.g., “Councillor”, “Mayor”, or “President”) and associated resources of their office (such as email address) unless they are performing their role in their official capacity. <p>5.2.4 – CEO Role</p> <ul style="list-style-type: none"> • The Act requires local governments to employ a CEO to run the local government administration and implement the decisions of council. 	<p></p> <p>No major changes. Work to develop details and refine exact phrasing/wording is ongoing.</p>

CURRENT PROVISIONS	ORIGINAL PROPOSAL	AMENDED PROPOSAL
	<ul style="list-style-type: none"> • To provide greater clarity, it is proposed to amend the Act to specify the roles and responsibilities of all local government CEOs. • While input and consultation will inform precise wording, it is proposed that the Act is amended to generally outline that the CEO of a local government is responsible for: <ul style="list-style-type: none"> ○ Coordinating the professional advice and assistance necessary for all elected members to enable the council to perform its decision-making functions ○ Facilitating the implementation of council decisions ○ Ensuring functions and decisions lawfully delegated by council are managed prudently on behalf of the council ○ Managing the effective delivery of the services, operations, initiatives and functions of the local government determined by the council ○ Providing timely and accurate information and advice to all councillors in line with the Council Communications Agreement (see item 5.3) ○ Overseeing the compliance of the operations of the local government with State and Commonwealth legislation on behalf of the council ○ Implementing and maintaining systems to enable effective planning, management, and reporting on behalf of the council. 	
5.3 Council Communication Agreements		
<ul style="list-style-type: none"> • The Act provides that council and committee members can have access to any information held by the local government that is relevant to the performance of the member’s functions. 	<ul style="list-style-type: none"> • In State Government, there are written Communication Agreements between Ministers and agencies that set standards for how information and advice will be provided. 	

CURRENT PROVISIONS	ORIGINAL PROPOSAL	AMENDED PROPOSAL
<ul style="list-style-type: none"> The availability of information is sometimes a source of conflict within local governments. 	<ul style="list-style-type: none"> It is proposed that local governments will need to have Council Communications Agreements between the council and the CEO. These Council Communication Agreements would clearly specify the information that is to be provided to councillors, how it will be provided, and the timeframes for when it will be provided. A template would be published by DLGSC. This default template will come into force if a council and CEO do not make a specific alternative agreement within a certain timeframe following any election. 	<p>Default Agreement</p> <p>The default agreement (to be developed in consultation with the sector) will start at the commencement of election caretaker periods. The CEO and an absolute majority of council must agree for an arrangement other than the default to apply.</p> <p>The agreement will specify <u>how</u> information should be requested and received. Provisions about the information elected members can access would be unchanged.</p>
<p>5.4 Local Governments May Pay Superannuation Contributions for Elected Members</p>		
<ul style="list-style-type: none"> Elected members are eligible to receive sitting fees or an annual allowance. Superannuation is not paid to elected members. However, councillors can currently divert part of their allowances to a superannuation fund. Councils should be reflective and representative of the people living within the district. Local governments should be empowered to remove any barriers to the participation of gender and age diverse people on councils. 	<ul style="list-style-type: none"> It is proposed that local governments should be able to decide, through a vote of council, to pay superannuation contributions for elected members. These contributions would be additional to existing allowances. Superannuation is widely recognised as an important entitlement to provide long term financial security. Other states have already moved to allow councils to make superannuation contributions for councillors. Allowing council to provide superannuation is an important part of encouraging equality for people represented on council – particularly for women and younger people. Providing superannuation to councillors recognises that the commitment to elected office can reduce a person’s opportunity to undertake employment and earn superannuation contributions. 	<p>Councils to Determine Whether to Pay Additional Superannuation Allowance</p> <p>No change, confirming councils will be able to decide whether to pay superannuation.</p> <p>This is based on the model recently introduced in New South Wales.</p>

CURRENT PROVISIONS	ORIGINAL PROPOSAL	AMENDED PROPOSAL
5.5 Local Governments May Establish Education Allowances		
<ul style="list-style-type: none"> Local government elected members must complete mandatory training. There is no specific allowance for undertaking further education. 	<ul style="list-style-type: none"> Local governments will have the option of contributing to the education expenses for councillors, up to a defined maximum value, for tuition costs for further education that is directly related to their role on council. Councils will be able to decide on a policy for education expenses, up to a maximum yearly value for each councillor. Councils may also decide not to make this entitlement available to elected members. Any allowance would only be able to be used for tuition fees for courses, such as training programs, diplomas and university studies, which relate to local government. Where it is made available, this allowance will help councillors further develop skills to assist with making informed decisions on important questions before council and provide professional development opportunities for councillors. 	<p>No major changes. Work to develop and refine detail is ongoing.</p>
5.6 Standardised Election Caretaker period		
<ul style="list-style-type: none"> There is currently no requirement for a formal caretaker period, with individual councils operating under their own policies and procedures. This is commonly a point of public confusion. 	<ul style="list-style-type: none"> A State-wide caretaker period for local governments is proposed. All local governments across the State would have the same clearly defined election period, during which: <ul style="list-style-type: none"> Councils do not make major decisions with criteria to be developed defining 'major' Incumbent councillors who nominate for re-election are not to represent the local government, act on behalf of the council, or use local government resources to support campaign activities. There are consistent election conduct rules for all candidates. 	<p>Limited Exemptions It is proposed to include minor exemptions to allow councils to make specific decisions essential to ongoing operation of the local government during the caretaker period.</p>

CURRENT PROVISIONS	ORIGINAL PROPOSAL	AMENDED PROPOSAL
5.7 Remove WALGA from the Act		
<ul style="list-style-type: none"> The Western Australian Local Government Association (WALGA) is constituted under the Act The Local Government Panel Report and the Select Committee Report included this recommendation. 	<ul style="list-style-type: none"> The Local Government Panel Report recommended that WALGA not be constituted under the Act. Separating WALGA out of the Act will provide clarity that WALGA is not a State Government entity. 	<p>No major changes. Work to develop and refine detail is ongoing.</p>
5.8 CEO Recruitment		
<ul style="list-style-type: none"> Recent amendments introduced provisions to standardise CEO recruitment. The recruitment of a CEO is a very important decision by a local government. 	<ul style="list-style-type: none"> It is proposed that DLGSC establishes a panel of approved members to perform the role of the independent person on CEO recruitment panels. Councils will be able to select an independent person from the approved list. Councils will still be able to appoint people outside of the panel with the approval of the Inspector. 	<p>No major changes. Work to develop and refine detail is ongoing.</p>

Theme 6: Improved Financial Management and Reporting

CURRENT PROVISIONS	ORIGINAL PROPOSAL	AMENDED PROPOSAL
6.1 Model Financial Statements and Tiered Financial Reporting		
<ul style="list-style-type: none"> The financial statements published in the Annual Report are the main financial reporting currently published by local governments. Reporting obligations are the same for large (Stirling, Perth, Fremantle) and small (Sandstone, Wiluna, Dalwallinu) local governments, even though they vary significantly in complexity. The Office of the Auditor General has said that some existing reporting requirements are unnecessary or onerous - for instance, information that is not relevant to certain local governments, or that is a duplicate of other published information. 	<ul style="list-style-type: none"> The Minister strongly believes in transparency and accountability in local government. The public rightly expects the highest standards of integrity, good governance and prudent financial management in local government. It is critically important that clear information about the financial position of local governments is openly available to ratepayers. Financial information also supports community decision-making about local government services and projects. Local governments differ significantly in the complexity of their operations. Smaller local governments generally have much less operating complexity than larger local governments. The Office of the Auditor General has identified opportunities to improve financial reporting, make statements clearer and reduce unnecessary complexity. Recognising the difference in the complexity between smaller and larger local governments, it is proposed that financial reporting requirements should be tiered—meaning that larger local governments will have greater financial reporting requirements than smaller local governments. It is proposed to establish standard templates for Annual Financial Statements for band 1 and 2 councils and simpler, clearer financial statements for bands 3 and 4. 	<p>No significant changes.</p> <p>Work on the Model Financial Statements is ongoing. It is expected that the new Model Financial Statements will be in place for the 2022-23 financial year.</p>

CURRENT PROVISIONS	ORIGINAL PROPOSAL	AMENDED PROPOSAL
	<ul style="list-style-type: none"> • Online Registers, updated quarterly (see item 3.4), would provide faster and greater transparency than current annual reports. Standard templates will be published for use by local governments. • Simpler Strategic and Financial Planning (item 6.2) would also improve the budgeting process. 	
6.2 Simplify Strategic and Financial Planning		
<ul style="list-style-type: none"> • Requirements for plans are outlined in the Local Government Financial Management and Administration Regulations. • There is also the Integrated Planning and Reporting (IPR) framework. • While many councils successfully apply IPR to their budgeting and reporting, IPR may seem complicated or difficult, especially for smaller local governments. 	<ul style="list-style-type: none"> • Clear information about the finances of local government enables informed public and ratepayer engagement and input to decision-making. • The framework for financial planning should be based around information being clear, transparent and easy for all ratepayers and members of the public to understand. • In order to provide more consistency and clarity across the State, it is proposed that greater use of templates is introduced to make planning and reporting clearer and simpler, providing greater transparency for ratepayers. • Local governments would be required to adopt a standard set of plans, and there will be templates published by DLGSC for use or adaptation by local governments. • It is proposed that the plans that are required are: <ul style="list-style-type: none"> ○ Simplified Council Plans that replace existing Strategic Community Plans and set high-level objectives with a new plan required at least every eight years. These will be short-form plans with a template available from DLGSC ○ Simplified Asset Management Plans to consistently forecast costs of maintaining the local government's assets. 	<p>Borrowing Against Freehold Land A further amendment is proposed to allow a local government to borrow against the freehold (private/zoned) land it owns. Otherwise, no major changes. Work to develop and refine detail is ongoing.</p>

CURRENT PROVISIONS	ORIGINAL PROPOSAL	AMENDED PROPOSAL
	<p>A new plan will be required at least every 10 years, though local governments should update the plan regularly if the local government gains or disposes of major assets (e.g., land, buildings or roads). A template will be provided, and methods of valuations will be simplified to reduce red tape</p> <ul style="list-style-type: none"> ○ Simplified Long Term Financial Plans will outline any long-term financial management and sustainability issues, and any investments and debts. A template will be provided, and these plans will be required to be reviewed in detail at least every four years ○ A new Rates and Revenue Policy (see item 6.3) that identifies the approximate value of rates that will need to be collected in future years (referencing the Asset Management Plan and Long-Term Financial Plan) providing a forecast to ratepayers (updated at least every four years) ○ The use of simple, one-page Service Proposals and Project Proposals that outline what proposed services or initiatives will cost, to be made available through council meetings. These will become Service Plans and Project Plans added to the yearly budget if approved by council. This provides clear transparency for what the functions and initiatives of the local government cost to deliver. Templates will be available for use by local governments. 	
6.3 Rates and Revenue Policy		
<ul style="list-style-type: none"> • Local governments are not required to have a rates and revenue policy. 	<ul style="list-style-type: none"> • The Rates and Revenue Policy is proposed to increase transparency for ratepayers by linking rates to basic operating costs and the minimum costs for maintaining essential infrastructure. 	<p>No major changes. Work to develop and refine detail is ongoing.</p>

CURRENT PROVISIONS	ORIGINAL PROPOSAL	AMENDED PROPOSAL
<ul style="list-style-type: none"> Some councils defer rate rises, resulting in the eventual need to drastically raise rates to cover unavoidable costs, especially for the repair of infrastructure. 	<ul style="list-style-type: none"> A Rates and Revenue Policy would be required to provide ratepayers with a forecast of future costs of providing local government services. The Policy would need to reflect the Asset Management Plan and the Long-Term Financial Plan (see item 6.2), providing a forecast of what rates would need to be, to cover unavoidable costs. A template would be published for use or adaptation by all local governments. The Local Government Panel Report included this recommendation. 	
6.4 Monthly Reporting of Credit Card Statements		
<ul style="list-style-type: none"> No legislative requirement. Disclosure requirements brought in by individual councils have shown significant reduction of expenditure of funds. 	<ul style="list-style-type: none"> The statements of a local government’s credit cards used by local government employees will be required to be tabled at council meetings on a monthly basis. This provides oversight of incidental local government spending. 	No major changes. Work to develop and refine detail is ongoing.
6.5 Amended Financial Ratios		
<ul style="list-style-type: none"> Local governments are required to report seven ratios in their annual financial statements. These are reported on the MyCouncil website. These ratios are intended to provide an indication of the financial health of every local government. 	<ul style="list-style-type: none"> Financial ratios will be reviewed in detail, building on work already underway by DLGSC. The methods of calculating ratios and indicators will be reviewed to ensure that the results are accurate and useful. 	Further work on this is ongoing.

CURRENT PROVISIONS	ORIGINAL PROPOSAL	AMENDED PROPOSAL
6.6 Audit Committees		
<ul style="list-style-type: none"> Local governments must establish an Audit Committee that has three or more persons, with the majority to be council members. The Audit Committee is to guide and assist the local government in carrying out the local government's functions in relation to audits conducted under the Act. The Panel Report identified that Audit Committees should be expanded, including to provide improved risk management. 	<ul style="list-style-type: none"> To ensure independent oversight, it is proposed the Chair of any Audit Committee be required to be an independent person who is not on council or an employee of the local government. Audit Committees would also need to consider proactive risk management. To reduce costs it is proposed that local governments should be able to establish shared Regional Audit Committees. The Committees would be able to include council members but would be required to include a majority of independent members and an independent chairperson. 	<p>No Requirement for Majority of Independent Members (only Independent Chair)</p> <p>Recognising the practical difficulty in recruiting independent people expressed by several local governments, the requirement for Audit Committees to have a majority of independent members will not be progressed.</p> <p>However, the requirement for an independent chairperson remains.</p> <p>Local Governments May Renumerate Independent Committee Members</p> <p>The Act will be amended to allow local governments to pay fees to committee members within Salaries and Allowances Tribunal limits.</p>

CURRENT PROVISIONS	ORIGINAL PROPOSAL	AMENDED PROPOSAL
6.7 Building Upgrade Finance		
<ul style="list-style-type: none"> The local government sector has sought reforms that would enable local governments to provide loans to property owners to finance building improvements. This is not currently provided for under the Act. The Local Government Panel Report included this recommendation. 	<ul style="list-style-type: none"> Reforms would allow local governments to provide loans to third parties for specific building improvements - such as cladding, heritage and green energy fixtures. This would allow local governments to lend funds to improve buildings within their district. Limits and checks and balances would be established to ensure that financial risks are proactively managed. 	<p>Clarification – Lending Terms No major changes, but it should be clarified that financial institutions may provide the principal funds for the loan. Local governments would then collect repayments via rates notices (and pass on funds to any external lender) and would be able to foreclose on the land to recover debts using existing <i>Local Government Act 1995</i> provisions in the event of default by the borrower. Work to develop and refine detail is ongoing.</p>
6.8 Cost of Waste Service to be Specified on Rates Notices		
<ul style="list-style-type: none"> No requirement for separation of waste charges on rates notice. Disclosure will increase ratepayer awareness of waste costs. The Review Panel Report included this recommendation. 	<ul style="list-style-type: none"> It is proposed that waste charges are required to be separately shown on rate notices (for all properties which receive a waste service). This would provide transparency and awareness of costs for ratepayers. 	<p>No major changes. Work to develop and refine detail is ongoing.</p>

9 PREVIOUS MATTERS DEALT WITH NOT ON THE AGENDA

Reconciliation arising from past meetings:

Nil.

10 GENERAL BUSINESS**10.1 Business Systems Project Update**

Ms Lorraine Driscoll, Director Corporate and Strategy gave a verbal update on item 10.1. The Committee requested quarterly risk updates from the Business Systems Project under 10.1.

MOTION

Requests that the Business Systems Update become a standing item at future ARMC meetings.

Cr Filomena Piffaretti, Mayor Moved, Andrew Cox Seconded

CARRIED UNANIMOUSLY: 5/0

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

Against: Nil.

10.2 Occupational Health And Safety

Ms Lorraine Driscoll, Director Corporate and Strategy gave a verbal update on item 10.2.

MOTION

Requests that the Occupational Health and Safety Update become a standing item at future ARMC meetings.

Cr Filomena Piffaretti, Mayor Moved, Cr Josh Eveson Seconded

CARRIED UNANIMOUSLY: 5/0

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

Against: Nil.

10.3 Status Of Risk Management Within The City

The Coordinator Risk Management gave a verbal update to the Committee on the status of the Risk Management Function and Risk Management Framework.

11 CONFIDENTIAL ITEMS**COMMITTEE RESOLUTION**

That the meeting be closed to the public and the recording be suspended.

Cr Filomena Piffaretti, Mayor Moved, Cr Josh Eveson Seconded

CARRIED UNANIMOUSLY: 5/0

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

Against: Nil.

At 6:05pm, the meeting closed to the public and the recording was suspended.

11.1 Debt Write-Off - North East Region Training Centre

Responsible Branch:	Financial Services
Responsible Directorate:	Corporate and Strategy
Authority/Discretion:	Legislative
Voting Requirement:	Simple Majority

REASON FOR CONFIDENTIALITY

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

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

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

COMMITTEE RECOMMENDATION TO COUNCIL OFFICER'S RECOMMENDATION

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

Cr Filomena Piffaretti, Mayor Moved, Cr Josh Eveson Seconded

CARRIED UNANIMOUSLY: 5/0

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

Against: Nil.

COMMITTEE RESOLUTION

That the meeting be reopened to the public and the recording be resumed.

Cr Filomena Piffaretti, Mayor Moved, Cr Josh Eveson Seconded

CARRIED UNANIMOUSLY: 5/0

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

Against: Nil.

At 6:08pm, the meeting was reopened to the public and the recording resumed.

12 NEXT MEETING

The next meeting of the Audit and Risk Management Committee will take place in the Committee Room, 61 Broun Avenue, Morley, on 14 February 2023 commencing at 5pm.

13 CLOSURE

There being no further business to discuss, the Chairperson, Cr Giorgia Johnson, declared the meeting closed at 6:08pm.