

# Minutes

## Audit and Risk Management Committee

**Monday 8 May 2023**

*By signing these minutes I certify that they were confirmed at the  
Audit and Risk Management Committee held on 7 August 2023*

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**Cr Giorgia Johnson  
CHAIRPERSON**

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<b>1</b>	<b>OFFICIAL OPENING</b>	<b>3</b>
<b>2</b>	<b>ACKNOWLEDGEMENT OF COUNTRY</b>	<b>3</b>
<b>3</b>	<b>ATTENDANCE</b>	<b>3</b>
<b>3.1</b>	<b>Apologies</b>	<b>4</b>
<b>4</b>	<b>DISCLOSURE OF INTEREST SUMMARY</b>	<b>4</b>
<b>5</b>	<b>DELEGATED AUTHORITY BY COUNCIL</b>	<b>4</b>
<b>6</b>	<b>TERMS OF REFERENCE</b>	<b>4</b>
<b>7</b>	<b>CONFIRMATION OF MINUTES</b>	<b>6</b>
<b>8</b>	<b>REPORTS</b>	<b>7</b>
<b>8.1</b>	<b>City of Bayswater Annual Report and Annual Financial Report 2021/22</b>	<b>7</b>
<b>8.2</b>	<b>Office of the Auditor General - Information Systems Audit 2021/22</b>	<b>150</b>
<b>8.3</b>	<b>Three-Year Internal Audit Plan 2023/24 - 2025/26</b>	<b>154</b>
<b>8.4</b>	<b>RFT 04-2023 - Provision of Internal Audit Services</b>	<b>164</b>
<b>8.5</b>	<b>Quarterly Performance Review - Audit Function - Q3 2022/23</b>	<b>168</b>
<b>8.6</b>	<b>Quarterly Performance Review - Risk Management - Q3 2022/23</b>	<b>172</b>
<b>8.7</b>	<b>Quarterly Performance Review - Corporate - Qtr.3 - 2022/23</b>	<b>175</b>
<b>8.8</b>	<b>Debtors write-off</b>	<b>206</b>
<b>8.9</b>	<b>Update on Local Government Reform</b>	<b>209</b>
<b>9</b>	<b>PREVIOUS MATTERS DEALT WITH NOT ON THE AGENDA</b>	<b>247</b>
<b>10</b>	<b>GENERAL BUSINESS</b>	<b>247</b>
<b>10.1</b>	<b>Business Systems Project Update</b>	<b>247</b>
<b>10.2</b>	<b>Occupational Health and Safety</b>	<b>247</b>
<b>11</b>	<b>CONFIDENTIAL ITEMS</b>	<b>247</b>
<b>12</b>	<b>NEXT MEETING</b>	<b>247</b>
<b>13</b>	<b>CLOSURE</b>	<b>247</b>

**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 Monday 8 May 2023.

## 1 OFFICIAL OPENING

The Presiding Member, Cr Giorgia Johnson, declared the meeting open at 5:10pm.

## 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 koor koor, 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

*In accordance with r14C(2)(b) of the Local Government (Administration) Regulations 1996, and the City of Bayswater Electronic Attendance Policy, Cr Filomena Piffaretti, Mayor, gave approval for Councillors Eveson, Sutherland and herself, to attend this meeting via electronic means.*

*In accordance with r14CA(5), Cr Filomena Piffaretti, Mayor, Cr Josh Eveson, Cr Michelle Sutherland, and observers Mr Jordan Langford-Smith and Ms Joanne Clarke confirmed that they were attending the meeting from a suitable location in order to effectively engage in deliberations and communications during the meeting and that they were able to maintain confidentiality during items discussed behind closed doors.*

### Members

Cr Giorgia Johnson	Chairperson
Cr Filomena Piffaretti	Mayor (attended via electronic means)
Cr Josh Eveson	(attended by electronic means)
Cr Michelle Sutherland	(attended by electronic means)

### Officers

Mr Jeremy Edwards	Chief Executive Officer
Ms Kym Leahy	Director Corporate Services
Ms Amanda Albrecht	Manager Governance and Organisational Planning and Development
Mr Stuart Monks	Manager Financial Services
Ms Tami Cooper	Coordinator Risk Management
Ms Karen D'Cunha	Coordinator Governance

**Observers**

Mr Jordan Langford-Smith	Senior Director, Financial Audit, Office of the Auditor General for Western Australia (until 5:30pm)
Ms Joanne Clarke	Audit Manager, Office of the Auditor General for Western Australia (until 5:30pm)

**Leave of Absence**

Nil.

**3.1 Apologies**

Ms Jillian Brazil	Independent Member
Mr Andrew Cox	Independent Member

**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.

No disclosures of interest were made at the 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**

<b>TERMS OF REFERENCE Audit and Risk Management Committee</b>	
<b>Purpose</b>	The purpose of the Committee is to provide independent oversight so that Council can be satisfied with the performance and effectiveness of the City's financial reporting, governance systems, risk management and internal control practices.
<b>Elected Member membership</b>	Four Elected Members*. <i>*minimum three required under legislation</i>
<b>External Member membership</b>	Up to two external members.
<b>Non-Voting Members</b>	The Chief Executive Officer or his/her nominee is to be available together with the Director Corporate and Strategy or his/her nominee, to attend all meetings to provide advice and guidance to the Committee. Other Council officers may attend meetings as and when required. The City shall provide such administrative support to the Committee as may be required from time to time.
<b>Powers</b>	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

	<p>Committee does not have any management functions and cannot involve itself in the management processes or procedures.</p> <p>In discharging its responsibilities, the Committee will liaise with the Chief Executive Officer to ensure the effective and efficient management of the City's functions and compliance with legislation and, in particular, Part 6 (Financial Management) and Part 7 (Audit) of the <i>Local Government Act 1995</i> ('the Act') as well as Part 16 (Functions of Audit Committee) and Part 17 (CEO to review certain systems and procedures) of the <i>Local Government (Audit) Regulations 1996</i> ('the audit regulations') and periodic reviews of the City's financial management systems under Regulation 5 (2) of the Local Government (Financial Management) Regulations 1996 ('the financial regulations').</p> <p>The Committee may request such access to members of management, employees and all relevant information as it considers necessary to discharge its duties. This includes being entitled to request access to records, data, reports and explanatory information as the Committee deems necessary to discharge its responsibilities for providing independent oversight.</p>
<b>Roles and Functions</b>	<p>The roles and functions of the Committee are to:</p> <p>(a) Guide and assist the City in carrying out its functions under Part 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"> <li>• To review the scope of the Internal Audit plans and to consider their effectiveness;</li> <li>• Support the implementation of a risk management culture. Consider reports at least annually on the City's Risk Management Framework.</li> </ul> <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>
<b>Delegated Authority</b>	Nil.
<b>Meetings:</b>	Committee meetings are to be in accordance with the <i>City of Bayswater Standing Orders Local Law 2021</i> .
<b>Meeting Frequency:</b>	The Committee shall meet at least quarterly**.

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	<i>**minimum annually under legislation</i>
<b>Meeting Date and Time:</b>	Quarterly or as required.
<b>Location</b>	City of Bayswater Civic Centre
<b>Liaison Officer</b>	Director Corporate and Strategy or nominated officer.

## 7 CONFIRMATION OF MINUTES

### **COUNCIL RESOLUTION** **(OFFICER'S RECOMMENDATION)**

The Minutes of the Audit and Risk Management Committee held on 7 March 2023 which have been distributed, be confirmed as a true and correct record.

**Cr Filomena Piffaretti, Mayor Moved, Cr Giorgia Johnson Seconded**

**CARRIED UNANIMOUSLY: 4/0**

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

***Against: Nil.***

**8 REPORTS****8.1 City of Bayswater Annual Report and Annual Financial Report 2021/22**

<b>Responsible Branch:</b>	Governance and Organisational Planning and Development and Financial Services
<b>Responsible Directorate:</b>	Office of the CEO and Corporate and Strategy
<b>Authority/Discretion:</b>	Legislative
<b>Voting Requirement:</b>	<b>ABSOLUTE MAJORITY REQUIRED</b>
<b>Attachments:</b>	1. DRAFT Annual Report 2021/22 [8.1.1 - 67 pages] 2. Annual Financial Report 2021/22 [8.1.2 - 70 pages] 3. CONFIDENTIAL - Annual Management Letter 2021/22 - Attachment A [8.1.3 - 27 pages]
<b>Refer:</b>	Nil

**SUMMARY**

Local governments are required to prepare an annual report for each financial year. The Annual Report consists of two parts. The first part of the report summarises activities and achievements from the financial year. The second part of the report is the financial report and a report from the Office of the Auditor General.

The report, along with the financial statements is submitted to Council for consideration and adoption.

Once adopted the Annual Report is to be presented to the Electors of the district at an Annual Meeting of Electors held within 8 weeks of the Council adoption. The date proposed for consideration by the Council is Monday 10 July 2023.

**COMMITTEE RESOLUTION**

**That, in accordance with s5.23(2)(f)(ii) of the *Local Government Act 1995*, the meeting be closed to the public to allow discussion of Confidential Attachment 3.**

**Cr Filomena Piffaretti, Mayor Moved, Cr Giorgia Johnson Seconded**

**CARRIED UNANIMOUSLY: 4/0**

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

***Against: Nil.***

*At 5:18pm, the meeting closed to the public.*

**OFFICER'S RECOMMENDATION**

That the Audit and Risk Management Committee recommends that Council:

1. Accepts the Annual Report for the year ended 30 June 2022 in Attachment 1;
2. Accepts the Annual Financial Report for the year ended 30 June 2022, including the Independent Auditor's Report in Attachment 2;
3. Notes the 2021/22 Annual Audit Management Letter including management comment as contained in the Confidential Attachment 3 to this report.;
4. Authorises the CEO to approve any minor changes that may be required to the Annual Report and the Annual Financial Report for 2021/22 before the document is collated and finalised for printing;

5. Convenes the Annual Meeting of Electors for 7:00pm on Monday 10 July 2023 to be held at the City of Bayswater Civic Centre and gives public notice in accordance with the *Local Government Act 1995*.

### **COMMITTEE RECOMMENDATION TO COUNCIL**

**That Council:**

1. **Accepts the Annual Report for the year ended 30 June 2022 in Attachment 1;**
2. **Accepts the Annual Financial Report for the year ended 30 June 2022, including the Independent Auditor's Report in Attachment 2;**
3. **Notes the 2021/22 Annual Audit Management Letter including management comment as contained in the Confidential Attachment 3 to this report;**
4. **Notes that the Audit and Risk Management Committee has requested that management prioritise the implementation of findings identified in previous audits in the first instance;**
5. **Authorises the CEO to approve any minor changes that may be required to the Annual Report and the Annual Financial Report for 2021/22 before the document is collated and finalised for printing;**
6. **Convenes the Annual Meeting of Electors for 7:00pm on Monday 10 July 2023 to be held at the City of Bayswater Civic Centre and gives public notice in accordance with the *Local Government Act 1995*.**

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

**CARRIED UNANIMOUSLY: 4/0**

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

**Against: Nil.**

### **REASON FOR CHANGE**

***The Committee changed the officer's recommendation to ensure that management would prioritise the implementation of findings identified in previous audits.***

### **BACKGROUND**

The *Local Government Act 1995* (the Act) requires every local government to prepare and adopt an Annual Report for each financial year and to adopt it prior to 31 December of the following financial year, subject to the completion of an independent audit. If the auditor's report is not available in time to be accepted by 31 December, the annual report must be accepted no later than two months after the auditor's report becomes available.

The Office of the Auditor General's report on the City's Annual Financial Report for 2021/22 was received on 6 April 2023.

Prior to consideration by Council, the Annual Financial Report must be considered by the Audit and Risk Management Committee. The Annual Report and the Annual Financial Report for 2021/22 will be presented to the Audit and Risk Management Committee at a meeting scheduled for 8 May 2023, and the Ordinary Council Meeting scheduled for 23 May 2023.

The Annual Report, including the auditor's report and the audited financial report, must be published on the City's website within 14 days after the annual report has been accepted by the Council.

The Act also requires that a general meeting of electors of the district is to be held once every financial year and that the general meeting is held on a day selected by the local government, no more than 56 days after the local government accepts the Annual Report. At least 14 days local public notice is required of the date, time, place and purpose of the Annual Meeting of Electors.

## **EXTERNAL CONSULTATION**

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

The Annual Report 2021/22, once adopted by the Council, will be made available on the City's website and hard copies will be available at the City's Libraries and Civic Centre, and upon request.

## **OFFICER'S COMMENTS**

The Annual Report 2021/22 is made up of two key sections. The first part of the report summarises activities and achievements from the financial year. The second part of the report is the Annual Financial Report and a report from the Office of the Auditor General.

### **Annual Report 2021/22**

The Annual Report provides the community with an overview of the City's programs, services and initiatives delivered during the 2021/22 financial year. The content for the first part of the annual report (the performance commentary) is provided in **Attachment 1**.

The Annual Report is used to inform the community and key stakeholders on activities and achievements for the financial year, and forms a reference document for future years.

The Act and associated regulations specify the contents required to be included in the Annual Report. The commentary for the 2021/22 report is considered to meet the relevant requirements of the Act and Regulations.

The Annual Report for 2021/22 includes

- A report from the Mayor
- A report from the CEO
- An overview of the City of Bayswater demographics and statistics
- Highlights, against the Strategic Community Plan themes, of the City's achievements across the year
- Information about the Council, including details of Councillors and Wards.
- A summary, by Directorate, of significant activities undertaken across 2021-22 and key plans for 2022/23.
- An outline of Integrated Planning and Reporting and key City Strategies
- All disclosures and information prescribed by regulations, including Councillor diversity statistics collected following the Ordinary Election in 2021.

### **Annual Financial Report 2021/22 and Independent Auditor's Report**

The Annual Report also contains the Annual Financial Report of the City for 2021/22. This includes the Statements of Comprehensive Income by Nature or Type, Statement of Financial Position, Statement of Changes in Equity, Statement of Cash Flows, Rate Setting Statement and notes to and forming part of the accounts. The Annual Financial Report has been audited by the Office of the Auditor General. The contents for the second part of the annual report (the Annual Financial Report and the Independent Auditor's report) are provided in **Attachment 2**.

For the financial year ended 30 June 2022, the City recorded a net result for the period of \$790,834 compared to the adopted budget surplus of \$994,368 (refer to the Statement of Comprehensive Income). The unbudgeted increment of the revaluation outcome for the City's land and buildings of \$8,744,537 is the contributing factor to the total comprehensive income for the period of \$9,535,371.

The key factors contributed to the variances are summarised below:

### ***Operating revenue***

For the year operating revenue was \$81,917,545 compared to the budget of \$77,580,385 resulting in an increase of \$4,337,160 (5.6%). This is mainly due to:

- Financial Assistant Grant for 2022/23 was received in advance in 2021/22.
- The recognition of 'found' assets which were previously omitted in the Geographic Information System (GIS).
- The increase in cash rate by the Reserve Bank yielding higher interest earnings compared to budget.
- The increase in revenue for the recreation facilities such as Bayswater Waves, the RISE and Golf Courses due to the unexpected increase in patron numbers participated in activities throughout the year.

### ***Operating expenses***

For the year operating expenses were \$81,145,017 compared to the budget of \$86,216,828 brought a decrease of \$5,071,811 (5.9%).

The majority of the decrease is largely due to:

- Lower expenditure in bulk waste disposal as the Cleanaway bulk processing facility was not operational due to fire. Furthermore, the Material Recovery Facility (MRF) processing cost was lower due to the negotiated lower contract rate.
- Projects such as Les Hansman Community Centre; Tree Planting program; FOGO Implementation – Communication Plan and Delivery; Morley Activity Centre Streetscape plan being carried forward to 2022/23. Maylands Underground Power project did not proceed as planned due to the delay from Western Power. This project has also been carried forward to 2022/23 budget.
- Roads, carparks and crossover projects expenditure are lower than budget due to the changes in contractors as well as prioritising the allocations of resources to works carried forward from previous year.
- The delay in projects such as Business Investment and Economic Growth Program and Information Business Systems were also contributing factors for the decrease in expenditure in 2021/22.
- Employee costs were \$35,134,249 compared to the adopted budget of \$36,150,555, resulting in a decrease of \$1,016,306 due to staff vacancies. This was largely offset by the higher costs of hiring agency staff which are reflected under Materials and Contracts.

A significant adjustment that adversely impacted on the net result related to Discontinued Operations which recognised a net expense of \$8.43M. This relates to the aged care divestment project and a fair value assessment was required as at 30 June 2022 resulting in a book loss (i.e. a decrement on revaluation of assets held for sale).

### **Audit Findings**

The 2021/22 audits identified fifteen key areas needing improvement. The details of these items, including Management's responses are outlined in **Confidential Attachment 3**. The City has responded accordingly and completed eight of the fifteen recommendations. The uncompleted recommendations will be recorded in the audit log and will be followed up and reported quarterly to the Audit and Risk Management Committee.

The audit findings relate to an outdated Long-Term Financial Plan, accounting and oversight of the City's aged care facilities and policy and procedure improvements.

The Annual Report must be considered by the Council no later than 2 months after the auditor's report becomes available. The Auditor's report was received on 6 April 2023. The Audit and Risk Management Committee will consider the report at a meeting scheduled for 8 May 2023, and the Council will consider the report at its 23 May 2023 Ordinary Council Meeting.

### **Annual Meeting of Electors**

The Annual Meeting of Electors must be held within 56 days (8 weeks) of the Council adoption of the Annual Report 2021/22.

If the Council adopts the Annual Report 2021/22 at its Ordinary Council Meeting held 23 May 2023, the meeting of Electors must be held prior to 18 July 2023.

It is recommended that the Annual Meeting of Electors be convened for 7:00pm, Monday 10 July 2023, to be held in the City of Bayswater Civic Centre.

Public notice for this meeting must be given no later than 26 June 2023.

### **LEGISLATIVE COMPLIANCE**

#### *Local Government Act 1995*

- Section 5.53 Annual reports
- Section 5.54 Acceptance of annual reports
- Section 5.55 Notice of annual reports
- Section 5.55A Publication of annual reports
- Section 5.27 Electors' general meetings
- Section 5.29 Convening electors' meetings

#### *Local Government (Administration) Regulations 1996*

- Part 3 – Electors' meetings
- Part 5 – Annual reports and planning

#### *Local Government (Audit) Regulations 1996*

- Regulation 9 – Performance of audit
- Regulation 10 – Report by auditor
- Regulation 16 – Functions of audit committee

## 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
<b>Conclusion</b>	<p>The Officer Recommendation is consistent with the legislative requirement for the City to prepare an Annual Report, for the report to be considered and accepted by the Council, and for an Annual Meeting of Electors to be convened.</p> <p>The Annual Financial Report has been audited by the Office of the Auditor General and an unqualified audit has been received.</p> <p>Notes the 2021/22 annual audit management letter including management comments as contained in <b>Attachment 3</b> to this report.</p>	

## FINANCIAL IMPLICATIONS

50-100 copies of the Annual Report 2021/22 will be printed at a total cost of \$1,200 to \$2,200 (including GST).

## 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

The Annual Report 2021/22 has been prepared to highlight the City's achievements and performance from the last financial year and ensure legislative compliance.

The Annual Financial Report for the year ended 30 June 2022, including the Independent Auditor's Report be accepted by Council, the Annual Audit Management Letters be noted and Annual General Meeting of Electors be held on 10 July 2023.

City of  
**Bayswater**

# Annual Report 2021/22



bayswater.wa.gov.au





## Acknowledgement of Country

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

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.

## Accessibility

This publication is available in alternative formats, including hard copy in large print or standard print, and electronic format. This publication can be found on the City's website.

# Contents

Our City	2
Message from the CEO	4
Message from the Mayor	7
Helping our City thrive into the future	7
The Year in Review	8
Our achievements	8
Council matters	11
Local Government Elections	11
Our Council	12
covid-19 impact, response and recovery	16
What we delivered for you	18
Office of the CEO	20
Community and Development	24
Corporate and Strategy	36
Works and Infrastructure	44
Major Projects and Commercial Activities	52
Planning and Reporting	58
Disclosures	62
General Purpose Financial Statements	64

**Our City**

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# Our neighbourhood, our community, our home

The City of Bayswater is home to a culturally diverse and vibrant community, set against the backdrop of four thriving town centres, over 380 hectares of green open space and a 10 kilometre stretch of the Swan River.

The City has built a strong reputation for providing the services our community value. We place importance on sustainability and the environment, improving the amenity of town centres, engaging with the community, and creating the opportunity for people to make the most of living in this inner-urban location.

We operate three libraries, two recreation centres and support over 150 local sporting clubs. We maintain 180 parks, ovals and open spaces, 107 play spaces, and manage a local road network that spans 460 kilometres.

Our community is multicultural - 38% of the population were born overseas and 32% speak a language other than English at home. We are the third most culturally and linguistically diverse local government area in Western Australia; and we proudly celebrate all who call the City home.

We respect and value the important role older members of our community play, and we work with the City's youth to keep them engaged and encourage their participation in decision-making processes. We make it a priority to ensure the people who live here have every opportunity to make their voice heard.

Creativity is a way of life in our City and by supporting the local arts community, we have seen public art pop up across the suburbs, putting our artistic heart on display for all. We host events to bring people together and with more than 20,000 people attending these events annually, they are an important part of our identity as a community that likes to connect with one another.

The City has more than 142 cafés, restaurants and bars; and we look forward to welcoming even more as infrastructure is built to support the development of the Bayswater train station. This station is set to become one of the busiest in Perth, and the surrounding area will benefit from a revitalised and pedestrian-friendly retail strip with dining options and office space.

Over the next 10 years, we expect to see our community grow to more than 72,000 people. If we look even further ahead, our community will likely reach 100,000 people by 2050. This will bring with it more diversity, more opportunities and more development.

This is our neighbourhood and our community. The City of Bayswater is our home.

**“We make it a priority to ensure the people who live here have every opportunity to make their voice heard.”**

# This is where we live

2021 Australian Bureau of Statistics



**69,283**  
people in



**32,142**  
dwellings

**30%**  
renters

**\$340**  
median weekly rent



**18,686**  
families

**1.7**  
average number  
of children  
per family



**57.9%**  
born in Australia



**50.8%**  
both parents  
born overseas



**38**  
median age

## Top countries of birth



Australia



England



India



Vietnam



New Zealand



China

## Top languages we speak at home



**English, Vietnamese,  
Mandarin, Italian,  
Cantonese and  
Arabic**



**150+**  
local sporting clubs



**180+**  
parks, ovals and  
open spaces



**107**  
play spaces



**460**  
kilometres of local  
road network



**20,000+**  
people attending  
events



**142+**  
cafés, restaurants  
and bars

Message from the CEO

# An exciting period



While I have only been in the role of CEO at the City of Bayswater since August 2022, it has been a positive experience to look back on all the organisation has achieved in the 2021/22 Financial Year; leaving me in no doubt that my decision to join this forward-thinking Council will prove to be incredibly rewarding.

The City of Bayswater has moved into an exciting period, and we are working to create a strong local economy, safe and connected neighbourhoods, and an environmentally sustainable future.

The past year has seen a considerable number of major projects completed within the City, many as a result of State and Federal Government funding through grants designed to support communities to recover from the COVID-19 pandemic; as well as the City's own \$5.09 million Economic Stimulus Package.

We have seen the completion of significant upgrades to the Morley Sport and Recreation Centre, the redevelopment of the parkland at Maylands Waterland, and the continued refurbishment of Bayswater Waves. There have also been considerable upgrades to parks and reserves across the City to improve accessibility, revitalise play spaces, and increase our tree canopy.

State Government projects within our boundaries, including the Tonkin Gap project and METRONET, are creating opportunities to develop quality road and rail infrastructure for the community, as well as improve pedestrian and cyclist movements across our suburbs. This brings with it increased interest in the City as a place to live, visit, work and invest.

To capitalise on these infrastructure projects, the City has turned its focus to economic development to support and strengthen our local economy.

**“The City of Bayswater has moved into an exciting period, and we are working to create a strong local economy, safe and connected neighbourhoods, and an environmentally sustainable future.”**

All of these actions will help us achieve the vision the community has for the City - as outlined in the Strategic Community Plan - with biodiverse urban neighbourhoods, vibrant town centres, a strong local economy, and a diverse and connected community.

I extend my appreciation and recognition to the City's staff for their invaluable contribution. I know that without the support and dedication of a professional, passionate and community-focused workforce, the City would not have been able to achieve all it has over the past year.

I also acknowledge the efforts of the Executive Leadership and management teams; and present this year's Annual Report as a record of another successful year at the City.

**Jeremy Edwards**  
**Chief Executive Officer**



Cafe strip, Whatley Crescent Maylands.



Coventry Village Shopping Centre, Morley.

**Message from the Mayor**

# Helping our City thrive into the future



It is with an enormous sense of pride that I reflect on the past 12 months at the City of Bayswater, the majority of which I have had the privilege of serving as your Mayor.

As residents, we know how lucky we are to live in the City, and it is the plans and actions we put in place today that will help our City thrive well into the future.

As detailed in this report, you can see how we are planning for a sustainable, economically sound and vibrant future. With a socially responsible mind-set that champions environmental sustainability as an integral part of urban development, we are building a City that has a strong and connected community with a booming local economy that enables businesses to thrive and encourages investors and visitors to the area.

With assistance from State and Federal Government grants, we have been able to deliver a significant number of major projects over the past financial year. The redevelopment of Maylands Waterland has been a project close to my heart. Along with my fellow Councillors, I am incredibly proud to have been able to bring this community asset back to life.

Over the past financial year, community safety has remained a priority. In April 2022 the City invited the community to share their concerns about crime and community safety during a forum attended by WA Police, Councillors and Neighbourhood Watch representatives. Feedback and ideas captured during the forum will inform the development of a City-wide Community Safety and Crime Prevention Plan. I look forward to the work we continue to do to make our neighbourhoods safe and welcoming for all.

Creating a strong local economy has been a priority, and Council's focus on economic development to support local businesses and encourage investment in the City has been supported by the adoption of an Interim Economic Development Strategy.

**“We are building a City that has a strong and connected community with a booming local economy that enables businesses to thrive and encourages investors and visitors to the area.”**

As always, we have continued to support our community with numerous grants programs and my thanks go to our incredible community groups and volunteers who actively advocate for and support our local community.

I also extend my thanks to the staff, management and Executive Leadership at the City for all of their hard work; and to my fellow Councillors for their dedication to our community.

**Cr. Filomena Piffaretti  
Mayor**

**The year in review**

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Helped 441 residents become Australian citizens at 10 citizenship ceremonies.



Planted 30,000 plants, shrubs and groundcovers.

# Our achievements

## Our community

Helped 441 residents become Australian citizens in 2021/22, at 10 citizenship ceremonies.

Registered volunteers contributed 5,000 hours of their time to serving our community.

Released the Age Friendly Strategy 2021-2025.

Completed the City's first Community Recreation Plan.

Delivered many free community events, services and programs.

Assisted 10 community groups to host events designed to bring our community together.

Conducted a range of public health programs.

Reviewed the Public Health and Wellbeing Plan.

Won a number of awards, including the 2021 Local Government Honour Award for Partnerships and Collaboration; and a commendation in the 2021 Local Government Policy Awards for Promoting Healthy Behaviours for Children and Young People.

## Natural environment

Developed the City's Environment and Liveability Framework.

Developed the City's Emission Reduction and Renewable Energy Plan.

Planted 1,292 semi-mature trees throughout the City.

Planted 30,000 plants, shrubs and groundcovers.

Upgraded Mahogany Reserve, Bert Wright Park and Wattle Park, as part of the Park Redevelopment Program.

Won the Excellence in Strategic Master Planning at the 2022 Stormwater WA Awards for Excellence for the City's waterwise strategy.

Gained recognition as a Waterwise Gold Council.

Diverted 11,000 tonnes of waste from landfill with FOGO bin collections.

Collected 38 tonnes of e-waste for recycling.



### Built environment

Redeveloped play spaces at Wattle Park and Mahogany and Gibbney Reserves.

Activated the Maylands, Bayswater, Morley, and Noranda town centres.

Improved CCTV capability around the City.

Completed the Morley Sport and Recreation Centre redevelopment.

Installed 186kW of solar panels at three community buildings.

In conjunction with the State Government, made significant progress on the Bayswater Train Station redevelopment.

Continued work on the State and Federal Government funded Tonkin Gap Project.

Continued work with the State Government on the Morley-Ellenbrook train line, and started planning and designing the Morley and Noranda Train Stations.

Started the Caledonian Avenue level crossing closure project.

Received and considered a total of 1,255 building applications.

Began transforming Maylands Waterland into a vibrant and free public open space for the community.

### Our local economy

Awarded \$70,000 to 16 community groups through the City's Community Events and Better Bayswater Grants so they could deliver events and programs for the local community.

Implemented the Destination Marketing Strategy.

Adopted a new Interim Economic Development Strategy.

Delivered 13 workshops as part of the Community Upskiller program.

Conducted 1,199 statutory inspections (including food businesses, public buildings, skin penetration premises, and aquatic facilities).

Conducted 677 swimming pool inspections.

Conducted a total of 649 investigations (including asbestos, noise, odour, unkempt properties, unauthorised discharge, and pest control).

**The year in review**



**Leadership and governance**

Appointed two external members to the City's Audit and Risk Management Committee.

Introduced the new Employee Code of Conduct, effective from 1 April 2022.

Coordinated the Local Government Election in October 2021, with support from the WA Electoral Commission.

Continued the implementation of the new cloud-based minutes and agenda system, Doc Assembler.

Reviewed and introduced a new *Standing Orders Local Law 2021*.

Adopted the *Waste Amendment Local Law 2022*.

Commenced reviews of the City's Cat Local Law, and Health Local Law.

Managed 19 Freedom of Information applications.

Completed the first phase of the review of City policies.

Completed the 10-year Digital Strategy (2021 - 2031) to inform a major review of the City's IT systems.

Implemented live streaming of Council meetings via YouTube.

Conducted the Staff Culture Survey in November 2021.

Established the Workforce Diversity and Inclusion Committee.

Prepared for the transition from the Federal to State Industrial Relations System.

Aligned our policies, procedures and practices to the new *Work Health and Safety Act 2020*.

Implemented a new work health and safety reporting system and injury management system.

**Council matters**

# Local government elections

The local government elections were held on Saturday 16 October 2021.

The City conducted a postal election and engaged the services of the Western Australian Electoral Commission (WAEC), who provided the City with a Returning Officer.

At the close of the Councillor Nominations, the Returning Officer had accepted 13 nominations for Councillors to fill six vacant positions.

The following candidates were elected to the Council of the City of Bayswater:

Ward	Expiry of Term	Councillors Elected
Central	18 October 2025	Cr Assunta Meleca
North	18 October 2025	Cr Filomena Piffaretti Cr Josh Eveson
South	18 October 2025	Cr Elli Petersen-Pik
West	18 October 2025	Cr Lorna Clarke Cr Giorgia Johnson

A swearing in ceremony was held for the newly elected Councillors at a Special Council Meeting on Monday 18 October 2021, at which Cr Piffaretti was elected as the City's Mayor and Cr Ehrhardt as the City's Deputy Mayor, both for a two-year term.

Throughout the election period, the City promoted the election via print media, social media and public notices at City buildings to encourage voter participation. This included a dedicated webpage, a targeted Facebook and Instagram campaign, an article in the City's Bayswater Beat publication, and regular notices in Perth Now (central newspaper).

One of the most pleasing aspects of the election was the 31.62% voter participation rate in the City, an increase from 29% participation in the 2019 election. This compares favourably with the state postal voting average of 30.2% for local governments.

The City developed a strong working relationship with the WAEC Returning Officer and the election process was undertaken in a professional and transparent manner, with no significant procedural issues.



The City extends its sincere thanks to one of our longest serving Councillors and former Mayor, Barry McKenna. After 30 years of service, Cr McKenna did not stand at the local government election in October 2021.

Appointed to Council in May 1991, Cr McKenna oversaw the purchase and preservation of Halliday House in 1992. The 1890s home contains photos of the people and places of Bayswater and continues to be of historical significance.

A strong advocate for the provision of sporting and recreational facilities for the community, Cr McKenna witnessed the construction of Morley Sport and Recreation Centre and Bayswater Waves (formally the Bayswater Aquatic Centre).

In 2011, Cr McKenna became an Honorary Freeman of the City of the Bayswater - the highest honour the City can bestow on a citizen.

Cr McKenna was always committed to the strong financial management of the City; and we are grateful for his considerable contribution to this community and wish him all the best.

**“One of the most pleasing aspects of the election was the 31.62% voter participation rate in the City, an increase from 29% participation in the 2019 election.”**

# Our Council



Central Ward

North Ward

South Ward

West Ward



**Cr Assunta Meleca**  
Term expires 2025  
assunta.meleca  
@bayswater.wa.gov.au



**Mayor**  
**Cr Filomena Piffaretti**  
Term expires 2025  
filomena.piffaretti  
@bayswater.wa.gov.au



**Deputy Mayor**  
**Cr Catherine Ehrhardt**  
Term expires 2023  
catherine.ehrhardt  
@bayswater.wa.gov.au



**Cr Dan Bull**  
Term expires 2023  
dan.bull  
@bayswater.wa.gov.au



**Cr Steven Ostaszewskij**  
Term expires 2023  
steven.ostaszewskij  
@bayswater.wa.gov.au



**Cr Josh Eveson**  
Term expires 2025  
josh.eveson  
@bayswater.wa.gov.au



**Cr Elli Petersen-Pik**  
Term expires 2025  
elli.petersen-pik  
@bayswater.wa.gov.au



**Cr Lorna Clarke**  
Term expires 2025  
lorna.clarke  
@bayswater.wa.gov.au



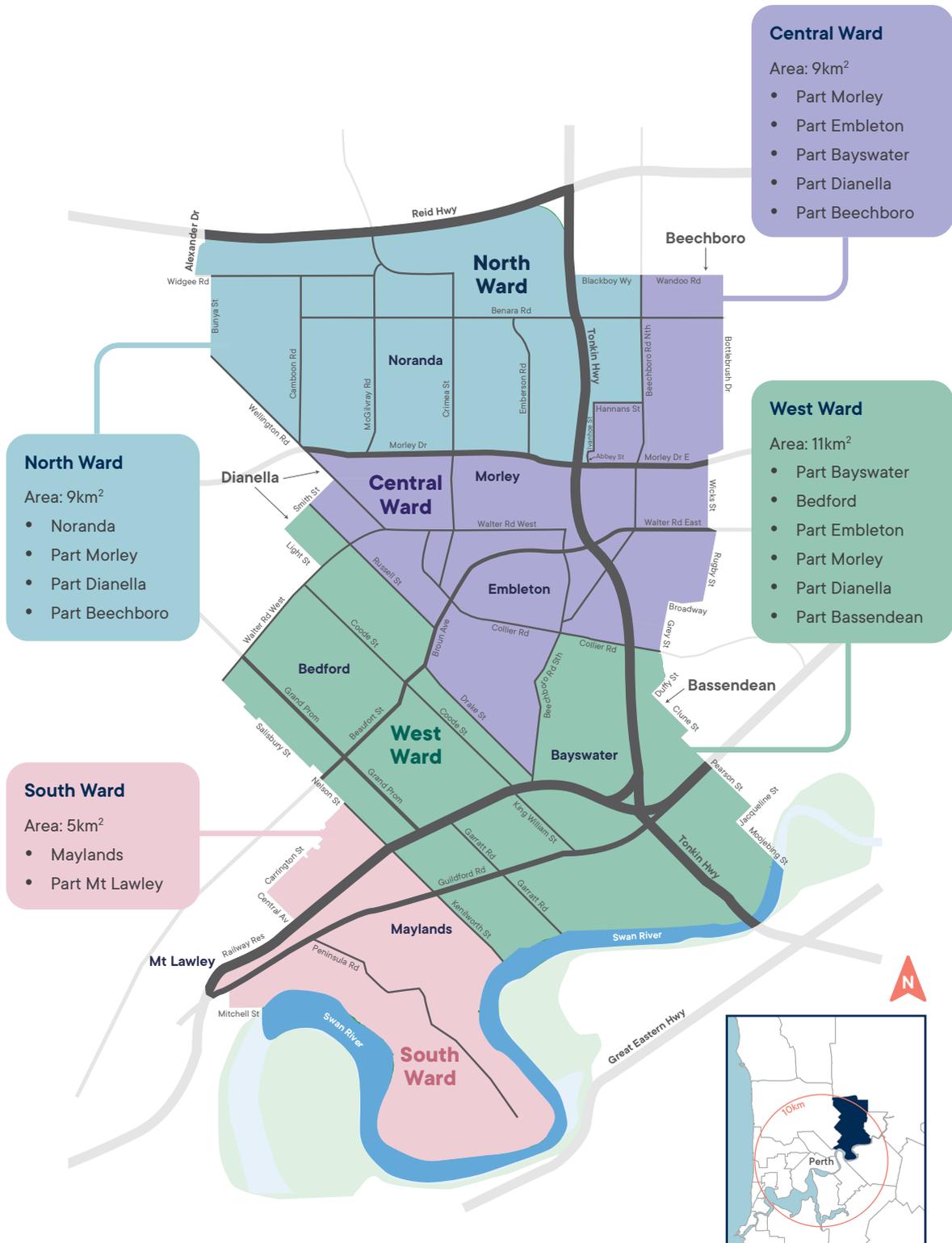
**Cr Sally Palmer**  
Term expires 2023  
sally.palmer  
@bayswater.wa.gov.au



**Cr Michelle Sutherland**  
Term expires 2023  
michelle.sutherland  
@bayswater.wa.gov.au



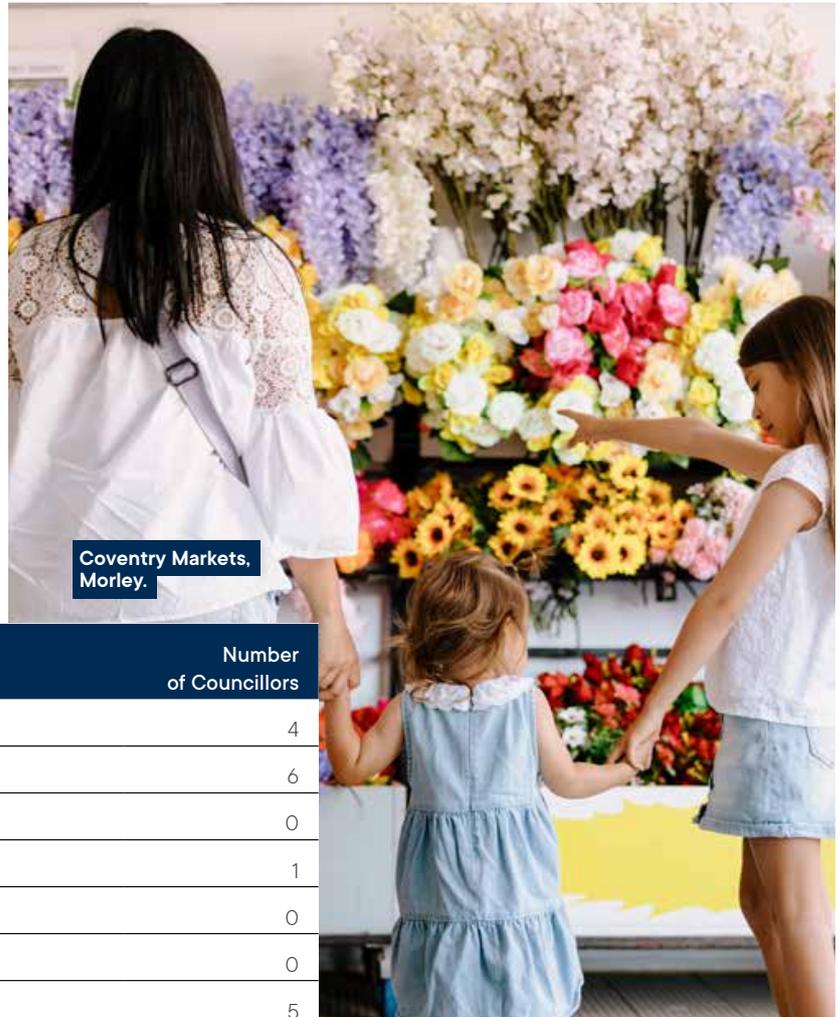
**Cr Giorgia Johnson**  
Term expires 2025  
giorgia.johnson  
@bayswater.wa.gov.au



## Councillor attendance summary

		Mayor Cr Filomena Piffaretti	Deputy Mayor Cr Catherine Ehrhardt	Cr Assunta Meleca	Cr Steven Ostaszewskij	Cr Sally Palmer
	Number of meetings	Elected 18/10/2021	Elected 21/10/2019	Elected 18/10/2021	Elected 21/10/2019	Elected 21/10/2019
<b>Council Meetings</b>						
Ordinary Council Meeting	11	11	11	9	9	11
Special Council Meeting	3	3	3	3	3	3
Annual General Meeting	0	0	0	0	0	0
<b>Committee Meetings</b>						
Aged Care Asset Divestment Committee	3	-	-	-	-	1
<b>Audit and Risk</b>						
Aged Care Governance Committee	1	-	-	-	-	1
Chief Executive Officer Recruitment Committee	7	7	7	-	7	-
Policy Review and Development Committee	3	3	3	-	3	-
Planning and Heritage Policy Review and Development Committee	2	2	2	2	-	-
Community Access and Inclusion Advisory Committee (Replaced by Inclusion and Diversity Committee 26 October 2021)	1	-	1	-	-	-
Inclusion and Diversity Advisory Committee	1	-	1	1	-	1
Reconciliation Advisory Committee	2	-	-	-	-	2
COVID-19 Committee	0	-	-	-	-	-
Budget Review and Development Committee (discontinued 26 October 2021)	0	-	-	-	-	-
Skate and Bike Development Advisory Committee	4	-	4	-	3	4
Chief Executive Officer Review	1	1	-	-	-	1
Heritage Advisory Committee (Broadened to Planning and Heritage Policy Review and Development Committee on 26 October 2021)	1	-	-	-	-	1

Cr Josh Eveson	Cr Michelle Sutherland	Cr Elli Petersen-Pik	Cr Dan Bull	Cr Lorna Clarke	Cr Giorgia Johnson	Cr Barry McKenna	Cr Stephanie Gray
Elected 18/10/2021	Elected 21/10/2019	Elected 18/10/2021	Elected 21/10/2019	Elected 18/10/2021	Elected 18/10/2021	Elected 21/10/2017 Retired 18/10/2021	Elected 21/10/2019 Retired 18/10/2021
9	11	10	11	9	10	1	1
3	3	1	3	3	3	0	0
0	0	0	0	0	0	0	0
2	-	-	3		3	-	-
-	-	-	1	-	1	-	-
6	-	6	1	-	-	-	-
3	-	-	-	2	2	-	-
2	-	1	-	-	2	-	-
-	-	1	1	-	-	-	-
-	-	1	-	-	1	-	-
1	-	-	-	1	1	-	1
-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-
4	-	-	-	-	-	-	-
-	1	-	1	-	1	-	-
-	-	1	1	-	-	-	-



## Councillor diversity statistics 2021-23

Elected Member Profiles		Number of Councillors
<b>Gender</b>	Male	4
	Female	6
	Other	0
	Did not disclose	1
<b>Age</b>	18-24	0
	25-34	0
	35-44	5
	45-54	4
	55-64	1
	65+	0
	Did not disclose	1
<b>Country of Birth</b>	Australia	8
	Israel	1
	United Kingdom	1
	Did not disclose	1
<b>Linguistic Background</b> Councillors could report more than one linguistic background	English	8
	Italian	1
	German	1
	Hebrew	1
	Did not disclose	2
<b>Identify as Aboriginal or Torres Strait Islander</b>	Yes	0
	No	10
	Did not disclose	1



# Impact, response and recovery

The COVID-19 pandemic has had a varying impact on the City’s services and projects. Most activities have continued unhindered, however in some cases, shortages of materials and contractors and supply issues have caused delays.

The City continues to mitigate these effects to ensure a smooth recovery and regenerate participation in community life.

Employees throughout the organisation adapted well to working remotely from home. The Information Services team enhanced system capability to make this possible.

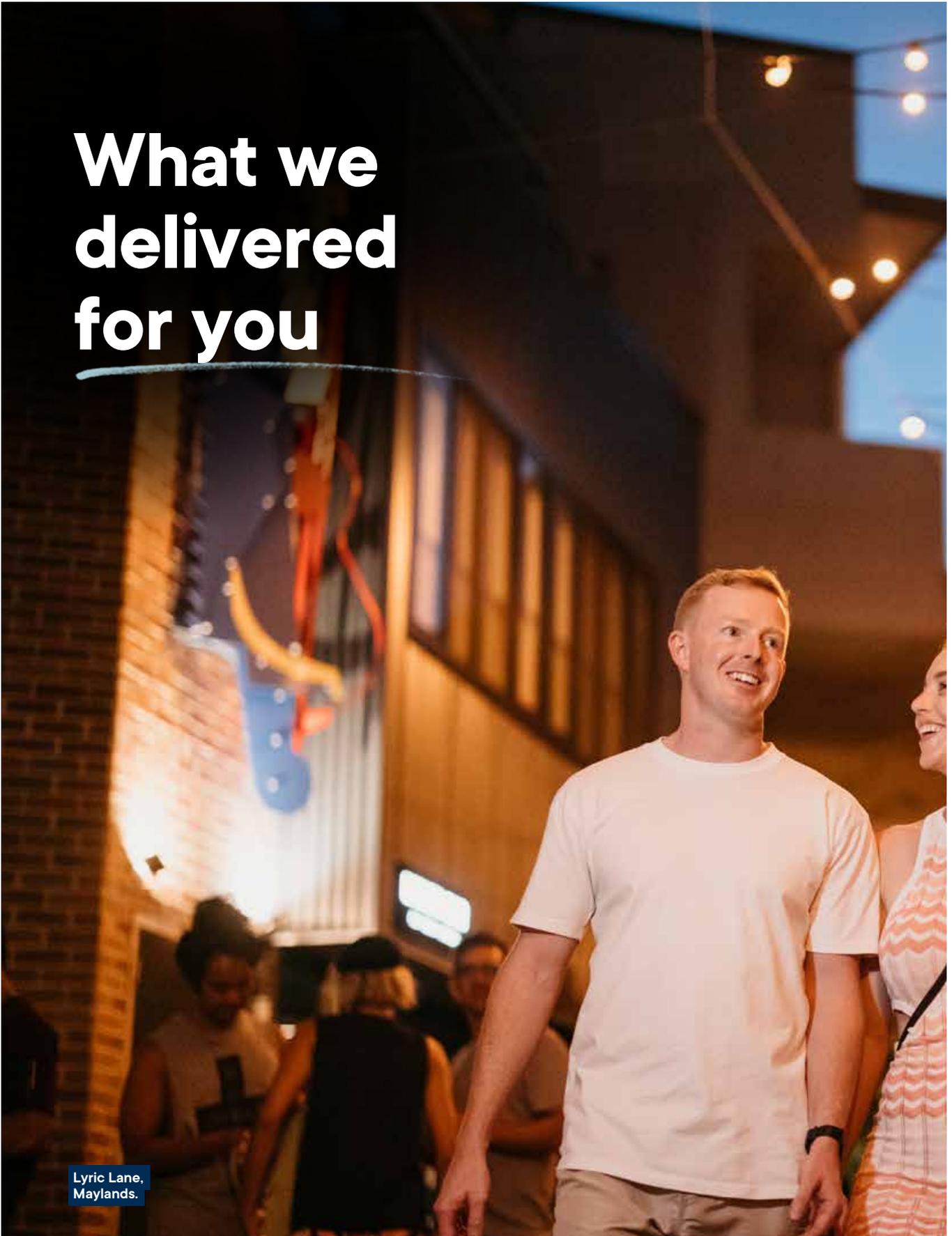
A consequence of the pandemic was a significant increase in the amount of personal leave taken. For the 2021/22 financial year, a total of 22,459.33 hours of personal leave were taken, compared with 20,264.24 hours the previous year, and 20,426.92 hours in the 2019/2020 Financial Year.

Live-streaming council meetings via YouTube and the use of Zoom have allowed Councillors and members of the public to participate remotely.

The City continues work to protect the community and staff, and has taken a proactive role in adapting to State Government restrictions and regulations.

For more information, including resources and links to up to date information from the Western Australian State Government and the Australian Federal Government, visit [bayswater.wa.gov.au/covid19](https://bayswater.wa.gov.au/covid19)

# What we delivered for you



Lyric Lane, Maylands.



What we delivered for you

# Office of the CEO



Bike Plan Review Community Engagement, Riverside Gardens.

## Communications and Marketing

The City's Communications and Marketing team provides a high-level communications service that includes the provision of issues management advice, media management (including radio, print, online and social media) and publications.

The team also provides a marketing function that includes brand management and the provision of in-house graphic design services. The team has responsibility for advocacy and award submissions, and manages the City's website.

### Significant activities

- Worked with the new Mayor and Council to define priority areas, generate media opportunities and promote City projects in line with the Council's vision.
- Promoted major City projects such as engagement on the future of Maylands Brickworks, the Crime and Community Safety Forum, the Morley Sport and Recreation Centre upgrade and several important City plans and strategies including the Emission Reduction and Renewable Energy Plan, Environment and Liveability Framework, Interim Economic Development Strategy and Community Recreation Plan.
- Devised new methods of promoting library services, programs and events through a dedicated six-weekly e-newsletter and quarterly printed brochure, in addition to assisting with a campaign for Library Lovers' Week.
- Promoted City events by carrying out promotion plans for Art Awards, Garden Awards, Avon Descent, Christmas Food Appeal, Christmas Markets, Carols by Candlelight, Movie in the Park, Music in the Park, Evening in the Park, Summer Markets, Community BBQ Breakfast and Citizen of the Year Awards.
- Supported the Environmental Health and Waste teams in promoting their programs and services via social media and digital channels. These include Garden workshops, Healthy at Home, Home Composting, Gym Skills, Parents and Bubs, Patti the Pig, Yoga in the Park, FOGO, Wellness Wednesdays, Teen Bootcamp, Pickleball, and Food Sensations.
- Delivered a campaign for the Parks and Gardens team, encouraging residents to request a street tree. This involved letters and brochures delivered City-wide, along with a Civic Centre banner, social media advert and digital assets.
- Showcased place management initiatives, including the RAC Reconnect WA projects to increase connectivity and enhance public spaces in the Morley town centre, and Placemaking Seed Funding projects that bring vibrancy to our town centres.
- Made a number of improvement projects to the City's website, including a refreshed homepage, accessibility improvements, alert function, online forms, and events and new category widgets.
- Launched a dedicated website to attract visitors to the City's three town centres of Bayswater, Maylands and Morley. The new 'Visit' website features photography, maps and articles showcasing what's on offer in each town centre.
- Worked with John Forrest Secondary College to create, design and print an e-cookbook for Harmony Week, celebrating students' favourite recipes from their culture.
- Advertised and championed projects within the City's \$5.09 million stimulus package. This included providing media releases, photo ops, e-newsletter articles, advertorial articles, website updates, videos, letters and signage.
- Coordinated the City's internal and external communications response to COVID-19 using the City's social media channels and website.
- Contributed to the development of the City's Age Friendly Strategy 2021-2025. Working closely with the Coordinator, Active Ageing and Volunteering, the team engaged with the community, produced marketing collateral (using social media and community newsletters), drafted the strategy and promoted the launch of the document.

**What we delivered for you**

- Made significant contributions to the Strategic Community Plan 2021-2031, including:
  - **Shape Baysie campaign**  
Designed the logo, created Facebook and Instagram posts and polls, and attended community engagement events.  
  
Interviewed members of the public to appear in the videos to support the campaign.
  - **Three videos**  
Wrote the scripts, filmed, edited, created subtitles and posted to Facebook.
  - **Design of final document**  
Created the layout, infographics and selected images.
  - **Copywriting**  
Drafted the document, including the messages from the Mayor and CEO.  
  
Developed the vision, the four pillars, themes, goals and strategies; using community engagement findings.
- Participated for the first time in Pride WA's PrideFEST – bringing the Bayswater PrideFEST to life on every channel. This included:
  - Producing a printed program, media coverage and an extensive social media campaign.
  - Engaging with the community with the goal of shaping a more inclusive Bayswater.
  - Promoting City-led events run throughout Pride month using social media, the City's e-newsletter and a special Stories of Pride video.
  - Promoting the City as a safe place for the LGBTQIA+ community.

**How does this year compare to last year?**

The ongoing COVID-19 pandemic saw the team quickly respond to State Government health advice and communicate this within the organisation and with our residents.

The team managed a large number of significant project launches, including the month-long PrideFEST campaign and numerous website improvements, and supported an increasing number of projects from different portfolio areas. There has been an increase in demand for timely and effective internal communications. The team has creatively and skillfully met this demand using social media channels, e-news, print and media stories.

**“The ongoing COVID-19 pandemic saw the team quickly respond to State Government health advice and communicate this within the organisation and with our residents.”**

**Statistics**

- The City's Facebook followers increased by 3,083 (from 12,762 to 15,845) in the 2021/22 Financial Year. Last financial year, the increase was 500, so this is a significant improvement.
- The City's Instagram followers increased by 600 (from 3,906 to 4,506) this financial year.
- The City's LinkedIn followers increased by 782 (from 1,977 to 2,759) this financial year.
- The City's staff e-newsletter, Around the Water Cooler, was distributed to all City staff with an average open rate of 35%.
- The City's Bayswater Brief fortnightly e-newsletter distributed to City of Bayswater residents consistently performs well, with an average open rate around 50% (a good open rate is considered to be 17-28%). The number of subscribers has increased by 133 to 1,736.
- In the 2021/22 Financial Year, the City's website had almost 1 million page views. There were 914,968 page views in total, with 278,797 users visiting the City's website for a total of 441,828 sessions (times visited).
- The City's Community Perception Survey 2021 highlights a marked improvement in satisfaction with City communications. The data shows community satisfaction with the City's communications for activities, events and services increased 9.5% between 2018 and 2021 (from 69.8% 'satisfied' in 2018 to 79.3% 'satisfied' in 2021).

## Community Engagement

Community Engagement is a priority in the City, and this team involves the community in City projects, initiatives and Council decisions.

It also educates, supports and advises City employees on community engagement strategy, processes and activities. The team manages the City’s online community engagement hub, Engage Bayswater, which includes an online panel of community volunteers.

### Significant activities

- Started work on the implementation plan and action plan, which included:
  - Revising Community Engagement guidelines and the Community Engagement Plan template.
  - Updating the Engage Bayswater website.
  - Developing a comprehensive staff learning program to increase awareness of and capability in delivering community engagement.
  - Delivering presentations to staff in all branches.
  - Training 23 staff in Engagement Essentials (via the IAP2 module).
  - Reviewing the Community Engagement page on Baynet for an improved user experience, and added additional resources.
- Worked with consultants to undertake the bi-annual Community Perception survey.
- Managed the Engage Bayswater online hub, which attracted 36,200 visits.
- Supported the planning, implementation and analysis of several projects including the Community Recreation Plan, Maylands Brickworks Reactivation, Community Safety Forum, Bike Plan Review, Connecting Community projects in Morley and Bedford, Safe Routes to Schools, Low-Cost Traffic Management Plans, and numerous park and play space redevelopments.

### Statistics

Participation in community engagement activities remains high. Although there has been a 16% reduction in visits to the Engage Bayswater website (though it still remains high at 37,000), there has been increased focus on engaging with the community in public spaces.

Online surveys have been complemented with community pop-ups to allow for in-person feedback for projects including the Bike Plan Review, Maylands Brickworks,

all park and play space projects, and for Connecting Community projects, and traffic management projects. For some projects, including the Connecting Community projects, the Community Recreation Plan and Community Safety, workshops have been held to allow for more in-depth consideration. For Maylands Brickworks, a Community Reference Group was established to undertake a deliberative process (through two facilitated workshops), which resulted in many recommendations.

Both the Community Engagement Policy and Strategy include a number of principles. Satisfaction with the engagement process is being measured at a project level where applicable. Cumulative results show an average of 56.5% for ‘good’ or a ‘very good’ rating for all elements of the process (information, language, opportunity, ease, time, and promotion). The average ‘acceptable’ rating was 31%, while the ‘poor’ and ‘very poor’ had an average rating of 6.5% and 1.1% respectively.

### This year compared to previous years

- The expectation of the community that they will be engaged in decision making is increasing.
- The expectation from Council that best practice engagement is undertaken is increasing (including achieving adequate response rates).
- City staff are more aware of best practice community engagement and the number of projects across the City that require community engagement (and associated advice) is increasing.

### Plans for next year

- Conduct Community and Business Perception Survey.
- Evaluate the use of the Engage Bayswater stakeholder/ registration database.
- Work with Council to streamline Councillor briefings on engagement activities.



What we delivered for you

# Community and Development

Garden Awards 2021 winners, Bayswater.

## Community Development

The Community Development team manages strategies, services and programs for the community. It coordinates and facilitates community training, access and inclusion, volunteers and ambassadors, youth development, age-friendly initiatives, homelessness programs, community grants, community events, cultural activities and Reconciliation initiatives.

### Significant activities

- Advanced the 'Innovate' Reconciliation Action Plan (RAP) (October 2021-2023). Achievements included holding cultural community events and workshops, having a Reconciliation Advisory Committee (RAC), and holding staff information sessions.
  - Advanced the City's inaugural Local Homelessness Strategy (adopted 29 June 2021). Achievements included creating a Local Homelessness Advisory Committee, launching the Hub Connections program at Morley Library, coordinating the Vulnerable Persons Interagency Network, and running the Annual Food Appeal.
  - Delivered events and workshops for young people, as part of the Youth Action Plan, 'The Platform'. This included Rooftop Football, Harmony Week, and coffee making workshops.
- Despite the impact of COVID-19, the City delivered nine free community events over the past 12 months, including:
- Avon Descent Finish Line Family Fun Day – an activity-filled fun day to coincide with the Avon Descent finish, featuring children's entertainment and activities, market stalls and food trucks.
  - 2021 Garden Awards (brought forward due to COVID-19). Prizes were offered in six categories (Best Sustainable Garden, Best Edible Garden, Best Waterwise Verge Garden, Open Garden, Best School Garden, and Most Sustainable Street). Presentation night was held on 26 November.
  - Christmas Markets (2021) – homemade goods, children's entertainment, food and live music were available.
  - Carols by Candlelight – held at Riverside Gardens East in Bayswater, with carols performed in the park and children's entertainment and food available.
  - Two Summer Twilight Markets – with homemade goods, food vendors, live music and children's entertainment.
  - Community BBQ Breakfast – held on 26 January on the Civic Centre lawns. This featured a Welcome to Country, Indigenous performers, free food, multicultural performances and children's entertainment. A citizenship ceremony was held inside the Civic Centre, where the Community Citizen of the Year Awards were presented.
- The City assisted 10 groups to deliver community-led events, including:
- Baysie Rollers Movie Night 25-26 January
  - Brixton Yard Party 29 January
  - MG Show n Shine 13 March
  - Potters House Movie Nights 13 January
  - Neighbourhood Watch Chinese Group Australia Day Event 26 January
  - Ultra Perth 27 February
  - ANZAC Day at Peninsula Farm 25 April
  - Nagar Yatra (Parade of Idols) 15 April
  - Future Bayswater Twilight Markets 6 May
  - Paddle WA Ramon Challenge 12 June
  - Helped 441 residents become Australian citizens, with 10 citizenship ceremonies held throughout the year.
  - Awarded \$70,000 to 16 community groups to deliver events and programs through the City's Community Events and Better Bayswater Grants.
  - Reviewed the Community Grants Program in August 2021, with recommendations to streamline the processes of applying for and acquitting grants.
  - Carried out extensive renovations at the Morley Community Centre, giving the amenities a makeover with valuable support from centre volunteers.
  - Continued to implement the City's Cultural Plan and worked closely with local artists. Events included the 2021 Art Awards and Showcase in Pixels 2021.



What we delivered for you

Indoor bowls at Bayswater Community Centre as part of the Age Friendly Strategy 2021-2025.

- Released the Age Friendly Strategy 2021-2025, continuing the City’s journey to become an Age Friendly City. A dedicated program for older adults was provided.
- The City’s registered volunteers contributed 5,000 hours of their time to serving their community. The total number of City volunteers is 76.
- Continued to implement the City’s Disability, Access and Inclusion Plan 2020-24. Achievements included establishing an Inclusion and Diversity Advisory Committee, celebrating International Day of People with Disability, hosting a co-design workshop for shopping centres in Bedford, installing counter hearing loops at City Libraries, and providing disability awareness and mental health training for staffing.
- Hosted the Garage Sale Trail. This included online workshops, a three-month waste education campaign and two weeks of garage sales over the weekends of 13-14 and 20-21 November.

The City raised awareness of many local events including:

- Homelessness Week
- Anti-Poverty Week
- Mental Health Week
- 16 Days in WA to End Violence Against Women
- International Day of People with Disability
- International Day of Women
- International Volunteer Day.

**Statistics**

COVID-19 impacted the delivery of services and events. Activities were adapted for social distancing; participation

rates were lower and fewer volunteers were available. Community Centres continued to operate, with some disruptions.

The Morley Community Centre was closed for renovations for five months. Most programs were accommodated at the Bayswater Community Centre during this time.

**This year compared to previous years**

- As the COVID-19 pandemic continued into 2021/22, the City saw increased community infections, increased restrictions and changed community behaviours; all negatively impacting event attendance.
- Benchmarking has shown the City offers similar events to other local governments. In recent years, most local governments have focused more on supporting community-led events, and holding events series, rather than large single-day events. There has also been a re-vitalisation of festival-style events, run over multiple days.

**Plans for next year**

- Automate and streamline grant process for customers.
- Automate the event application process for event organisations and food vendors.
- Focus on delivering quality events with more emphasis on inclusion, partnerships and collaborations with community groups.
- Introduce the new Local Whajuk prize category for the Community Art Awards.
- Re-establish a thriving community events program, and deliver the postponed Community Concert with Dami Im, in collaboration with community groups.

## Libraries and Customer Services

The Libraries and Customer Services team supports the community by providing resources, public programs, welcoming spaces and friendly customer service. The team operates the City’s Bayswater, Maylands and Morley libraries, as well as an online and virtual library service, and several library outreach services. The team also manages customer service, switchboard and cashier functions from the City’s Civic Centre.

### Significant activities

#### Libraries

Hosted the following events and programs:

- A Digital Carnival for Get Online Week
- Activities for NAIDOC Week 2022
- Noongar language and cultural workshops for adults and children
- An online Library Lovers’ Week campaign to raise awareness of the library service.

Delivered training, including:

- Assistance with the ServiceWA app
- A one-to-one tech help service
- English conversation groups and Learning English Through Storytime (LETS) sessions.

Launched the following services:

- Hoopla digital – allowing library members to access downloadable audiobooks, eBooks, eComics, eMagazines, and live stream music, movies and TV programs
- The Hub Connections initiative (in partnership with Community Development) aimed at supporting and preventing homelessness
- Weekly incursions to support disengaged youth, in partnership with Youth Futures (at Morley Library).

Continued outreach services, including:

- Patron home and institution bound library material deliveries
- Visits and incursions to support learning and literacy for children and youth
- Participated in the relaunched Summer Reading Quest - the State Government summer holiday reading challenge

- Relaunched the JP Service at the Civic Centre and expanded the service to the Morley Library
- Completed the inaugural Library Use and Outcomes Survey
- Activated the new Morley Library outdoor space with a hut building workshop
- Developed a library quarterly calendar publication to promote library events and programs, and a library e-newsletter keeping subscribers up to date on the latest events, books, DVDs and other resources and services.

#### Customer Services

- Implemented a self-serve online Visitor Management System for those visiting the Civic Centre.
- Expanded the scope of the Knowledge Management System - adding 926 new pages.
- Enabled telephone enquiries to be managed from any location (including working from home).
- Introduced new noise cancelling headsets and software to enable multiple calls to be answered simultaneously.

#### This year compared to previous years

The COVID-19 pandemic presented resourcing challenges with many staff needing to isolate. There were, however, opportunities for the City to be proactive and innovative; for example, by assisting the community to use the ServiceWA app introduced by the State Government.

The Knowledge Management System has increased efficiency, enabled collaboration, better decision making, and improved intra-organisational communication. The team implemented many business improvements to increase efficiency and improve service.

What we delivered for you



Drag Queen Story Time, Morley Library.

Plans for next year

- Launch the City of Bayswater Library app, enabling users to engage in self-loans.
- Launch a Seed Library to offer a collection of free seeds to library members to plant and grow at home.
- Implement the 1001 Books Before Year 1 project, using grant funding received for the 2022/23 Financial Year.
- Hold Library and Information Week, including a marketing campaign, special events and competitions.
- Create inclusive online storytimes (including AUSLAN and bi-lingual offerings) using grant funding.
- Deliver a Sensory Storytime program for families with diverse needs.
- Expand one to one technology assistance to the Bayswater and Maylands Libraries.
- Develop a library events and programs framework with assistance from an intern at the McCusker Centre for Citizenship at The University of Western Australia.

“There were, however, opportunities for the City to be proactive and innovative; for example, by assisting the community to use the ServiceWA app introduced by the State Government.”

Library	2020/21	2021/22
<b>Customer visits</b>	<b>201,393</b>	<b>202,191</b>
Average per week	4,028	4,044
Average per month	16,783	16,849
Total loans	291,509	298,532
Physical items	252,567	254,230
Digital items	38,942	44,302
<b>Adult Services</b>		
No of sessions	197	357
Total attendance	1,219	2,102
<b>Young Peoples Services</b>		
Number of sessions	526	619
Total attendance	16,505	15,066
<b>Outreach</b>		
Number of sessions	87	95
Total attendance	1,948	2,073
Wi-Fi sessions	26,617	19,128
Home deliveries to members	8,149	8,011
Public computer sessions	24,658	26,330
New member applications processed	2,982	3,366
Animal registrations processed	1,464	1,127
Tip passes processed	1,292	2,364
FOGO liner rolls issued	NA	6,025
Rates payments	201	186
Infringement payments	72	94
<b>Customer Services</b>	<b>2020/21</b>	<b>2021/22</b>
Customer visits	27,632	30,852
Average per week	532	593
Visitors signed in	3,355	2,500
Switchboard calls taken	70,383	66,517
First call resolution	23%	27%
Tip passes issued	8,016	8,722
Order and requisitions actioned	1,895	1,886
Number of payments receipted	10,237	7,153
Rates payments	4,004	2,955
Animal registrations processed	1,309	1,085
Plan search requests	571	471
Waste service requests	556	6,104
Knowledge Management System records created	642	926

**What we delivered for you**

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## Development and Place

The Development and Place team undertakes projects and functions relating to strategic town planning, place management, statutory planning, development compliance, land administration, and economic development.

### Significant activities

Received applications for the following developments:

- **168 Guildford Road, Maylands.** The application for this nine-storey mixed use development was approved by the Joint Development Assessment Panel (JDAP) in October 2021. The development - including a Woolworths supermarket, shops, offices, restaurants, child care centre and 135 apartments - is estimated to cost \$70 million.
- **196 Walter Road West, Morley.** The application for this two-storey child day care centre was approved by JDAP in September 2021. The centre will be able to accommodate 103 children and 20 staff, and is estimated to cost \$2.2 million.
- **Noranda Train Station.** The City supported the application, subject to conditions, however is not the final decision maker. The development includes station platforms, a station entry building, pedestrian overpasses, a public plaza, and improvements to the surrounding pedestrian and cycling network.
- Created plans for five shopping precincts in Bedford and began introducing elements such as lighting and public art, in collaboration with business and land owners.
- Implemented the Destination Marketing Strategy. As part of this strategy, the City installed new banners in each town centre, created new visit pages on the City of Bayswater website, and presented to local businesses encouraging them to use the website and hashtags.
- Implemented the Business Boosters grant program for shopfront improvements. Successful businesses are currently delivering grant projects across the City.
- Adopted a new Interim Economic Development Strategy, including a focus on attracting development and investment to the Morley activity centre. Implementation will start in the 2022/23 Financial Year.
- Started the process to reactivate Maylands Brickworks. The City appointed consultants to develop a business case, conducted investigations and undertook a two-phased consultation process.
- Commenced a review of all City planning policies to ensure they are relevant, meeting their intent and not creating unnecessary red tape. So far, seven policies have been reviewed and two new policies initiated (on sustainability and residential design).
- Made two scheme amendments to the City's Town Planning Scheme to allow increased densities and a greater variety of land uses. A further six scheme amendments to allow residential developments, increase residential densities and introduce a special control area were finalised and became effective.
- Initiated a scheme amendment to modify the densities and land uses in the Bedford north area.

**Activated the Maylands town centre by:**

- Installing a new sea container stage and shade in front of The RISE. The City worked with local community groups (such as WAYJO) to use the space.
- Collaborating with Creative Maylands on improvements to Roxy Lane. Seating and on-road metagraphics along the laneway, and Ninth Avenue verge will be installed in coming months.

**Activated Bayswater town centre by:**

- Implementing the Bert Wright Park Concept Plan. Delays have occurred due to the availability of infrastructure; however, items are now arriving, and a detailed landscape for the second stage of implementation has been finalised.

**Activated Morley activity centre by:**

- Appointing consultants to provide detailed streetscape designs of the portion of Russell Street between Rudloc Road and Broun Avenue.

- Implementing temporary improvements to the Morley activity centre to encourage visitors (using a \$250,000 RAC grant). Project 1 (Public Space Activation) and 2 (Public Space Improvement) of four projects were completed during this financial year, and involved transforming an under-used area of a carpark into a community public space, and designing a semi-permanent public space in front of Morley Library.

**Activated Noranda town centre by:**

- Using a grant from Department of Infrastructure, Transport, Regional Development, Communications and the Arts, to improve pedestrian access in the Noranda town centre. A new pathway between the Noranda Nook and the Noranda tennis/netball courts was installed - including solar lighting.
- Completing the Noranda Nook nature play space, featuring chess tables funded by the Department of Local Government grant with the Noranda Vibes town team.

**Statistics**

The number of development applications has returned to just above pre-COVID-19 levels and there is sustained interest in the City as a place to live, work and visit. While the statistics reveal a greater than 30% decrease in development and subdivision applications, this is relative to a 40% increase in applications during the COVID-19 building recovery period, largely facilitated by State and Federal grants.

The number of scheme amendments initiated has reduced, while a higher number of amendments were gazetted.

The City received one application for review to the State Administrative Tribunal, which was resolved via a Section 31 reconsideration; 19 referrals to the Design Review Panel; and two Joint Development Assessment Panel applications.

Activity	Measure	2021/20 actual	2021/22 actual
Development applications	Received	944	684
	Determined within statutory timeframe	79%	74.55
Subdivision referrals	Returned recommendations	221	148
Development compliance	Completed matters	275	432

**“The number of development applications has returned to just above pre-COVID-19 levels and there is sustained interest in the City as a place to live, work and visit.”**

**This year compared to previous years**

- The State Government is going through planning reforms, which will modify the way the City develops planning documents and assesses development applications; ultimately reducing red tape for the City and applicants.
- A much greater focus on attracting significant economic development to the City.
- DevelopmentWA are now in control of development applications and planning matters within the Bayswater town centre.

**Plans for next year**

- Continue working with RAC on four projects (Project 1 and 2 have been completed) to improve the Progress Street and Bishop Street precinct in Morley.
- Continue working collaboratively with RAC to improve the Grand Promenade and Craven Street corner in Bedford.
- City-appointed consultants will design streetscape improvements to Russell Street between Broun Avenue and Rudloc Road in Morley.
- Partner with METRONET to develop a precinct plan for the area surrounding the new Morley Train Station.
- Implement actions of the Interim Economic Development Strategy, including attracting investment and development to the Morley activity centre. This includes developing a prospectus to help promote Morley and to meet with developers to incentivise development in Morley.
- Work with the State Government to install sewerage in the Bayswater industrial area.

**What we delivered for you**

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## Environmental Health and Statutory Building

The Environmental Health and Statutory Building team maintains high public health and building standards through the administration of State and local legislation, and codes of practice.

The team is responsible for inspections of premises (such as food-related businesses and public buildings), swimming pools, and contaminated sites; building approvals, compliance-related matters, immunisations, pest control, waste initiatives, and health promotion activities.

### Significant activities

Conducted a range of public health programs in line with the City's Public Health and Wellbeing Plan 2019-2024. These included:

- Parents and Bubs program - with educational workshops and free fitness classes.
- Wellness Wednesdays at Environment House.
- Gym Skills for Older Adults – a four-week program for older adults to learn how to use gym equipment safely and effectively.
- Baysie Bootcamp – a free six-week outdoor bootcamp for residents.
- Yoga Outdoors.
- Adults Nutrition and Health Workshop.
- Teen Fit Bootcamp – a free five-week outdoor bootcamp for young residents.
- Aqua Skills 55+ program with Royal Life Saving WA.
- Tai Chi and Qigong program.
- Held food safety workshops to help local food businesses better understand their food safety and hygiene obligations.
- Trialed the use of drones to treat mosquito breeding sites in difficult to access wetlands along the City's foreshore. The City was the first local government in WA to do so.
- Held a series of composting workshops to assist the community to set up and correctly use compost bins at home.

- Undertook an annual review of the Public Health and Wellbeing Plan 2019-2024 to determine whether the City is on track to deliver actions within the plan.

### Awards

- 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.

Both awards relate to the City's partnership with Environment House and Waste is My Resource for the Organics Matter School Composting Program.

### This year compared to previous years

- The City has continued to receive relatively high volumes of building permit applications this year (~11% higher than pre-COVID-19), likely due to Federal, State and local government COVID-19 stimulus packages.
- There was a slight reduction in building applications compared to last year; however, there was an increase in building permit extension applications. Additionally, there was an increase in applications for built strata and occupancy permits due to building projects nearing completion in line with the building stimulus packages.
- There was a reduction in the number of demolition permit applications, probably due to government stimulus packages being wound back.
- The City continued to work with businesses to ensure appropriate COVID-19 measures were in place. COVID-19 contact registers were checked during routine inspections to ensure the required information was being captured and managed correctly.
- Although there was a decrease in health-related investigation numbers overall, there was a noticeable increase in the complexity of certain matters, particularly in relation to noise and unauthorised discharges.

**Statistics**

Statutory Inspections	2020/21	2021/22 targets*	2021/22 actual
Food businesses	1,222	791	820
Public buildings	80	78	79
Skin penetration premises	43	36	38
Aquatic facilities (sampling)**	281	281	262
<b>Total</b>	<b>1,626</b>	<b>1,186</b>	<b>1,199</b>

\* The City introduced a new Management Practice, which altered inspection frequencies, the 2021-22 targets align with this change.

\*\* The number of water samples collected from aquatic facilities was lower than the target, as facilities were closed due to COVID-19.

Investigations	2020/21	2021/22
Asbestos	62	43
Noise	372	364
Odour	22	9
Unauthorised discharge	67	53
Unkempt properties	15	26
Pest control	235	154
<b>Total</b>	<b>773</b>	<b>649</b>

Building Applications Received	2020/21	2021/22
Building permits certified	899	717
Building permits uncertified	289	283
Demolition	173	121
Building approval certificate	46	38
Occupancy permit	42	56
Occupancy permit (strata)	3	2
Built strata	26	38
<b>Total</b>	<b>1,478</b>	<b>1,255</b>
Determined within statutory time-frames	100%	100%
Verge licence applications	107	75
Swimming pool inspections (every 4 years)	679	677

**Plans for next year**

- Provide public health programs for the community in line with the City's Public Health and Wellbeing Plan 2019-2024.
- Seek external funding and partnerships to facilitate public health initiatives.

“The City continued to work with businesses to ensure appropriate COVID-19 measures were in place. COVID-19 contact registers were checked during routine inspections to ensure the required information was being captured and managed correctly.”

## What we delivered for you

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## Rangers and Security

The mission of the Rangers and Security team is to make the City a safe and welcoming place.

The team provides 24/7 security patrols (particularly around vacant properties and crime hotspots), investigates offences, educates the community, monitors compliance, and enforces a range of local and state legislation. The team also monitors the City's CCTV network, assists during emergencies and collaborates with community stakeholders to enhance safety and prevent crime.

### Significant activities

- Started patrolling crime hotspots using weekly data provided by WA Police.
- Provided crime prevention advice in the vicinity of home burglaries, enabling residents to take proactive security measures.
- Implemented a plan for animal welfare during emergency events.
- Consolidated the use of body cameras and in-built vehicle cameras to protect officers and increase accountability.
- Developed 'Operation Seismo' in collaboration with the Town of Bassendean; testing the City's ability to respond to a major earthquake. This successful exercise included representatives from numerous government and non-government agencies.
- Improved CCTV capability by introducing cameras with number plate recognition technology, assisting police to solve crimes.
- Worked with the Civil Aviation Safety Association to identify areas where drone flight activities could interfere with Perth Airport flight paths, and then placed appropriate signage to restrict drone flights.

### Statistics

The Rangers and Security team activity has increased. For example, 18,841 telephone calls were received in 2021/22, a 6% increase on the previous year; and ECM tasks have increased by 10% (or 14 reports a day) from last year.

Total parking enforcement actions was 4,708 (increase of 28% from last year). This is the result of both increased residential density and increased reporting of offences.

Requests for CCTV footage by WA Police have doubled (101 this year compared to 51 last year). This is the result of higher quality vision collected by the City and cameras being placed in strategically appropriate locations.

### Plans for next year

- Develop a Community Safety and Crime Prevention Plan to enhance the community's perception of safety and security.
- Explore new technologies, including robotics and artificial intelligence.
- Introduce the City's new Cat Local Law upon adoption, and educate the community regarding responsible pet ownership.
- Review the City's parking appeal process to improve efficiency and effectiveness.



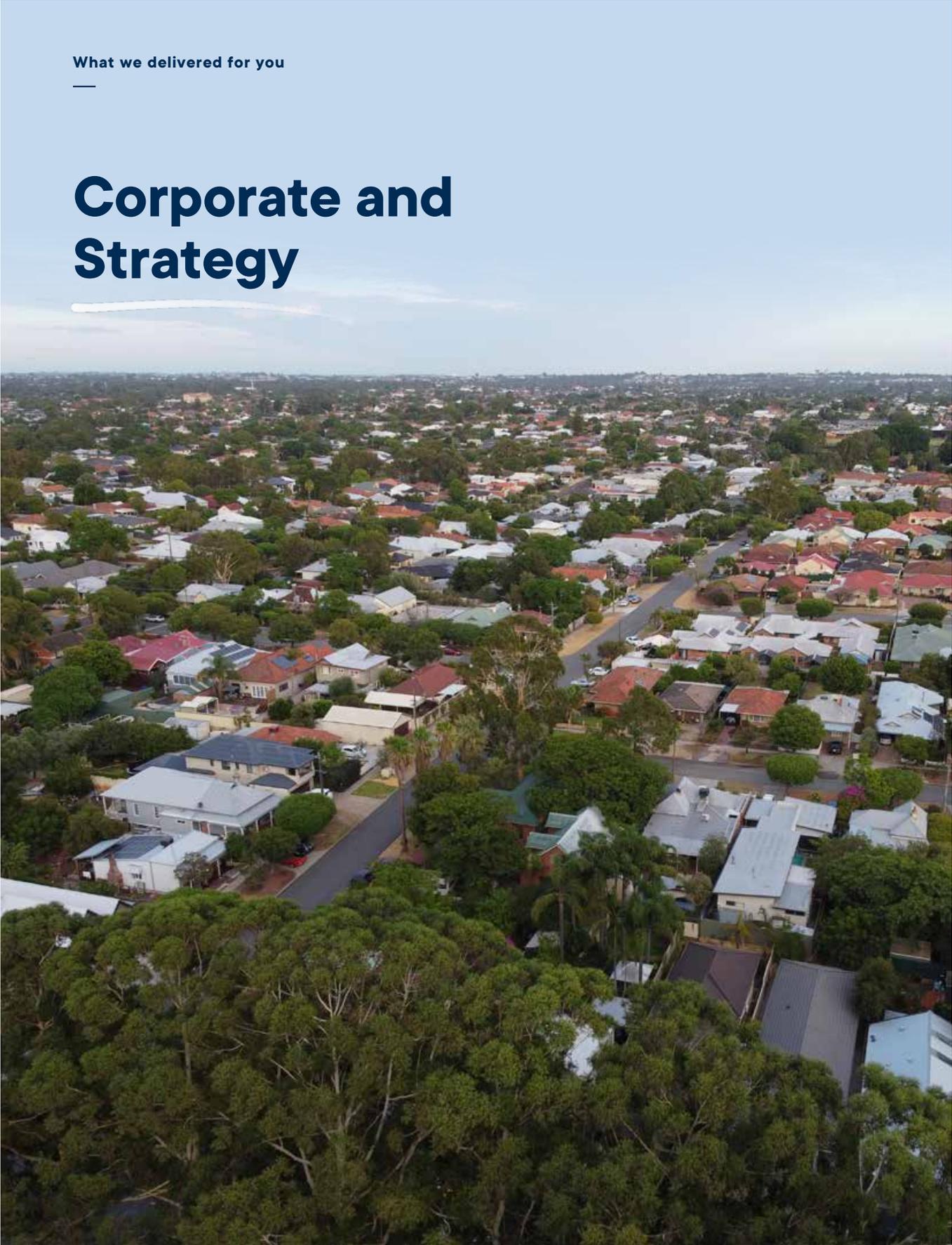
“18,841 telephone calls were received in 2021/22, a 6% increase on the previous year.”

What we delivered for you

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# Corporate and Strategy

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## Financial Services

This team is responsible for the City’s financial strategy and processes including financial planning, budget preparation, providing financial advice, and managing rates and investments. The team also works to ensure the ongoing financial sustainability of the City.

### Significant activities

- Maintained and improved compliance with accounting standards, Office of the Auditor General (OAG) best practice guides and other relevant legislation.
- Managed Accounts Payable and Accounts Receivable.
- Oversaw the City’s operational and capital expenditure and facilitated monthly financial reporting.
- Liaised with the OAG to complete the external audit.
- Prepared the Annual Financial Report for 2020/21 and the annual budget for 2022/23 Financial Year.
- Managed rating services for the City, including administering the Financial Hardship Policy.
- Prepared the Owner Occupier Roll for the 2021 election.
- Progressed the City’s Long-Term Financial Plan (LTFP).
- Administered the City’s cash investments and loans.
- Developed loan borrowing business case.
- Provided advice across the organisation on financial matters relating to projects.
- Participated in the scoping requirements of a new ERP.

There was a delay in finalising the 2020/21 Annual Financial Report due to complexities in the accounting transactions.

### Statistics

	2020/21	2021/22
Total number of properties	32,314	32,799
Rate revenue increases	0.00%	2.50%
Rate collection	95.18%	96.16%
Sundry debtor invoices	1,319	1,377
Creditor invoices	10,241	12,291
Sundry debtor collection	93%	89%

### Plans for next year

- Review the City’s Long-Term Financial Plan, and present a new LTFP to Council for endorsement in June 2023.
- Review the City’s rating methodology.
- Contribute to the ERP project from a financial perspective.

## What we delivered for you

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# Governance and Risk Management/ Organisational Strategy and Information Management

The Governance team coordinates Council and committee agendas and minutes, manages conflicts of interest and related party disclosures, facilitates internal and external audits, reviews the City's local laws and policies, and processes Freedom of Information requests.

The Governance team also provides oversight and guidance on corporate risk matters, using the 'three lines' model, with accountability to Council via the Audit and Risk Management Committee. This Committee considers a range of matters, including the outcomes of internal and external reviews of the City's operational practices and internal controls.

Organisational Strategy includes the corporate reporting of objectives and commitments in the City's strategies and other direction-setting documents under the Integrated Planning and Reporting Framework. This function also implements business system reviews.

The Information Management team oversees the management of the City's business information (records and archives), in accordance with legislative requirements and the City's record-keeping plan. It also provides records management training and advice for City employees.

### Significant activities

- Appointed two external members to the City's Audit and Risk Management Committee. As highly regarded practitioners in their respective areas, they have brought an added perspective to the Committee. (The City recently farewellled Mr. Phillip Draber, who shared his invaluable professional advice and guidance as the inaugural external member of the City's Audit and Risk Management Committee for the period May 2020 to October 2021.)
- Reviewed the City's Code of Conduct against current sector best practice, in collaboration with the City's People, Culture and Safety team.
- Coordinated the Council Election in October 2021, with support from the WA Electoral Commission. Four Councillors were re-elected and two new Councillors were elected. Cr Piffaretti and Cr Ehrhardt were elected as Mayor and Deputy Mayor respectively.
- Continued the implementation of the new cloud-based minutes and agenda system Doc Assembler in 2020.
- Enabled live-streaming of Council meetings (via YouTube) to allow for remote participation and increased community participation.
- Reviewed the Standing Orders Local Law - the new *Standing Orders Local Law 2021* was adopted by Council in August 2021 and gazetted in September 2021.
- Adopted the *Waste Amendment Local Law 2022* in March 2022; gazetted in May 2022.
- Commenced reviews of the City's Cat Local Law and Health Local Law.
- Managed Delegations of Authority in accordance with the *Local Government Act 1995*; including a review of the City's Delegation of Authority Register.
- Continued the City's internal audit program, focusing on swimming pool compliance, aquatic centre operations, and the City's building licence application and approval process.
- Managed the Freedom of Information process in accordance with the *Freedom of Information Act 1992*. The City's Annual Information Statement is available from City of Bayswater offices or its website. This statement details the FOI process and a list of documents the City provides outside of the Act. The City received 19 applications, an increase of four from the previous year. Two internal reviews and one external review were conducted.

- Provided quarterly progress reports to Council (via the Audit and Risk Management Committee) on commitments outlined in the City's Strategic Community Plan.
- Reported on management commitments resulting from internal and external audits on topics ranging from cyber security to swimming pool compliance.
- Completed the first phase of the review of City policies.
- Developed and implemented online training videos for staff on the City's document management system (ECM).
- Council resolved to exit from aged care accommodation in 2018, and the City has been working with the Department of Communities to develop sub-leasing arrangements for two of the sites which are on State Government land. The intention is to transfer the City's residential care facilities and retirement villages (other than Riverslea Lodge and Mertome Gardens) to a specialist aged care operator on a 'going concern' basis which includes continuation of all existing entry contracts on current terms. This work is ongoing.

**Plans for next year**

- Complete the review of the Cat Local Law, and Health Local Law; and commence the Property Local Law review.
- Complete the review of City policies.
- Review the City's Fraud and Corruption Plan, and Risk Management Framework.
- Advance and consolidate the implementation of the City's new Agenda, Minutes and Reporting system (Doc Assembler).

**“The City appointed two external members to its Audit and Risk Management Committee. As highly regarded practitioners in their respective areas, they have brought an added perspective to the Committee.”**

**What we delivered for you**

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## Information Services

This team is responsible for information and communications technology governance and keeping up to date with emerging trends and technologies. It oversees business systems and applications, business continuity, security, and information technology equipment asset management.

### Significant activities

- Completed the 10-year Digital Strategy (2021 - 2031) to inform a major review of the City's IT systems.
- Upgraded the City's closed-circuit television (CCTV) infrastructure.
- Implemented live streaming of Council meetings to the public via YouTube.
- Enhanced system capability to enable staff to work remotely.
- Improved the City's cyber security controls, including multi-factor authentication controls.
- Conducted Cyber Security Awareness training.
- Commenced the Endpoint protection project to migrate and consolidate the City's security suite; with the aim of reducing costs and improving the City's security posture.
- Reviewed and updated the security of the City's firewall systems.
- Implemented and deployed Virtual Private Networking technology to enable users to work from anywhere.
- Reviewed, then replaced or retired unsupported operating systems as part of maintaining secure operating environments at the City.
- Replaced ICT asset infrastructure (specifically, branch routers) at remote sites to enable better security/connectivity.
- Integrated the Visitor Management System at the City of Bayswater Civic Centre to streamline operations.
- Conducted preliminary review of business systems ahead of the ERP review.
- Migrated the City of Bayswater site from Government Wide Band IP (GWIP) to Government IP.

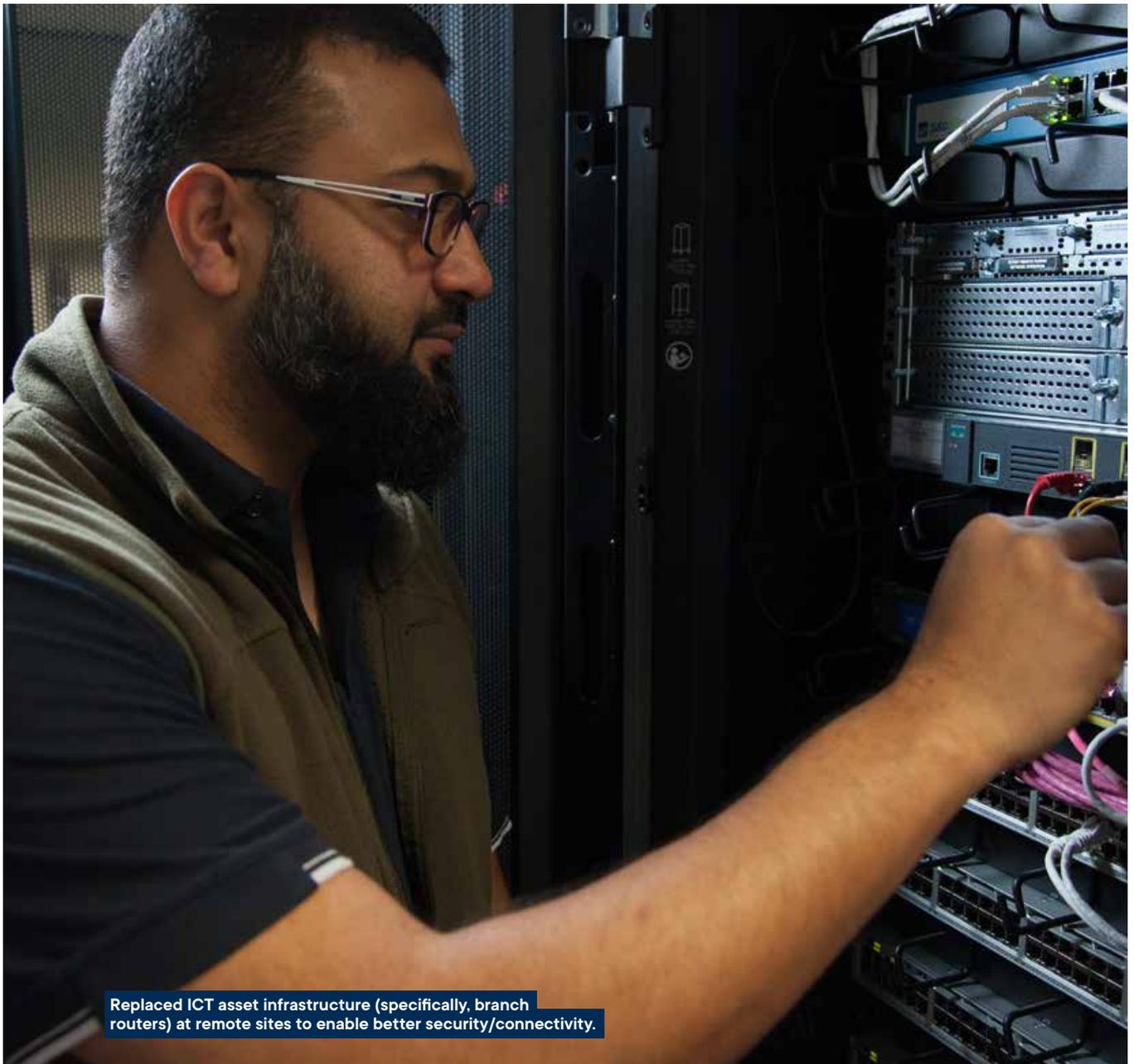
- Migrated the Security Information and Event Management (SIEM) system as part of a system consolidation effort.

### Statistics

The Information Services branch received over 6,000 incidents/requests for service between July 2021 and June 2022. This was a 30% increase from the previous year. The increase is attributed to the high staff turn-over, the changing workplace dynamic during the COVID period, and an increase in service demand, in-line with the City's digital transformation journey.

### Plans for next year

- Progress the Enterprise Resource Planning (ERP) technical implementation as part of the 10-year Digital Transformation effort with the following aims:
  - Greater customer service (due to better access to customer information).
  - Enhanced business reporting with real-time information.
  - Medium to long-term cost savings.
  - Better data and cloud security (and improved regulatory compliance).
  - Significant business process improvements leading to business efficiencies.
  - Improved internal co-ordination.
  - Scalability benefits.
- Migrate ERP ICT infrastructure from on-premise to cloud.
- Re-imagine and implement Request Management to harmonise the City's approach to customer service.
- Review and implement the ICT Cloud Strategy.
- Develop and implement mitigation strategies to comply with the Australian Signals Directorate's Essential Eight Maturity Model.



- Migrate on-premise Microsoft Exchange Email capability to Exchange Online as part of the Microsoft Office 365 implementation strategy.
- Enable a hybrid-workforce using Microsoft Office 365 platforms such as One Drive, roaming desktops and documents, Microsoft Teams and SharePoint Online.
- Implement a new contract management system to effectively capture current and future commercial arrangements.
- Integrate the Work Health Safety system with the HR system for seamless operation.
- Introduce third party/contract management guidance to ensure software compliance with City security standards.
- Conduct a feasibility study on CRM integration with the telephony system to give workers first call resolution capability.
- Develop more robust Disaster Recovery Operations/ Procedures.
- Continue the Payment Card Industry Data Security Standard (PCI DSS) compliance activity.
- Review ICT asset management practice in-line with changing work dynamics.
- Review ICT service delivery model to improve service quality.
- Develop tailored learning content to address cyber security awareness gaps within the workforce.

**What we delivered for you**

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## People, Culture and Safety

This team is responsible for all human resources activities including recruitment, performance management, training, workplace culture, payroll, employee relations and safety management.

**Significant activities:**

- Conducted the Staff Culture Survey in November 2021. Responses showed that staff find their work interesting, engaging and meaningful. Areas for improvement include access to equipment and resources, recruitment and retention of staff, communication, and fair pay. Post survey, several consultative groups were established to identify solutions that will be presented in the new financial year.
- Introduced new Employee Code of Conduct, effective from 1 April 2022. This code provides a comprehensive response to the Local Government Regulations Amendment (Employee Code of Conduct) Regulations 2021 and replaces the former Code of Ethics.
- Established the Workforce Diversity and Inclusion Committee. This committee and the six diverse sub-groups form part of the City’s response to the Workforce Diversification and Inclusion Strategy for Public Sector Employment 2020-2025 and the City’s Workforce Diversity and Inclusion Plan, 2021-23. Strategies and actions align with the City’s Innovate Reconciliation Action Plan 2021-2023 and the Access and Inclusion Plan 2020-2024.
- Facilitated corporate training, primarily via eLearning. Frontline staff received training in complaint handling and new employees received an introduction to the new Code of Conduct. Informal training opportunities included the Reconciliation film viewing and yarning session to acknowledge and celebrate national Reconciliation Week in June 2022.
- Managed Health and Wellbeing programs and events including:
  - R U OK Day Bake Sale September 2021
  - Mental Health Week October 2021
  - Civic Centre Roving Massages November 2021
  - Skin Checks Depot and Civic Centre February 2022
  - Flu vaccinations April 2022.

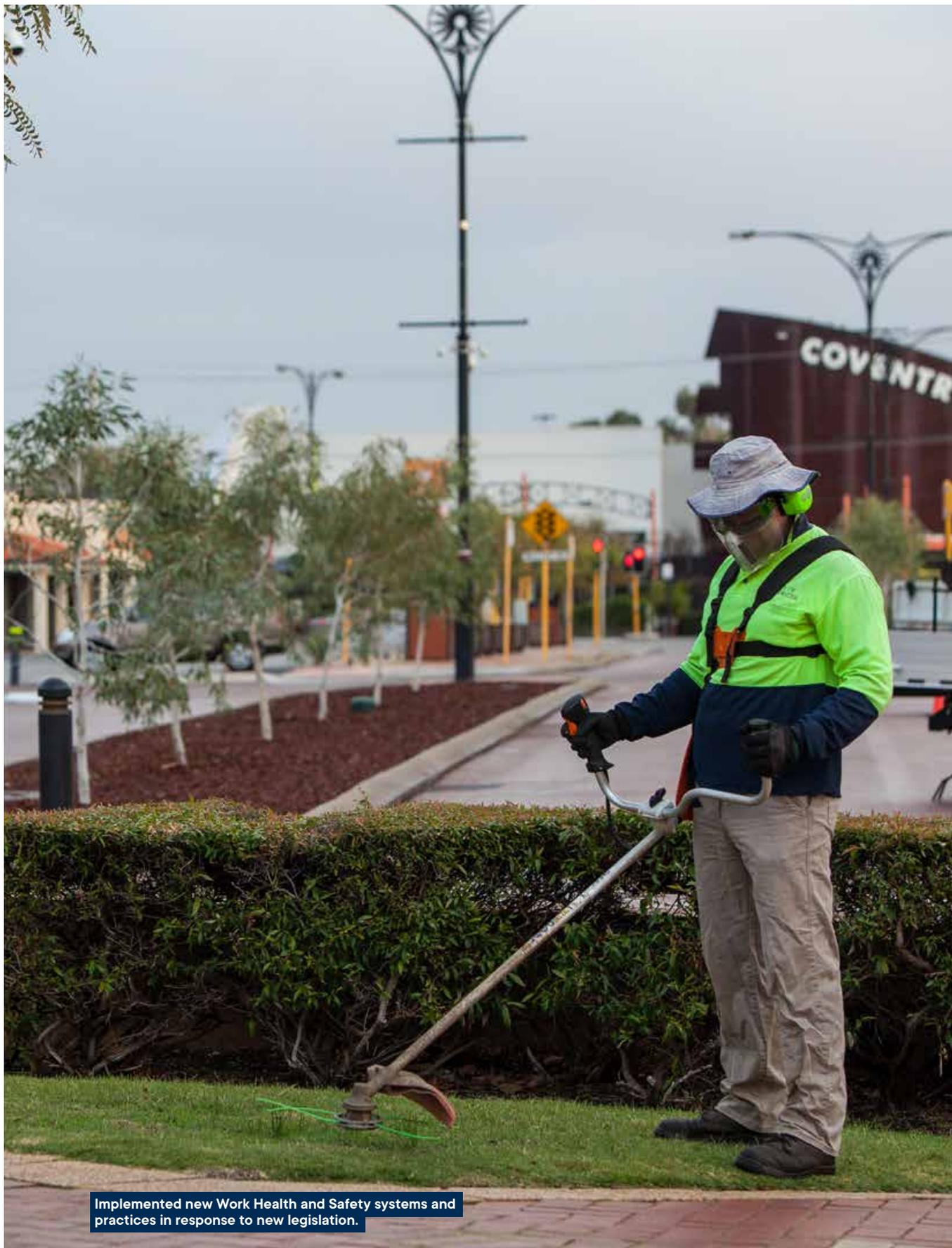
- Implemented new Work Health and Safety systems and practices in response to new legislation. The City demonstrated an overall improvement of 26% in the LGIS 3 yearly Safety Audit, lifting the score from 48% to 74%. Fifteen of 21 required Work Health and Safety Management Practices were implemented. Two new systems - the Donesafe incident/hazard reporting system and the Solv safety/injury management system - were successfully trialled and will be implemented in the 2022/23 Financial Year.

**Statistics**

The turnover rate has increased significantly over the last three financial years, with the previous financial year hitting 24.35%, which equates to almost one quarter of staff exiting the business. Industry standards suggest that turnover of 10% or less is good for an organisation, bringing in new talent and enthusiasm. Where turnover is above 10%, this starts to impact on the effectiveness of an organisation and impacts on the culture and morale of employees. Where turnover increases to over 20%, this should be considered significant and immediate action to address the reason for turnover should be undertaken. Given the City’s turnover rate of nearly 25%, the City has engaged in a program of reform to address these issues, in particular the outcomes of the recent cultural survey.

**Plans for next year**

- Commence enterprise negotiations in January 2023, encompassing some outputs of the post Culture Survey staff consultative processes.
- Present the new Workforce Plan for approval, outlining a strategy to meet the City’s future workforce needs.
- Increase compliance with new Work Health and Safety legislative requirements.
- Implement approved recommendations from the Cultural Survey.



Implemented new Work Health and Safety systems and practices in response to new legislation.

What we delivered for you

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# Works and Infrastructure

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Building Works completed Stage 2 of the Morley Sport and Recreation Centre roof renewal.

## Building Works

This team develops, maintains and renews City-owned and community-leased buildings and infrastructure in line with the City’s Asset Management Plan and specific lease agreements.

### Services

- Auditing and inspecting City buildings.
- Providing cost estimates for works to City buildings.
- Completing building-related Capital Works and economic stimulus projects.
- Cleaning the City’s public facilities.
- Overseeing the maintenance of City buildings and infrastructure, including:
  - Fire safety and emergency systems
  - Air-conditioning systems
  - Passenger lifts and auto doors/gates
  - Tool tagging
  - Roof safety systems
  - Barbeques
  - Security alarms
  - Sewer pump stations
  - Termite control
  - Gutters
  - Exeloo public facilities
  - Christmas decorations
  - Sanitary and hygiene provisions.

### Significant activities

- Completed Stage 2 of the Morley Sport and Recreation Centre roof renewal.
- Upgraded bathrooms at Riverside Gardens, Morley Community Centre, and Maylands Yacht Club.
- Upgraded kitchens at Bedford Bowling Club, Moojebing Reserve Clubrooms, Morley Community Centre, and Maylands Yacht Club.
- Replaced air-conditioning systems at the Civic Centre, The RISE, and Morley Sport and Recreation Centre.
- Upgraded security systems at various facilities.

### Statistics

Repairs conducted by City staff and contractors:

	2020/21	2021/22
Building	601	508
Electrical	366	401
Plumbing	491	476
<b>Total</b>	<b>1,458</b>	<b>1,385</b>

### This year compared to last year

Due to the building and construction boom, the City experienced shortages of materials and labour, which has caused some delays and cost overruns. This was a sector-wide issue being experienced by most local governments, state government and the private sector.

### Plans for next year

- Replace additional air-conditioning systems at the Civic Centre, The RISE, Hampton Infant Health Clinic, and Maylands Hall.
- Repair or replace roofs at Maylands Hall, Maylands Yacht Club, Les Hansman Centre, Pat O’Hara Rugby Club, Carramar Community Centre, and Bedford Bowling Club.
- Upgrade the Bayswater Bowling Club kitchen.
- Improve fencing and access at Bayswater Family Centre.
- Expand workspace at Bayswater Men’s Shed.
- Paint and install new wall and doorway at Hillcrest Pre-school.
- Replace floor and glass door at Wotton Reserve Clubrooms.

## What we delivered for you

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## Engineering and Spatial Services

This team designs, constructs and maintains the City's transport and pedestrian infrastructure. It is also responsible for fleet management, and spatial and asset mapping services. It oversees engineering projects, traffic and transport planning, along with the rehabilitation and maintenance of roads and drainage. It ensures the City's plant and equipment are safe to operate and are performing optimally.

### Significant activities

- As part of the Blackspot program:
  - Upgraded the Coode Street and Catherine Street intersection.
  - Upgraded the Benara Road and Camboon Road roundabout intersection.
  - Constructed a median island and upgraded pedestrian ramps at the intersection of Crimea Street and Westlake Road.
- Relocated the school warden crossing at John Forrest Secondary College from 145 to 154 Russell Street.
- Completed drainage improvement works.
- Liaised with Main Roads WA and the community to complete the designs for Phase 1 of the Low-Cost Urban Road Safety Program (LCURS) for Bayswater and Embleton precincts.
- Consulted the Maylands Primary school community as part of the Safe Routes to School initiative, identifying action items and future projects.
- Resurfaced Widgee Road from Camboon Road to Alexander Drive, along with a number of other roads that were due for resurfacing.
- Completed the new Riverside Gardens carpark with a rain garden - a Water Sensitive Urban Design (WSUD) initiative.
- Upgraded the Noranda Sporting Complex carpark.
- Upgraded Noranda Primary School footpath and ramps for pedestrian connectivity.
- Upgraded the entire Morley town centre to LED low carbon lighting.
- Continued to collect asset data for City buildings and infrastructure.
- Where possible, converted the City's vehicle fleet from petrol to hybrid or electric power to reduce the City's carbon footprint.

### Plans for next year

- Investigate sites for Blackspot assessment in preparation for the 2024/25 program.
- Complete the construction of traffic treatments for Phase 1 of the LCURS program for the Bayswater and Embleton precincts.
- Complete Phase 2 of the LCURS program for Weld Square, Shearn Park and Maylands Strip precincts.
- Consult two additional schools communities as part of the Safe Routes to School Initiative.
- Work with Western Power to plan and implement underground power within the City.
- Review the City's Local Bike Plan.



## What we delivered for you

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## Parks and Gardens

This team provides specialised maintenance of the City's green assets and associated infrastructure. This includes turf management, protection and increase of the City's tree canopy, parks maintenance, capital works programs, maintenance of irrigation infrastructure, and management of groundwater resources.

### Significant activities

- Planted 1,292 semi-mature trees throughout the City, as part of the annual tree planting program.
- Conducted maintenance and auditing work of over 345 green spaces and 40 hectares of arterial road verges and medians.
- Delivered upgrades to Mahogany Reserve, Bert Wright Park, and Wattle Park, as part of the Park Redevelopment Program.
- Completed the following works as part of the Critical Asset Renewal Program:
  - Replaced 14 entry gates
  - Renewed 39 bench seats
  - Provided Purple Benches to raise awareness of domestic violence
  - Installed 33 concrete pads for bench seats
  - Installed 4 concrete crossovers
  - Installed 1,800m of fencing
  - Renewed pine bollards to limestone bollards at various locations.
- Replaced 28 bore pumps, as part of the Bore Pump Renewal Program.
- Improved the Depot by providing:
  - A modern chemical mixing area with automatic chemical dispensing.
  - New office space for Engineering and Fleet teams.
  - New servers for the entire Depot.

### Statistics

- Planted 30,000 plants, shrubs and groundcovers, double the amount than last year, due to an increased focus on creating garden areas within the City's parks.
- Applied 2,700m<sup>3</sup> of mulch to various areas across the City.

### Plans for next year

- Plant 3,000 new trees as part of the Tree Planting Program.
- Improve Gibbney Reserve, Birkett Street Reserve, and Feredy Reserve as part of the Park Redevelopment Program.
- Conduct park mini makeovers on Armada Reserve, Kanimbla Reserve, and Trewin Park.
- Continue the Bore and Pump Maintenance Program.



Planted 30,000 plants, shrubs and groundcovers.

**What we delivered for you**

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## Sustainability, Environment and Waste

This team manages the City’s natural areas, water catchments, energy and water initiatives, and water sensitive urban design projects. The team is also responsible for developing and implementing the City’s Environment and Liveability Framework, riverbank restoration, and supporting local environmental community groups.

It focuses on education and sustainability programs, climate change mitigation, urban forest and urban heat island strategies. It also manages waste collection, disposal and recovery for the City’s residents.

### Significant activities

- Completed the development of the Environment and Liveability Framework, which guides the City towards a sustainable future. The framework sets the strategic direction for the natural and built environment until 2050 and embeds the principles of sustainability into all City activities.
- Completed the Emission Reduction and Renewable Energy Plan, with three targets:
  1. 2025: 100% renewable electricity for the City’s operations
  2. 2030: 100% renewables and/or carbon offsets for all City energy use
  3. 2040: Net zero greenhouse gases for the City’s energy-related and value chain emissions.
- Entered a contract with WALGA and Synergy to supply the City with renewable energy for contestable sites. This new contract resulted in a saving of \$106,000 in the first seven months (1 December 2021 – 30 June 2022).
- Completed a partial dredging of Lake Brearley, as well as installation of solar powered ultra-sonic devices, and installed mechanical mixers in both Lake Brearley and Lake Bungana.
- Undertook extensive rehabilitation and planting in natural areas.
- Gained recognition as a ‘Waterwise Gold Council’.
- Won the 2022 Stormwater WA Awards for Excellence (Excellence in Strategic Master Planning) for the City’s Waterwise strategy.

- The City built on the ‘Our Park, Our Place’ project; focusing on Arbor Park. The team completed Stages 2 and 3 of the refurbishment; converting poor condition grass into natural area plantings, and installing dog agility equipment, nature play areas and limestone connecting pathways.
- Completed a waterwise living stream makeover of the Feredy Street compensating basin.
- Undertook detailed modelling to determine the number of new trees required to achieve the City’s urban canopy target of 20%. Council approved the Green Dreams planting concept, which identifies and prioritises future tree planting locations.

### Statistics

- Installed solar photovoltaic systems at three community buildings, totalling 186kW (50% more than last year and three times more than the previous year).
- Expanded the Waterwise Verge Program, providing homeowners with a rebate (up to \$250 for verges smaller than 80m<sup>2</sup> and up to \$500 for verges larger than 80m<sup>2</sup>) to transform their verge into a native waterwise verge. Twenty residents applied.
- Worked with Environment House to expand the Native Plants to Residents program to 10,000 plants; giving 1,000 households access to native plants at a highly subsidised price.
- Planted approximately 100,000 plants in natural areas throughout the City.
- Collected over 11,000 tonnes of FOGO, diverting it from landfill.
- Held 17 community planting day events.
- Collected 38 tonnes of e-waste for recycling.



Sustainability, Environment and Waste installed solar photovoltaic systems at three community buildings.

**Plans for next year**

- Continue implementation of the Emission Reduction and Renewable Energy Plan.
- Progress the design for the makeover of Bowden Street compensating basin.
- Install more solar PV and start planning for the first large (100+ kW) installation.
- Progress the five-year implementation plan for the Environmental Liveability Framework.
- Progress the implementation of the 10-year River Restoration Plan.
- Replace all lights with LED at Lightning Park Recreation Centre, the Civic Centre and The RISE.
- Investigate changing two of the Ranger and Security team patrol cars to electric vehicles.

“**Installed solar photovoltaic systems at three community buildings, totalling 186kW (50% more than last year and three times more than the previous year).**”

What we delivered for you

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# Major Projects and Commercial Activities



Project Services began transforming Maylands Waterland into a vibrant and free public open space for the community.

## Major Projects

This team leads and coordinates the City’s interactions with major state projects. It advocates for the community, ensuring these projects are delivered in a timely and integrated way.

### Bayswater Train Station Redevelopment

- The \$253 million Bayswater Train Station Redevelopment is under construction. The station is an important METRONET precinct, connecting the Midland Line, Forrestfield-Airport Link and Morley-Ellenbrook Line. This will give people the option to travel to the airport, Swan Valley tourist region, the CBD and beyond, right through the heart of Bayswater.
- The new station will improve connections across the metropolitan rail network, allowing increased bus services to the station, improving cycling and pedestrian movements, and creating a rail bridge and station that fits within and complements the town centre.

#### Significant activities

- Completed the Hamilton Street carpark to service businesses in the Bayswater town centre.
- Constructed additional parking at the Meltham Train Station and installed two new bridges.
- Developed the station’s Public Art Strategy.
- Commenced building the Leake Street underpass.
- Relocated underground services.
- Commenced piling works and retaining walls.

### Tonkin Gap Project

The \$290 million State and Federal Government-funded Tonkin Gap Project started in 2020 and is expected to be completed in late 2023. This project is one of many improvements to transform Tonkin Highway by providing a north-south transport link from Muchea to Mundijong. This will eliminate the bottleneck, improve traffic flow and efficiency, and improve the cycling and pedestrian experience. Rail-enabling works for the METRONET Morley-Ellenbrook Line will also be completed, including underpasses, bridges and dive structures.

The works include:

- Widening Tonkin Highway to provide new lanes in each direction from Dunreath Drive to Collier Road, as well as new roads linking Guildford Road and Great Eastern Highway.
- New bridges over the Swan River, Dunstone Road, Guildford Road and Railway Parade.
- New Broun Avenue and bus interchange bridge.
- New fully grade-separated Principal Shared Path (PSP) on the western side of Tonkin Highway.
- Noise walls.
- Upgraded lighting and intelligent transport systems infrastructure.

#### Significant activities

- The Broun Avenue bridge is being rebuilt to incorporate a new integrated bus interchange and improve height clearances for the rail infrastructure underneath.
- The Southern Dive Structure (that will service the Morley-Ellenbrook Line) has been completed.

### Morley-Ellenbrook Line

- Work has started on the \$233 million rail link to connect Ellenbrook to Bayswater Train Station. The new 21-kilometre rail line will include five new stations. This project will help decrease vehicle use by providing a seamless journey to the CBD, and opportunities for local businesses to grow.
- The Morley-Ellenbrook Line will connect to the rail network at Bayswater Station. Trains to Ellenbrook will head north-east from Bayswater Station, rising to cross over the existing Midland line tracks and then cross over Railway Parade and Clavering Road on a viaduct, before entering the Tonkin Highway tunnel dive structure to continue north to Ellenbrook.



**Significant activities**

The contract for the construction of this line has been awarded, which includes the construction of Morley and Noranda Stations.

- Completed the detailed design of the viaduct.
- Commenced the site facility set up on Railway Parade.

**Morley Train Station**

Morley Station is located within the Tonkin Highway median under the new Broun Avenue bridge, and will connect passengers to surrounding businesses and the local community through bus services. The platform will be located underneath the bridge, with station entrances from both the north and south sides of the bridge. There will be a multi-storey car park located at Wotton Reserve with a new access road off Wotton Street.

**Significant activities**

- The station’s Development Application has been considered by Council and is currently being assessed by Western Australia Planning Commission (WAPC).

**Noranda Train Station**

Noranda Station will be built in the median of Tonkin Highway, immediately north of Benara Road, and will deliver an efficient transport service for local and surrounding communities. Passengers will be able to travel from this station to the Perth CBD in 18 minutes. They can access the platform using a walkway from the Benara Road bridge or a pedestrian bridge over Tonkin Highway, with lifts and stairs, from the car park. A new pedestrian underpass at the eastern end of the Benara Road bridge will be built to enable people living south of Benara Road to walk to the station.

**Significant activities**

The WAPC has approved the station’s Development Application and preliminary works have started.

**Caledonian Avenue level crossing closure project**

As part of the closure to facilitate the additional rail lines, including the Forrestfield-Airport Link and the Morley-Ellenbrook Line, as well as servicing the existing Midland Line, the State Government has allocated \$15 million to upgrade local roads and improve safety and traffic flow around the area of Maylands.

These works include:

- Removal of the level crossing and traffic lights at Caledonian Avenue.
- Upgrade of the intersection and installation of traffic signals at Guildford Road and Seventh Avenue.
- Upgrade of the intersection and pedestrian access at Guildford Road and Eighth Avenue.
- Upgrade and signalisation of the intersection at Whatley Crescent and Railway Parade (Hotham Bridge).
- The formalisation of two lanes of traffic in each direction on Whatley Crescent between Railway Parade and Garratt Road.
- The lowering of speed limits along various roads around the Maylands town centre.

## Project Services

This team manages infrastructure and assets within the City’s public spaces. This includes designing, procuring and delivering new and replacement assets in line with strategic direction, industry trends and community expectations.

The team manages City golf courses, develops strategic leisure and recreation plans, liaises with sporting clubs and engages the community in corporate projects.

### Significant activities

- Commenced development of the City’s first Community Recreation Plan. This is a 10-year strategy to create a variety of recreation opportunities for as many people as possible. The plan lays out short, medium and long-term actions for facilities, infrastructure, parks and reserves, services and programs. Work has already started on short-term goals, including the rebranding of the Club Development Officer role to allow better communication with clubs and groups.
- Completed the Morley Sport and Recreation Centre Redevelopment; providing two additional National Basketball League standard courts and additional storage and change rooms.
- Upgraded sports lighting on Pat O’Hara Reserve to 200 Lux, to accommodate state level competition.
- Began developing the City’s skate and BMX facilities within Wotton Reserve, making way for parking for the future Morley Train Station.
- Redeveloped play spaces within Wattle, Mahogany, and Gibbney Reserves.
- Installed outdoor exercise equipment at Robert Thompson and Claughton Reserves.
- Resurfaced ball courts at Houghton Park and Grand Promenade Reserve.
- Began transforming Maylands Waterland into a vibrant and free public open space for the community, featuring water and nature play, picnic and BBQ areas, bathrooms and change rooms.
- Transferred the management of Embleton and Maylands Golf Courses to TenGolf Maylands. This company will invest \$4 million into redeveloping the Maylands Golf Course club room.

- Worked with local clubs to improve facilities.
- Partnered with clubs and the State Government KidSport scheme to provide sporting opportunities to eligible families.

### Statistics

#### Whole-of-park redevelopments

Gibbney Reserve - Engagement resulted in 130 responses to the draft concept plan, and 15 residents attended the park drop-in session.

Mahogany Reserve – Engagement resulted in 31 responses to the draft concept plan. Meetings about specific elements were conducted with residents.

Wattle Reserve – Engagement resulted in 27 responses to the draft concept plan, and 24 residents attended the park drop-in session.

#### Wotton Skate Park relocation

A draft concept design was presented to the community and 70 responses were received to inform the final design. A feasibility study of the new skate park location was conducted, gaining 249 responses. The City worked closely with the Skate and Bike Development Advisory Committee (SABDAC) and other stakeholders.

#### Skate events

The City contracts Freestyle Now to deliver skate, BMX and scooter events and coaching for young people at the City’s skate parks from November to February. In 2021/22, 146 participants attended across five sessions.

#### Upskiller workshop attendance

The City provided 13 workshops as part of the Community Upskiller program, attracting a total of 151 attendees. Due to COVID-19, the entire program shifted online. Workshop topics focused on helping clubs with their administration, fundraising and grant applications.



Redeveloped play spaces within Wattle, Mahogany, and Gibbney Reserves.

### This year compared to previous years

The Queensland floods, the wet winter season in WA, and material shortages due to the pandemic all contributed to delays. However, the Project Services team delivered more major projects than usual, as a result of the State and Federal Government COVID-19 stimulus package.

### Plans for next year

- Install additional change rooms and a spectator shelter at Noranda Sporting Complex, in conjunction with Noranda Sports Association, through federal grant funding.
- Work with FIFA to secure a team training venue at Frank Drago Reserve for the 2023 Women's World Cup.
- Upgrade the sports lighting at RA Cook Reserve and Upper Hillcrest Reserve to increase female participation in Australian Rules Football.
- Redevelop play spaces within Birkett, Feredy, Lower Hillcrest, and Kelvin Street Reserves.

“Completed the Morley Sport and Recreation Centre Redevelopment, providing two additional National Basketball League standard courts and additional storage and change rooms.”



## Recreation and Commercial Activities

This team manages the City’s recreation facilities, coordinates the acquisition and disposal of City land and commercial leases, and facilitates the hiring of City halls and reserves.

### Significant activities

- Refurbished the 25m pool at Bayswater Waves. This included installing a ‘Learn to Swim’ platform for the growing Swim School, and fixing structural issues in the pool shell and circulation system, and concourse surface. Due to several water saving initiatives, the Water Corporation recognised Bayswater Waves as the inaugural ‘Platinum Waterwise Facility’. This reflects the City’s proactive focus on environmental sustainability and efficiency.
- Maintained recreation services during COVID-19 recovery; adapting quickly to changing rules and restrictions and keeping patrons informed.
- Advanced the City’s Land Acquisition and Disposal Strategy to ensure the City can capitalise on future revenue driving opportunities.

- Peak ‘Learn to Swim’ enrolments were 2,513 (an increase from last year, despite the pool refurbishment). Demand for this program continues to increase.
- Peak memberships were 3,212 at Bayswater Waves and 697 at The RISE, similar to previous years (3,278 and 708, respectively).

### Plans for next year

- Complete the final stage of the Bayswater Waves refurbishment, by revitalising the wave pool, group fitness room and front reception areas.
- Continue to increase community participation in recreational activities.

### Statistics

Due to the City’s proactive management of changing conditions throughout the pandemic, use of recreation facilities remained similar or better than previous years.

- 729,234 admissions (up 70,000) at Bayswater Waves and approximately 250,000 at The RISE (similar to last year).

What we delivered for you

# Planning and Reporting



NAIDOC Week event - Rewilding the Derbarl Yerrigan - part of the Reconciliation Action Plan Maylands Foreshore.

## Integrated Planning and Reporting

Integrated planning and reporting provides a framework for local governments to establish future priorities and ensure objectives are delivered.

The City's integrated planning and reporting process includes:

- A Strategic Community Plan - linking the community's aspirations and vision with Council strategies.
- A Corporate Business Plan – activating the Strategic Community Plan by prioritising, resourcing and implementing the community's short, medium and long-term goals.

The City also has a number of supporting strategies and plans.

### Strategic Community Plan 2021-2031

Our Strategic Community Plan (SCP) outlines the 10-year shared vision for the City. The plan is created with input from the community and feedback from Council, and defines priorities that guide business planning and activities.

Every four years we complete a major review of the Strategic Community Plan to ensure it remains relevant to the community. A major review was undertaken during 2020/21 and Council adopted the new Strategic Community Plan 2021-2031 in May 2021. There have been no major changes to the plan since this date.

The full Strategic Community Plan 2021-2031 is available at [bayswater.wa.gov.au](https://bayswater.wa.gov.au).

### Corporate Business Plan 2019-2023

Our Corporate Business Plan (CBP) sets out actions for the next four years to ensure we meet the intention of the SCP. It integrates other informing strategies and operational needs with the SCP and provides a clear plan to meet community needs. The CBP informs annual planning and the annual budget.

The most recent Corporate Business Plan 2019-2023 was approved by Council in June 2019. There have been no changes since this was adopted.

Most of the objectives of the CBP are complete or on-track.

The City will be undertaking a review of the CBP shortly, with a new CBP ready for 2023/24-2027/28.

### Disability Access and Inclusion Plan 2020-24

The *Disability Services Act 1993* requires local governments to develop an Access and Inclusion Plan. This helps the City to improve access and inclusion across seven areas - services and events, buildings and facilities, information, quality of service, complaints, consultation processes, and employment. The plan benefits people with disability, the elderly, young parents, and people from culturally and linguistically diverse backgrounds.

Achievements:

- Designed and delivered the People Friendly Streets Project. This project brought together local disability service providers and people with disability to participate in an experiential tour and streetscape appraisal of the City's RAC Reconnect initiative. The purpose was to inform public space improvements in the Morley activity centre. Findings from the project were presented at a Community Upskiller workshop on International Day of People with Disability (3 December 2021).
- Established the Inclusion and Diversity Advisory Committee (IADAC). Six community members from diverse backgrounds were appointed to advise Council and promote equality.
- Prepared Host Reports for Morley and Bayswater Community Centres, recommending improvements to access and safety.
- Hosted a co-design workshop with contributions from participants with disabilities. The aim was to make shopping centres in Bedford more accessible and the feedback provided will inform future planning.

**What we delivered for you**

- Installed counter hearing loops at service counters of the Morley, Bayswater and Maylands Libraries to improve the customer experience for people with a hearing impairment.
- Provided disability awareness and mental health training for staff, using specialist providers and people with lived experience.

**Reconciliation Action Plan**

The City's 'Innovate' Reconciliation Action Plan (RAP) 2021-2023 outlines strategies for the City to achieve a more inclusive and respectful environment, in which the cultures of our First Peoples are shared and celebrated.

Achievements:

- Continued free Noongar language and cultural sessions at Maylands Library.
- Celebrated NAIDOC Week with a series of events including:
  - *Rewilding the Derbarl Yerrigan*, with Dr. Noel Nannup, a dance performance by Ngalak Nidja at Bardon Park.
  - Free school holiday arts and crafts activities with Kangeang/Biblemun woman Belinda Cox at Maylands Library.
  - Two Aboriginal Cultural Awareness training sessions for staff.
  - A Cultural Competence workshop for community group representatives and local residents.
- Established a Reconciliation Advisory Committee (RAC) to govern the 'Innovate' RAP – comprising seven community members of Aboriginal or Torres Strait Islander descent.
- Held a staff information session (14 February 2021) to build awareness of the four pillars of reconciliation and deliverables of the City's RAP. The session recognised the anniversary of the National Apology to the Stolen Generations.
- Completed the National Reconciliation Week Street Banner Project with artwork entitled *Karlamilyi – My Mother's Country*, by Narlene Waddaman (sponsored by Department of Local Government, Sport and Cultural Industries).

**Other Strategies**

**Local Homelessness Strategy 2021-2025**

The City's inaugural Local Homelessness Strategy 2021-2025 was adopted by Council in June 2021. The Strategy sets out four priorities:

1. Preventing Homelessness
2. Safety for People Experiencing Homelessness
3. Exiting Homelessness
4. Service Coordination and Advocacy

Achievements:

- Created the Local Homelessness Advisory Committee with stakeholders, homelessness service providers and subject matter experts.
- Launched Hub Connections on 5 May 2022 at Morley Library. Hub Connector volunteers were trained to engage with people experiencing hardship or homelessness and connect them with health, legal and social support services.
- Coordinated the quarterly meeting of the Vulnerable Persons Interagency Network (including a group of local service providers) to monitor and respond to homelessness within the City.
- Held an annual food appeal at the City's outstations and Civic Centre, in collaboration with the Love and Care wing of the Maylands Fo Guang Shan Buddhist Temple.
- Raised awareness of Homelessness Week on 1-7 August 2021, run by Shelter WA, with the theme 'Everybody needs a home'.
- Raised awareness of Anti-Poverty Week on 16-22 October 2021.

A list of resources including free apps, podcasts and helplines are available on the City's website.

**Age Friendly Strategy**

The City of Bayswater's Age Friendly Strategy 2021-2025 was developed in consultation with the community. The four-year plan identifies future priorities, services and initiatives that will support and enhance the health and wellbeing of older people living, working and visiting the City.

This year, the City provided a dedicated Program for Older Adults at Bayswater and Morley Community Centres for more than 650 members. Members had access to an array of activities and services including bingo, crafts, friendship groups, line dancing, computer classes, hairdressing, podiatry, and educational sessions.

**Cultural Plan**

The Cultural Plan guides the City's provision of arts and culture projects, programs, services and facilities. This plan highlights priorities for grant funding, partnerships and investment in cultural development.

Achievements:

- The 2021 Art Awards - 218 successful entries were exhibited and winners were announced at the awards night on 6 November 2021.
- Showcase in Pixels 2021 - an annual exhibition of artwork from local governments displayed at Yagan Square. The City invited students from Hampton Senior High

School to create a digital artwork. The school selected 'Kookaburra Spirit' by Tunyaluk Yangyuen.

- Music in the Park - held on 19 February 2022, with an array of food vendors and musicians performing under the stars.
- A Movie in the Park – *Space Jam – A New Legacy*, held on 5 March 2022, and attracting 300 attendees.
- Evening in the Park - a multicultural community concert featuring live acts from different parts of the world. Food vendors, children’s entertainment and free activities were available on 19 March 2022.

**Youth Action Plan**

The City’s Youth Action Plan 2019-2021 ‘The Platform’ set out themes, opportunities and priority areas to engage and support local young people.

Achievements:

- Held Rooftop Football at The Galleria; in partnership with Football West and Morley Galleria.
- Partnered with John Forrest Secondary College to create the Harmony Week 2022 e-cookbook. Students from a range of backgrounds shared their favourite recipes. This was promoted online during Harmony Week on 21-27 March 2022.
- Held Spill the Beans workshops where young people learnt to make coffee from professional baristas at Steam Haus Cafe to help improve their employability.
- Raised awareness of Mental Health Week from 9-16 October 2021.

**Community Recreation Plan**

The City’s Community Recreation Plan guides the future of sport and recreation facilities across the City. This year, the first plan was finalised. *(Final approval was delayed due to COVID-19 and occurred at the Ordinary Council Meeting on 26 July 2022.)*

The plan is a 10-year strategy to create a variety of recreation opportunities for as many people as possible. Work has already started on short-term goals, including the rebranding of the Club Development Officer role to allow better communication with clubs and groups.

**Environmental and Liveability Framework**

The Environment and Liveability Framework guides the City’s actions in the areas of the natural environment and built form over the next 25 years. Through this framework, the City makes a commitment to deliver quality green spaces, support sustainable lifestyles and create more desirable streetscapes and buildings.

Achievements:

- Completed the City’s Emission Reduction and Renewable Energy Plan.
- Entered a contract with WALGA and Synergy to supply the City with renewable energy.
- Gained recognition as a Waterwise Gold Council.
- Won the 2022 Stormwater WA Awards for Excellence (Excellence in Strategic Master Planning) for the City’s waterwise strategy.
- Built on the Our Park, Our Place project.
- Installed solar photovoltaic systems at three community buildings.
- Expanded the Waterwise Verge Program.
- Worked with Environment House to expand the Native Plants to Residents program.
- Planted approximately 100,000 plants in natural areas.
- Collected over 11,000 tonnes of FOGO.
- Held 17 community planting day events.
- Collected 38 tonnes of e-waste for recycling.
- Converted all lighting to LED lighting in four City buildings – Roxy Lane Theatre, Maylands Hall, Maylands Yacht Club, and Morley Sport and Recreation Centre.

**Public Health and Wellbeing Plan**

The purpose of the Public Health and Wellbeing Plan is to promote and protect public health within the City of Bayswater.

Initiatives delivered this year:

- Parents and Bubs program, including educational workshops and a free fitness program.
- Wellness Wednesdays at Environment House.
- Gym Skills for Older Adults – a four-week program for older adults to learn how to use the gym equipment safely and effectively.
- Baysie Bootcamp – a free six-week outdoor bootcamp for residents.
- Yoga Outdoors.
- Adults Nutrition and Health Workshop.
- Teen Fit Bootcamp – a free five-week outdoor bootcamp for young residents.
- Aqua Skills 55+ program with Royal Life Saving WA.
- Tai Chi and Qigong program.

# Disclosures

## Disclosure of Annual Remuneration

Regulation 19B in the *Local Government (Administration) Regulations 1996* requires that the Annual Report contain information on the number of employees of the local government provided an annual remuneration of \$130,000 or more, broken into \$10,000 bands.

Remuneration package (\$)	Number of employees
130,000 - 140,000	4
140,000 - 150,000	5
150,000 - 160,000	8
200,000 - 210,000	1
210,000 - 220,000	3
290,000 - 300,000	1

The total remuneration provided to the CEO (and interim CEO) was \$319,676.

\* Remuneration includes vehicle and other allowances.

## Register of Complaints and Minor Breaches

In accordance with Section 5.121 of the *Local Government Act 1995* and Section 5.53(2), the Annual Report should disclose the number of complaints received each year.

There were no complaints or minor breaches determined this financial year.

## General Information

### Freedom of Information

In accordance with Sections 96 and 97 of the *Freedom of Information Act 1992*, the City is required to publish an annual information statement that details the process for applying for information under the Act, as well as information the City provides outside the Act. This document is available from City of Bayswater offices or its website.

During 2021/22, the City received 19 access applications, an increase of four from the previous year. One external review and two internal reviews were conducted.

A total of \$570 was levied for processing applications. The Act requires all applications be responded to within 45 calendar days. The City's average processing time for 2021/22 was 19 days.

## Recordkeeping

The City's Information Management team manages the records of the City in accordance with the legal requirements of the *State Records Act 2000* and the City's Recordkeeping Plan. Staff learn how to use the City's document management system as part of their induction. They are also informed of the legal responsibilities of all staff to achieve compliance. The team provides ongoing assistance and refresher training. During this financial year, 107,816 documents were registered in the City's document management system, ECM.

## Local Law Reviews

Local Laws are reviewed at least once every eight years, in accordance with the *Local Government Act 1995*.

The City completed a review of the Standing Orders Local Law. The new *Standing Orders Local Law 2021* was adopted by Council in August 2021 and gazetted in September 2021. The City also amended the *Waste Amendment Local Law 2022*, which was adopted by Council in March 2022 and gazetted in May 2022.

The City is currently reviewing the *Keeping and Control of Cats Local Law 2016* and the *Health Local Laws 2001*, which was previously delayed due to the adoption of the new *Public Health Act 2016*.

A review of the City's *Local Government Property Local Law 2016* is expected to commence later this year (2022).

Visit [bayswater.wa.gov.au/city-and-council/management-and-governance/legislation-local-laws-and-policies](https://bayswater.wa.gov.au/city-and-council/management-and-governance/legislation-local-laws-and-policies).

## Statutory Registers

The City publishes a number of statutory registers on its website. The registers are regularly updated to meet its continued commitment to accountability and transparency.

## National Competition Policy

The Competition Principles Agreement (CPA) is a contractual agreement between the Australian Federal Government and all state and territory governments. The CPA aims to ensure all public enterprises operate in a transparent manner and in the best interests of the public. Under the CPA, public enterprises are required to review their operations to ensure they do not have a competitive advantage or disadvantage due to their public status.



Management of the Morley Sport and Recreation Centre has been contracted to BlueFit since 1 December 2021.

**Competitive Neutrality under the CPA**

Competitive neutrality addresses potential advantages or disadvantages that public enterprises may have compared with businesses operating in the private sector.

The following services are provided by the City of Bayswater through the open tendering process, which fall within the definition of the CPA:

- Domestic waste collection including recycling, green waste and park litter bins has been contracted to Cleanaway.
- Management of the Morley Sport and Recreation Centre has been contracted to BlueFit since 1 December 2021.

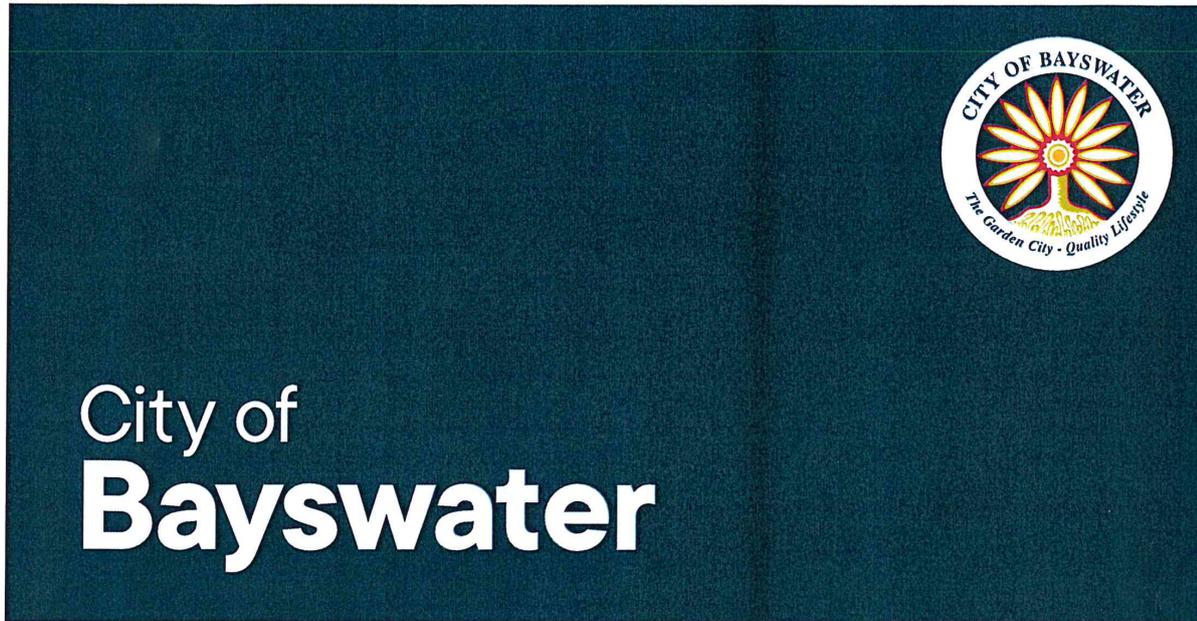
- Management of the Embleton Public Golf Course and the Maylands Peninsula Public Golf Course has been contracted to Golf Oracle since 2016.
- The operational management of the residential aged care facilities including the City of Bayswater Hostel, Carramar Hostel, and the independent living units at Salisbury Retreat and Noranda Retreat facilities has been contracted to Juniper Aged Care.

# General Purpose Financial Statements

for the year ended 30 June 2022

# The Financial Report for the Financial Year Auditor’s report

To be provided by Financial Services



**General Purpose  
Financial Statements**  
for the year ended 30 June 2022

# City of Bayswater Financial Report for the Year Ended 30 June 2022

## Our Vision

A place where community vision becomes a reality.

## Table of Contents

Statement by Chief Executive Officer .....	3
Statement of Comprehensive Income by Nature or Type .....	4
Statement of Financial Position .....	5
Statement of Changes in Equity .....	6
Statement of Cash Flows.....	7
Rate Setting Statement.....	8
Index of Notes to the Financial Report .....	9
Independent Auditor's Report.....	68

## Principal Place of Business

City of Bayswater Civic Centre  
61 Broun Avenue  
Morley WA 6062

# City of Bayswater Financial Report for the Year Ended 30 June 2022

*Local Government Act 1995  
Local Government (Financial Management) Regulations 1996*

## Statement by Chief Executive Officer

The attached financial report of the City of Bayswater for the financial year ended 30 June 2022 is based on proper accounts and records to present fairly the financial position of the City of Bayswater at 30 June 2022 and the results of the operations for the financial year then ended in accordance with the *Local Government Act 1995* and, to the extent that they are not inconsistent with the Act, the Australian Accounting Standards.

Signed on the 5<sup>th</sup> day of April 2023



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**JEREMY EDWARDS**  
**CHIEF EXECUTIVE OFFICER**

**City of Bayswater**  
**Statement of Comprehensive Income**  
*by Nature or Type*  
for the year ended 30 June 2022

	Note	2022 Actual \$	2022 Budget \$	2021 Actual \$
<b>Revenue</b>				
Rates	32(a),2(a)	51,322,916	51,567,976	49,706,869
Operating grants, subsidies and contributions	2(a)	4,136,311	3,382,996	2,998,290
Fees and charges	30(c),2(a)	22,945,045	21,542,335	22,201,768
Interest earnings	2(a)	693,536	629,914	890,724
Other revenue	2(a)	2,819,737	457,164	1,136,807
		<u>81,917,545</u>	<u>77,580,385</u>	<u>76,934,458</u>
<b>Expenses</b>				
Employee costs		(35,134,249)	(36,150,555)	(34,063,045)
Materials and contracts		(28,730,716)	(32,944,384)	(29,242,119)
Utility charges		(3,618,219)	(3,371,125)	(3,509,739)
Depreciation on non-current assets	10(a)	(12,051,887)	(11,986,593)	(11,495,001)
Interest expenses	2(b)	(4,357)	(7,417)	(2,906)
Insurance expenses		(976,885)	(967,635)	(892,892)
Other expenditure	2(b)	(628,704)	(789,119)	(674,091)
		<u>(81,145,017)</u>	<u>(86,216,828)</u>	<u>(79,879,793)</u>
		772,528	(8,636,443)	(2,945,335)
Discontinued operations	31	(8,434,169)	952,160	853,443
Non-operating grants, subsidies and contributions	2(a)	6,971,886	9,268,848	5,147,025
Profit on asset disposals	10(c)	54,019	28,781	88,826
(Loss) on asset disposals	10(c)	(692,052)	(618,978)	(551,353)
Fair value adjustments to financial assets at fair value through profit or loss		9,992	0	6,464
Fair value adjustments to investment property	13	890,890	0	0
Share of net profit/(loss) of associates accounted for using the equity method	26	1,217,740	0	1,642,591
		<u>18,306</u>	<u>9,630,811</u>	<u>7,186,996</u>
<b>Net result for the period</b>	30(b)	<b>790,834</b>	<b>994,368</b>	<b>4,241,661</b>
<b>Other comprehensive income for the period</b>				
<i>Items that will not be reclassified subsequently to profit or loss</i>				
Changes in asset revaluation surplus	20	8,744,537	0	8,627,368
<b>Total other comprehensive income for the period</b>	20	<b>8,744,537</b>	<b>0</b>	<b>8,627,368</b>
<b>Total comprehensive income for the period</b>		<b>9,535,371</b>	<b>994,368</b>	<b>12,869,029</b>

This statement is to be read in conjunction with the accompanying notes.

**City of Bayswater**  
**Statement of Financial Position**  
**for the year ended 30 June 2022**

	Note	2022	2021
		\$	\$
<b>Current Assets</b>			
Cash and cash equivalents	3	16,550,948	9,655,305
Trade and other receivables	5	4,258,157	4,481,026
Other financial assets	4(a)	62,428,537	75,548,702
Inventories	6	192,963	149,661
Other assets	7	29,901,494	3,211,289
<b>Total Current Assets</b>		<b>113,332,099</b>	<b>93,045,983</b>
<b>Non-Current Assets</b>			
Trade and other receivables	5	2,868,673	2,552,591
Other financial assets	4(b)	194,509	185,847
Other assets	7	346,500	35,932,067
Investment in associate	26	34,616,969	33,869,872
Property, plant and equipment	8(a)	460,097,006	454,928,519
Infrastructure	9(a)	229,060,693	212,977,261
Right-of-use assets	11(a)	230,947	95,139
Investment property	13	8,989,890	8,099,000
Intangible assets	12	404,324	667,406
<b>Total Non-Current Assets</b>		<b>736,809,511</b>	<b>749,307,702</b>
<b>Total Assets</b>		<b>850,141,610</b>	<b>842,353,685</b>
<b>Current Liabilities</b>			
Trade and other payables	14	10,697,576	12,715,921
Aged Persons Homes liabilities	15	19,732,197	20,923,512
Contract and grant liabilities	16	2,810,626	4,449,864
Deferred lease liability	17	32,969	32,969
Lease liabilities	11(b)	103,181	35,037
Borrowings	18	288,924	5,106
Employee related provisions	19	6,537,988	6,998,095
<b>Total Current Liabilities</b>		<b>40,203,461</b>	<b>45,160,504</b>
<b>Non-Current Liabilities</b>			
Lease liabilities	11(b)	138,253	61,287
Deferred lease liability	17	3,123,783	3,156,752
Borrowings	18	3,176,384	1,329
Employee related provisions	19	314,209	323,664
<b>Total Non-Current Liabilities</b>		<b>6,752,629</b>	<b>3,543,032</b>
<b>Total Liabilities</b>		<b>46,956,090</b>	<b>48,703,536</b>
<b>Net Assets</b>		<b>803,185,520</b>	<b>793,650,149</b>
<b>Equity</b>			
Retained surplus		247,634,454	251,378,117
Reserve - cash/financial asset backed	35	44,149,826	39,560,227
Revaluation surplus	20	511,401,240	502,711,805
<b>Total Equity</b>		<b>803,185,520</b>	<b>793,650,149</b>

This statement is to be read in conjunction with the accompanying notes.

**City of Bayswater**  
**Statement of Changes in Equity**  
**for the year ended 30 June 2022**

	Note	Retained Surplus \$	Reserves Cash/ Financial Asset Backed \$	Revaluation Surplus \$	Total Equity \$
<b>Balance as at 30 June 2020</b>		239,031,167	46,017,037	495,732,916	780,781,120
Comprehensive income for the period					
Net result for the period		4,241,661	0	0	4,241,661
Other comprehensive income for the period	20	0	0	8,627,368	8,627,368
Total comprehensive income for the period		4,241,661	0	8,627,368	12,869,029
Disposal writeback		1,648,479	0	(1,648,479)	0
Transfers from reserves	35	9,546,365	(9,546,365)	0	0
Transfers to reserves	35	(3,089,555)	3,089,555	0	0
<b>Balance as at 30 June 2021</b>		<b>251,378,117</b>	<b>39,560,227</b>	<b>502,711,805</b>	<b>793,650,149</b>
Comprehensive income for the period					
Net result for the period		790,834	0	0	790,834
Other comprehensive income for the period	20	0	0	8,744,537	8,744,537
Total comprehensive income for the period		790,834	0	8,744,537	9,535,371
Disposal writeback		55,102	0	(55,102)	0
Transfers from reserves	35	6,241,859	(6,241,859)	0	0
Transfers to reserves	35	(10,831,458)	10,831,458	0	0
<b>Balance as at 30 June 2022</b>		<b>247,634,454</b>	<b>44,149,826</b>	<b>511,401,240</b>	<b>803,185,520</b>

This statement is to be read in conjunction with the accompanying notes.

**City of Bayswater**  
**Statement of Cash Flows**  
**for the year ended 30 June 2022**

	2022	2022	2021
Note	Actual	Budget	Actual
	\$	\$	\$
<b>Cash Flows from Operating Activities</b>			
<b>Receipts</b>			
Rates	51,804,412	52,347,976	49,441,958
Operating grants, subsidies and contributions	4,064,373	3,632,996	3,943,466
Fees and charges	22,564,554	21,542,335	21,821,275
Interest received	693,536	629,914	890,724
Goods and services tax received	4,469,944	4,386,959	3,519,111
Other revenue	2,819,737	457,164	1,711,833
	<u>86,416,556</u>	<u>82,997,344</u>	<u>81,328,367</u>
<b>Payments</b>			
Employee costs	(35,603,811)	(36,490,555)	(33,613,479)
Materials and contracts	(31,240,107)	(33,702,548)	(29,106,338)
Utility charges	(3,618,219)	(3,371,125)	(3,509,739)
Interest expenses	(4,357)	(7,417)	(2,906)
Insurance paid	(976,885)	(967,635)	(892,892)
Goods and services tax paid	(4,628,250)	(4,086,959)	(3,659,299)
Other expenditure	(628,704)	(789,119)	(674,091)
	<u>(76,700,333)</u>	<u>(79,415,358)</u>	<u>(71,458,744)</u>
Discontinued Operations	172,825	952,160	853,443
<b>Net cash provided by (used in) operating activities</b>	21(b) 9,889,048	4,534,146	10,723,066
<b>Cash Flows from Investing Activities</b>			
Payments for financial assets at amortised cost	0	0	(10,433,197)
Payments for assets held for sale	(391,234)	(1,000,000)	(295,755)
Payments for purchase of property, plant & equipment	8(a) (10,554,111)	(13,394,630)	(9,117,138)
Payments for construction of infrastructure	9(a) (12,611,961)	(18,458,990)	(11,164,257)
Payments for intangible assets	12 (72,562)	(932,266)	(195,908)
Non-operating grants, subsidies and contributions	3,736,644	9,268,848	8,550,652
Proceeds from financial assets at amortised cost	13,116,388	0	0
Proceeds from financial assets at amortised cost - self supporting loans	5,106	5,106	4,785
Proceeds from sale of property, plant & equipment	10(c) 414,250	1,331,639	2,157,078
<b>Net cash provided by (used in) investing activities</b>	(6,357,480)	(23,180,293)	(20,493,740)
<b>Cash Flows from Financing Activities</b>			
Repayment of borrowings	34(b) (5,106)	(232,351)	(4,785)
Payments for principal portion of lease liabilities	34(d) (94,798)	(149,408)	(55,571)
Proceeds from new borrowings	34(b) 3,463,979	3,971,802	0
<b>Net cash provided by (used in) financing activities</b>	3,364,075	3,590,043	(60,356)
<b>Net increase (decrease) in cash held</b>	6,895,643	(15,056,104)	(9,831,030)
Cash at beginning of year	9,655,305	77,228,687	19,486,335
<b>Cash and cash equivalents at the end of the year</b>	21(a) 16,550,948	62,172,583	9,655,305

This statement is to be read in conjunction with the accompanying notes.

**City of Bayswater**  
**Rate Setting Statement**  
**for the year ended 30 June 2022**

	2022	2022	2021
Note	Actual	Budget	Actual
	\$	\$	\$
<b>Net current assets at start of financial year - surplus/(deficit)</b>	33(c) 17,695,587	8,382,712	14,872,705
<b>Operating Activities</b>			
<b>Revenue from operating activities (excluding rates)</b>			
Operating grants, subsidies and contributions	4,136,311	3,382,996	2,998,290
Fees and charges	22,945,045	21,542,335	22,201,768
Interest earnings	693,536	629,914	890,724
Other revenue	2,819,737	457,164	1,136,807
Profit on asset disposals	10(c) 54,019	28,781	88,826
Fair value adjustments to financial assets at fair value through profit or loss	9,992	0	6,464
Fair value adjustments to investment property	890,890	0	0
Share of net profit of associates and joint ventures accounted for using the equity method	1,217,740	0	1,642,591
	<u>32,767,270</u>	<u>26,041,190</u>	<u>28,965,470</u>
<b>Expenditure from operating activities</b>			
Employee costs	(35,134,249)	(36,150,555)	(34,063,045)
Materials and contracts	(28,730,716)	(32,944,384)	(29,242,119)
Utility charges	(3,618,219)	(3,371,125)	(3,509,739)
Depreciation	(12,051,887)	(11,986,593)	(11,495,001)
Interest expenses	(4,357)	(7,417)	(2,906)
Insurance expenses	(976,885)	(967,635)	(892,892)
Other expenditure	(628,704)	(789,119)	(674,091)
Loss on asset disposals	10(c) (692,052)	(618,978)	(551,353)
	<u>(81,837,069)</u>	<u>(86,835,806)</u>	<u>(80,431,146)</u>
Discontinued Operations	31 (8,434,169)	952,160	853,443
Non-cash amounts excluded from operating activities	33(a) 20,097,462	12,533,025	10,795,962
<b>Amount attributable to operating activities</b>	<u>(19,710,919)</u>	<u>(38,926,719)</u>	<u>(24,943,566)</u>
<b>Investing Activities</b>			
Non-operating grants, subsidies and contributions	6,971,886	9,268,848	5,147,025
Proceeds from disposal of assets	10(c) 414,250	1,331,639	2,157,078
Proceeds from financial assets at amortised cost - self-supporting loans	34(b) 5,106	5,106	4,785
Purchase of property, plant and equipment	8(a) (10,554,111)	(13,394,630)	(9,117,138)
Purchase and construction of infrastructure	9(a) (12,611,961)	(18,458,990)	(11,164,257)
Purchase of assets held for sale	(391,230)	(1,000,000)	(295,755)
Payments for intangible assets	12 (72,562)	(932,266)	(195,908)
	<u>(16,238,622)</u>	<u>(23,180,293)</u>	<u>(13,464,170)</u>
Non-cash amounts excluded from investing activities	33(b) (1,535,095)	0	0
<b>Amount attributable to investing activities</b>	<u>(17,773,717)</u>	<u>(23,180,293)</u>	<u>(13,464,170)</u>
<b>Financing Activities</b>			
Repayment of borrowings	34(b) (5,106)	(232,351)	(4,785)
Proceeds from borrowings	34(b) 3,463,979	3,971,802	0
Payments for principal portion of lease liabilities	34(b) (94,798)	(149,408)	(55,571)
Transfers to reserves (restricted assets)	35 (10,831,458)	(2,628,477)	(3,089,555)
Transfers from reserves (restricted assets)	35 6,241,859	8,696,202	9,546,365
<b>Amount attributable to financing activities</b>	<u>(1,225,524)</u>	<u>9,657,768</u>	<u>6,396,454</u>
<b>Surplus/(deficit) before imposition of general rates</b>	<u>(38,710,160)</u>	<u>(52,449,244)</u>	<u>(32,011,282)</u>
<b>Total amount raised from general rates</b>	32(a) 51,322,916	51,567,976	49,706,869
<b>Surplus/(deficit) after imposition of general rates</b>	33(c) <u>12,612,756</u>	<u>(881,268)</u>	<u>17,695,587</u>

This statement is to be read in conjunction with the accompanying notes.

## City of Bayswater

### Index of Notes to the Financial Report for the year ended 30 June 2022

Note 1	Basis of Preparation .....	10
Note 2	Revenue and Expenses.....	11
Note 3	Cash and Cash Equivalents .....	14
Note 4	Other Financial Assets.....	15
Note 5	Trade and Other Receivables.....	16
Note 6	Inventories .....	17
Note 7	Other Assets .....	18
Note 8	Property, Plant and Equipment.....	19
Note 9	Infrastructure.....	21
Note 10	Fixed Assets .....	23
Note 11	Leases .....	27
Note 12	Intangible Assets .....	30
Note 13	Investment Property.....	31
Note 14	Trade and Other Payables.....	32
Note 15	Aged Person Homes Liabilities.....	32
Note 16	Contract and Grant Liabilities .....	33
Note 17	Deferred Lease Liability .....	33
Note 18	Borrowings .....	34
Note 19	Employee Related Provisions.....	35
Note 20	Revaluation Surplus.....	37
Note 21	Notes to the Statement of Cash Flows .....	38
Note 22	Contingent Liabilities.....	39
Note 23	Capital Commitments .....	39
Note 24	Related Party Transactions .....	40
Note 25	Elected Members Remuneration .....	41
Note 26	Investments in Associates .....	43
Note 27	Financial Risk Management .....	45
Note 28	Events Occurring After the End of the Reporting Period.....	47
Note 29	Other Significant Accounting Policies .....	48
Note 30	Function and Activity.....	51
Note 31	Discontinued Operations .....	54
Note 32	Rating Information .....	55
Note 33	Rate Setting Statement Information .....	58
Note 34	Borrowing and Lease Liabilities .....	59
Note 35	Reserves – Cash/Financial Asset Backed.....	62
Note 36	Trust Funds.....	66
Note 37	Major Land Transactions .....	67
Note 38	Trading Undertakings and Major Trading Undertakings.....	67

## City of Bayswater

### Notes to and forming part of the Financial Report for the year ended 30 June 2022

#### 1. Basis of Preparation

The financial report comprises general purpose financial statements which have been prepared in accordance with the *Local Government Act 1995* and accompanying regulations.

#### Local Government Act 1995 requirements

Section 6.4(2) of the *Local Government Act 1995* read with the *Local Government (Financial Management) Regulations 1996* prescribe that the financial report be prepared in accordance with the *Local Government Act 1995* and, to the extent that they are not inconsistent with the Act, the Australian Accounting Standards. The Australian Accounting Standards (as they apply to local governments and not-for-profit entities) and Interpretations of the Australian Accounting Standards Board were applied where no inconsistencies exist.

The *Local Government (Financial Management) Regulations 1996* specify that vested land is a right-of-use asset to be measured at cost, and is considered a zero-cost concessionary lease. All right-of-use assets under zero cost concessionary leases are measured at zero cost rather than at fair value, except for vested improvements on concessionary land leases such as roads, buildings or other infrastructure which continue to be reported at fair value, as opposed to the vested land which is measured at zero cost. The measurement of vested improvements at fair value is a departure from AASB 16 which would have required the City to measure any vested improvements at zero cost. Accounting policies which have been adopted in the preparation of this financial report have been consistently applied unless stated otherwise. Except for cash flow and rate setting information, the financial report has been prepared on the accrual basis and is based on historical costs, modified, where applicable, by the measurement at fair value of selected non-current assets, financial assets and liabilities.

#### The Local Government Reporting Entity

All funds through which the City controls resources to carry on its functions have been included in the financial statements forming part of this financial report.

In the process of reporting on the local government as a single unit, all transactions and balances between those funds (for example, loans and transfers between funds) have been eliminated.

All monies held in the Trust Fund are excluded from the financial statements. A separate statement of those monies appears at Note 36 to these financial statements.

#### Judgements and Estimates

The preparation of a financial report in conformity with Australian Accounting Standards requires management to make judgements, estimates and assumptions that effect the application of policies and reported amounts of assets and liabilities, income and expenses.

The estimates and associated assumptions are based on historical experience and various other factors that are believed to be reasonable under the circumstances; the results of which form the basis of making the judgements about carrying values of assets and liabilities that are not readily apparent from other sources. Actual results may differ from these estimates.

The balances, transactions and disclosures impacted by accounting estimates are as follows:

- Estimated fair value of certain financial assets
- Impairment of financial assets
- Estimation of fair values of land and buildings, infrastructure and investment property
- Estimation uncertainties made in relation to lease accounting
- Estimated useful life of intangible asset

## City of Bayswater

### Notes to and forming part of the Financial Report for the year ended 30 June 2022

#### 2. Revenue and Expenses

##### (a) Revenue

###### Contract with customers

Recognition of revenue is dependent on the source of revenue and the associated terms and conditions associated with each source of revenue and recognised as follows:

Revenue Category	Nature of Goods and Services	Timing of revenue recognition
Rates	<ul style="list-style-type: none"> <li>General Rates</li> </ul>	When rates notice is issued.
Grants, subsidies or contributions	<ul style="list-style-type: none"> <li>Community events, minor facilities, research, design, planning evaluation and services.</li> <li>General appropriations and contributions with no reciprocal commitment.</li> </ul>	<p>Income from grants that are enforceable and with sufficiently specific performance obligations is recognised when the City satisfies its obligations in the grant agreement.</p> <p>Income from grants without any sufficiently specific performance obligations, or that are not enforceable, is recognised when the City has an unconditional right to receive cash which usually coincides with receipt of cash.</p>
Non-operating grants, subsidies and contributions	<ul style="list-style-type: none"> <li>Construction or acquisition of recognisable non-financial assets to be controlled by the local government.</li> </ul>	Capital grants are recognised as income when the City satisfies its obligations in the grant agreement.
Fees and charges	<ul style="list-style-type: none"> <li>Building, planning, development and animal management, having the same nature as a licence regardless of naming.</li> <li>Compliance safety check.</li> <li>Regulatory food, health and safety.</li> <li>Kerbside collection service.</li> <li>Waste treatment, recycling and disposal service at disposal sites.</li> <li>Gym and pool memberships.</li> <li>Library fees, reinstatements and private works.</li> <li>Fines issued for breaches of local laws.</li> </ul>	At a point in time (or over a relatively short period of time) when the services have been provided and payments are received.
Other Revenue	<ul style="list-style-type: none"> <li>Commissions on art sales and vending machines.</li> <li>Insurance claims and other reimbursements.</li> </ul>	At a point in time when the goods have been transferred and payments are received, or upon receipt of funds.

Consideration from contracts with customers is included in the transaction price.

## City of Bayswater

### Notes to and forming part of the Financial Report for the year ended 30 June 2022

#### 2. Revenue and Expenses (Continued)

##### (a) Revenue (Continued)

#### Revenue Recognition

Revenue recognised during the year under each basis of recognition by nature or types of goods or services is provided in the table below:

For the year ended 30 June 2022

Nature or type	Contracts with customers	Capital grant/ contributions	Statutory Requirements	Other	Total
	\$	\$	\$	\$	\$
Rates	0	0	51,322,916	0	51,322,916
Operating grants, subsidies and contributions	4,136,311	0	0	0	4,136,311
Fees and charges	8,069,425	0	14,875,620	0	22,945,045
Interest earnings	336	0	431,452	261,748	693,536
Other revenue	914,972	0	0	1,904,765	2,819,737
Non-operating grants, subsidies and contributions	0	6,971,886	0	0	6,971,886
<b>Total</b>	<b>13,121,044</b>	<b>6,971,886</b>	<b>66,629,988</b>	<b>2,166,513</b>	<b>88,889,431</b>

For the year ended 30 June 2021

Nature or type	Contracts with customers	Capital grant/ contributions	Statutory Requirements	Other	Total
	\$	\$	\$	\$	\$
Rates	0	0	49,706,869	0	49,706,869
Operating grants, subsidies and contributions	2,998,290	0	0	0	2,998,290
Fees and charges	7,761,193	0	14,440,575	0	22,201,768
Interest earnings	609	0	471,861	418,254	890,724
Other revenue	777,201	0	0	359,606	1,136,807
Non-operating grants, subsidies and contributions	0	5,147,025	0	0	5,147,025
<b>Total</b>	<b>11,537,293</b>	<b>5,147,025</b>	<b>64,619,305</b>	<b>777,860</b>	<b>82,081,483</b>

	2022 Actual	2022 Budget	2021 Actual
<b>Interest earnings</b>			
Financial assets at amortised cost - self supporting loans	336	265	609
Interest on reserve funds	92,757	77,932	186,563
Rates instalment and penalty interest (refer Note 32(c))	431,452	450,000	471,861
Other interest earnings	168,991	101,717	231,691
	<b>693,536</b>	<b>629,914</b>	<b>890,724</b>

## City of Bayswater

### Notes to and forming part of the Financial Report for the year ended 30 June 2022

#### 2. Revenue and Expenses (Continued)

##### (b) Expenses

	Note	2022 Actual	2022 Budget	2021 Actual
		\$	\$	\$
<b>Auditors remuneration</b>				
Audit of the Annual Financial Report		70,000	61,500	60,000
Internal Audit		24,240	40,000	56,370
Audit of Grants, Deferred Rates, Prudential Compliance etc.		5,630	9,368	0
		<u>99,870</u>	<u>110,868</u>	<u>116,370</u>
<b>Finance Costs</b>				
Borrowings	34(b)	257	83,187	623
Lease liabilities	34(d)	4,100	7,153	2,283
		<u>4,357</u>	<u>90,340</u>	<u>2,906</u>
<b>Other expenditure</b>				
Sundry expenses		628,704	789,119	674,091
		<u>628,704</u>	<u>789,119</u>	<u>674,091</u>

**City of Bayswater**  
**Notes to and forming part of the Financial Report**  
**for the year ended 30 June 2022**

**3. Cash and Cash Equivalents**

	<b>Note</b>	<b>2022</b>	<b>2021</b>
		\$	\$
Cash at bank and on hand		7,582,860	7,109,726
Term deposits		8,968,088	2,545,579
<b>Total cash and cash equivalents</b>	21(a)	16,550,948	9,655,305
Held as			
- Unrestricted cash and cash equivalents		16,550,948	9,655,305
		16,550,948	9,655,305

**Significant Accounting Policies**

**Cash and Cash Equivalents**

Cash and cash equivalents include cash on hand, cash at bank, deposits available on demand with banks, other short-term highly-liquid investments with original maturities of three months or less that are readily convertible to known amounts of cash and which are subject to an insignificant risk of changes in value and bank overdrafts.

Term deposits are presented as cash equivalents if they have a maturity of three months or less from the date of acquisition and are repayable with 24 hours notice with no loss of interest.

**Restricted Financial Assets**

Restricted financial asset balances are not available for general use by the local government due to externally imposed restrictions.

Externally imposed restrictions are specified in an agreement, contract or legislation. This applies to reserves, unspent grants, subsidies and contributions and unspent loans that have not been fully expended in the manner specified by the contributor, legislation or loan agreement and for which no liability has been recognised.

Details of restrictions on financial assets can be found at Note 21.

**City of Bayswater**  
**Notes to and forming part of the Financial Report**  
**for the year ended 30 June 2022**

**4. Other Financial Assets**

	Note	2022	2021
		\$	\$
<b>(a) Current assets</b>			
Financial assets at amortised cost		62,428,537	75,548,702
		62,428,537	75,548,702
<b>Other financial assets at amortised cost</b>			
Self supporting loans receivable	33(b)	1,329	5,106
Term deposits		62,427,208	75,543,596
		62,428,537	75,548,702
Held as			
- Unrestricted other financial assets at amortised cost		12,497,629	32,113,637
- Restricted other financial assets at amortised cost	21(a)	49,930,908	43,435,065
		62,428,537	75,548,702
<b>(b) Non-current assets</b>			
Financial assets at amortised cost		0	1,330
Financial assets at fair value through profit and loss		194,509	184,517
		194,509	185,847
<b>Financial assets at amortised cost</b>			
Self supporting loans receivable		0	1,330
		0	1,330
<b>Financial assets at fair value through profit and loss</b>			
Units in Local Government House Trust		194,509	184,517
		194,509	184,517

Loans receivable from clubs/institutions have the same terms and conditions as the related borrowing disclosed in Note 18 as self-supporting loans. Fair value of financial assets at fair value through profit and loss is determined from the net asset value of the units held in the Trust at balance date as compiled by WALGA.

**Significant Accounting Policies**

**Other financial assets at amortised cost**

The City classifies financial assets at amortised cost if both of the following criteria are met:

- The asset is held within a business model whose objective is to collect the contractual cashflows, and
- The contractual terms give rise to cash flows that are solely payments of principal and interest.

**Financial assets at fair value through profit and loss**

The City classifies the following financial assets at fair value through profit and loss:

- Debt investments which do not qualify for measurement at either amortised cost or fair value through other comprehensive income.
- Equity investments which the City has not elected to recognise fair value gains and losses through other comprehensive income.

**Impairment and risk**

Information regarding impairment and exposure to risk can be found at Note 27.

**City of Bayswater**  
**Notes to and forming part of the Financial Report**  
**for the year ended 30 June 2022**

5. Trade and Other Receivables

	2022	2021
	\$	\$
<b>Current</b>		
Rates receivable	2,229,907	2,693,927
Trade and other receivables	1,227,252	1,074,222
GST receivable	800,998	712,877
	<u>4,258,157</u>	<u>4,481,026</u>
<b>Non-current</b>		
Pensioner's rates and ESL deferred	782,903	794,163
Other receivables	186,313	206,496
Deferred lease receivables - Mertome	1,899,457	1,551,932
	<u>2,868,673</u>	<u>2,552,591</u>

**Significant Accounting Policies**

**Trade and other receivables**

Trade and other receivables include amounts due from ratepayers for unpaid rates and service charges and other amounts due from third parties for grants, contributions, reimbursements, and goods sold and services performed in the ordinary course of business.

Trade and other receivables are recognized initially at the amount of consideration that is unconditional, unless they contain significant financing components, when they are recognized at fair value.

**Impairment and risk exposure**

Information about the impairment of trade receivables and their exposure to credit risk and interest rate risk can be found in Note 27.

**Classification and subsequent measurement**

Receivables which are generally due for settlement within 30 days except rates receivables which are expected to be collected within 12 months of the end of the reporting period are classified as current assets. All other receivables such as, deferred pensioner rates receivable after the end of the reporting period are classified as non-current assets.

Trade and other receivables are held with the objective to collect the contractual cashflows and subsequently measured at amortised cost using the effective interest rate method.

Due to the short-term nature of current receivables, their carrying amount is considered to be the same as their fair value. Non-current receivables are indexed to inflation, any difference between the face value and fair value is considered immaterial.

## City of Bayswater

Notes to and forming part of the Financial Report  
for the year ended 30 June 2022

### 6. Inventories

	2022	2021
<b>Current</b>	<b>\$</b>	<b>\$</b>
Inventories	192,963	149,661
	192,963	149,661

The following movements in inventories occurred during the year:

<b>Balance at beginning of year</b>	149,661	161,739
Inventories expensed during the year	0	(12,078)
Additions to inventory	43,302	0
<b>Balance at end of year</b>	192,963	149,661

### Significant Accounting Policies

#### General

Inventories are measured at the lower of cost and net realisable value.

Net realisable value is the estimated selling price in the ordinary course of business less the estimated costs of completion and the estimated costs necessary to make the sale.

**City of Bayswater**  
 Notes to and forming part of the Financial Report  
 for the year ended 30 June 2022

7. Other Assets

	2022	2021
	\$	\$
<b>Current</b>		
Prepayments	268,735	89,458
Accrued income	2,262,952	3,121,831
Assets held for sale	27,369,807	0
	29,901,494	3,211,289
<b>Non-current</b>		
Prepayments	346,500	346,500
Assets held for sale	0	35,585,567
	346,500	35,932,067

**Land and buildings classified as held for sale**

Assets held for sale consist of aged care assets which the City is currently working toward divesting from. Refer to Note 31 - Discontinued Operations.

**Significant Accounting Policies**

**Other Current Assets**

Other non-financial assets include accrued income which represents revenue that has been earned in the reported period but is yet to be received.

**Assets Held for Sale**

Assets are classified as held for sale where the carrying amount will be recovered through a sale rather than continuing use and the asset is available for immediate sale with a sale being highly probable.

Assets classified as held for sale are valued at the lower of the carrying amount and fair value less costs to sell.

The fair value of land and buildings was determined using the sales comparison approach using comparable properties in the area. This is a level 2 measurement as per the fair value hierarchy set out in Note 8(b).

**City of Bayswater**  
 Notes to and forming part of the Financial Report  
 for the year ended 30 June 2022

**8. Property, Plant and Equipment**  
**(a) Movements in Balances**

Movement in the balances of each class of property, plant and equipment between the beginning and the end of the current financial year.

	Note	Land	Buildings	Total land and buildings	Furniture and equipment	Plant and equipment	Work-in-progress	Total property, plant and equipment
		\$	\$	\$	\$	\$	\$	\$
<b>Balance at 1 July 2020</b>		305,329,700	137,130,989	442,460,689	2,774,379	7,296,373	89,593	452,621,034
Additions		0	3,022,854	3,022,854	1,415,156	1,633,433	3,045,695	9,117,138
Disposals		(1,512,720)	(3,045)	(1,515,765)	(1,969)	(755,103)	0	(2,272,837)
Depreciation	10(a)	0	(2,733,930)	(2,733,930)	(1,179,075)	(623,811)	0	(4,536,816)
Transfers		0	60,502	60,502	29,091	0	(89,593)	0
<b>Balance at 30 June 2021</b>		303,816,980	137,477,370	441,294,350	3,037,582	7,550,892	3,045,695	454,928,519
<b>Comprises:</b>								
Gross balance amount at 30 June 2021		303,816,980	191,191,425	495,008,405	8,622,724	8,542,196	3,045,695	515,219,020
Accumulated depreciation at 30 June 2021		0	(53,714,055)	(53,714,055)	(5,585,142)	(991,304)	0	(60,290,501)
<b>Balance at 30 June 2021</b>		303,816,980	137,477,370	441,294,350	3,037,582	7,550,892	3,045,695	454,928,519
Additions		0	8,373,113	8,373,113	786,117	1,394,881	0	10,554,111
Disposals		0	(286,956)	(286,956)	0	(423,154)	0	(710,110)
Depreciation	10(a)	0	(2,748,181)	(2,748,181)	(1,186,854)	(740,479)	0	(4,675,514)
Transfers		0	3,045,695	3,045,695	0	0	(3,045,695)	0
<b>Balance at 30 June 2022</b>		303,816,980	145,861,041	449,678,021	2,636,845	7,782,140	0	460,097,006
<b>Comprises:</b>								
Gross balance amount at 30 June 2022		303,816,980	202,185,634	506,002,614	9,408,841	9,413,283	0	524,824,738
Accumulated depreciation at 30 June 2022		0	(56,324,593)	(56,324,593)	(6,771,996)	(1,631,143)	0	(64,727,732)
<b>Balance at 30 June 2022</b>		303,816,980	145,861,041	449,678,021	2,636,845	7,782,140	0	460,097,006

**City of Bayswater**  
 Notes to and forming part of the Financial Report  
 for the year ended 30 June 2022

8. Property, Plant and Equipment (continued)  
 (b) Carrying Value Measurements

Asset Class	Fair Value Hierarchy	Valuation Technique	Basis of Valuation	Date of Last Valuation	Inputs Used
<b>(i) Fair Value</b>					
<b>Land and buildings</b>					
Land	2	Market approach using recent observable market data for similar properties	Independent registered valuer	June 2020	Price per metre
Buildings	2 & 3	Market approach using recent observable data for similar properties e.g. residential properties and cost approach using depreciated replacement cost	Independent registered valuer	June 2020	Price per metre (Level 2) Construction cost based on current tender and market rates (Level 2) residual values and critical life assessments (Level 3)

Level 3 inputs are based on assumptions with regards to future values and patterns of consumption utilising current information. If the basis of these assumptions were varied, they have the potential to result in a significantly higher or lower fair value measurement.

During the period there were no changes in the valuation techniques used by the local government to determine the fair value of property, plant and equipment using either level 2 or level 3 inputs.

**(ii) Cost**

<b>Furniture and equipment</b>	Not applicable	Cost	Not applicable	Not applicable
<b>Plant and equipment</b>	Not applicable	Cost	Not applicable	Not applicable

Following a change to Local Government (Financial Management) Regulation 17A, plant and equipment type assets (being plant and equipment and furniture and equipment) are to be measured under the cost model, rather than at fair value. This change was effective from 1 July 2019 and represented a change in accounting policy. Revaluations carried out previously were not reversed as it was deemed fair value approximated cost at the date of change.

**City of Bayswater**  
 Notes to and forming part of the Financial Report  
 for the year ended 30 June 2022

9. Infrastructure

(a) Movements in Balances

Movement in the balances for each class of infrastructure between the beginning and end of the current financial year.

Note	Roads	Drainage	Footpaths	Park development	Other Infrastructure	Work-in-Progress	Total Infrastructure
	\$	\$	\$	\$	\$	\$	\$
Balance at 1 July 2020	106,989,867	40,601,389	29,873,014	18,225,186	3,673,044	0	199,362,500
Additions	2,977,505	321,015	1,502,896	5,521,568	841,273	0	11,164,257
(Disposals)	0	0	(771)	(109,387)	(236,610)	0	(346,768)
Revaluation increments / (decrements) transferred to revaluation surplus	2,739,282	5,169,592	1,208,103	0	241,437	0	9,358,414
Depreciation	(3,603,310)	(330,554)	(617,120)	(1,519,116)	(491,042)	0	(6,561,142)
Balance at 30 June 2021	109,103,344	45,761,442	31,966,122	22,118,251	4,028,102	0	212,977,261
<b>Comprises:</b>							
Gross balance at 30 June 2021	201,528,786	61,141,754	45,054,713	49,582,231	8,974,215	0	366,281,699
Accumulated depreciation at 30 June 2021	(92,425,442)	(15,380,312)	(13,088,591)	(27,463,980)	(4,946,113)	0	(153,304,438)
Balance at 30 June 2021	109,103,344	45,761,442	31,966,122	22,118,251	4,028,102	0	212,977,261
Additions	3,106,476	190,408	534,615	2,480,896	929,547	5,370,019	12,611,961
Assets not previously recognised	0	70,023	1,191,424	0	273,648	0	1,535,095
(Disposals)	(43,588)	0	(95,710)	(180,844)	(22,031)	0	(342,173)
Revaluation increments / (decrements) transferred to revaluation surplus	3,532,371	3,392,687	2,633,433	348,930	(692,242)	0	9,215,179
Depreciation	(3,672,425)	(333,458)	(652,521)	(1,757,676)	(520,550)	0	(6,936,630)
Balance at 30 June 2022	112,026,178	49,081,102	35,577,363	23,009,557	3,996,474	5,370,019	229,060,693
<b>Comprises:</b>							
Gross balance at 30 June 2022	209,612,270	65,856,020	50,353,139	53,966,777	8,038,494	5,370,019	393,196,719
Accumulated depreciation at 30 June 2022	(97,586,092)	(16,774,918)	(14,775,776)	(30,957,220)	(4,042,020)	0	(164,136,026)
Balance at 30 June 2022	112,026,178	49,081,102	35,577,363	23,009,557	3,996,474	5,370,019	229,060,693

**City of Bayswater**  
 Notes to and forming part of the Financial Report  
 for the year ended 30 June 2022

9. Infrastructure (Continued)  
 (b) Carrying Value Measurements

(i) Fair Value	Asset Class	Fair Value Hierarchy	Valuation Technique	Basis of Valuation	Date of Last Valuation	Inputs Used
<b>Roads</b>		3	Cost approach using depreciated replacement cost	Management valuation	June 2022	Construction cost based on current tender and market rates (Level 2), residual values and critical life assessments (Level 3)
<b>Drainage</b>		3	Cost approach using depreciated replacement cost	Management valuation	June 2022	Construction cost based on current tender and market rates (Level 2), residual values and critical life assessments (Level 3)
<b>Footpaths</b>		3	Cost approach using depreciated replacement cost	Management valuation	June 2022	Construction cost based on current tender and market rates (Level 2), residual values and critical life assessments (Level 3)
<b>Park development</b>		3	Cost approach using depreciated replacement cost	Management valuation	June 2022	Construction cost based on current tender and market rates (Level 2), residual values and critical life assessments (Level 3)
<b>Other Infrastructure</b>		3	Cost approach using depreciated replacement cost	Management valuation	June 2022	Construction cost based on current tender and market rates (Level 2), residual values and critical life assessments (Level 3)

Level 3 Inputs are based on assumptions with regards to future values and patterns of consumption utilising current information. If the basis of these assumptions were varied, they have the potential to result in a significantly higher or lower fair value measurement.

During the period there were no changes in the valuation techniques used to determine the fair value of infrastructure using level 3 inputs.

The "Critical Life" is the lowest calculated value of longevity in years between "Condition Assessed Life" and "Design Assessed Life". The Condition Assessed Life is a condition based measure of economic life in number of years remaining before intervention is required and the Design Assessed Life is designed base measure of economic life in number of years remaining before intervention is required (i.e. Design Life - Construction Date (Age)).

## City of Bayswater

Notes to and forming part of the Financial Report for the year ended 30 June 2022

### 10. Fixed Assets

#### (a) Depreciation and Amortisation

	Note	2022 Actual	2022 Budget	2021 Actual
		\$	\$	\$
Buildings	8(a)	2,748,181	2,757,274	2,733,930
Furniture and equipment	8(a)	1,186,854	913,891	1,179,075
Plant and equipment	8(a)	740,479	663,054	623,811
Roads	9(a)	3,672,425	4,000,000	3,603,310
Drainage	9(a)	333,458	360,000	330,554
Footpaths	9(a)	652,521	600,000	617,120
Park development	9(a)	1,757,676	1,700,000	1,519,116
Other Infrastructure	9(a)	520,550	500,000	491,042
Right-of-use assets - land and buildings	11(a)	32,988	0	0
Right-of-use assets - plant and equipment	11(a)	71,111	146,902	56,395
		11,716,243	11,641,121	11,154,353
<b>Amortisation</b>				
Intangible assets - Computer software	12	335,644	345,472	340,648
		335,644	345,472	340,648
		12,051,887	11,986,593	11,495,001

#### Depreciation Rates

Typical estimated useful lives for the different asset classes for the current and prior years are included in the table below:

Asset Class	Useful life	Asset Class	Useful life
<b>Roads and Footpaths</b>		<b>Park Development</b>	
Road Seal	15 to 30 years	Play Equipment	10 to 15 years
Pavement	99 years	Sporting Structures	5 to 50 years
Kerbing	75 years	Irrigation	8 to 25 years
Footpaths	30 to 75 years	Other Park Structures	10 to 50 years
		Lighting	10 to 30 years
<b>Drainage</b>	30 to 200 years	Park Furniture	10 to 50 years
		Signage	5 to 10 years
<b>Other Infrastructure</b>		Fencing	10 to 99 years
Bus Shelter	35 to 40 years	Synthetic Surfaces	15 years
Lighting	10 to 30 years		
Park and Street Furniture	10 to 50 years	<b>Plant and Equipment</b>	5 to 42 years
Signage	4 to 20 years		
Entry Statements	30 years	<b>Intangibles</b>	3 to 15 years
<b>Buildings</b>	10 to 150 years	<b>Furniture and Equipment</b>	3 to 10 years

#### (b) Fully Depreciated Assets in Use

The gross carrying value of assets held by the City which are currently in use yet fully depreciated are shown in the table below.

	2022 Actual	2021 Actual
	\$	\$
Furniture and equipment	3,015,311	2,517,141
Plant and equipment	13,500	13,500
	3,028,811	2,530,641

**City of Bayswater**  
 Notes to and forming part of the Financial Report  
 for the year ended 30 June 2022

10. Fixed Assets (Continued)

(c) Disposals of Assets

	2022			2022			2022			2021			2021		
	Actual	Actual	Actual	Actual	Budget	Budget	Actual	Budget	Budget	Actual	Actual	Actual	Actual	Actual	Actual
Net Book Value	Proceeds	Loss	Profit	Loss	Proceeds	Loss	Loss	Profit	Loss	Net Book Value	Proceeds	Loss	Profit	Loss	Loss
\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Land	0	0	0	0	836,000	850,000	14,000	0	0	1,512,720	1,571,000	58,280	0	0	0
Buildings	286,956	0	0	(286,956)	289,451	0	0	(289,451)	0	3,045	0	0	0	(3,045)	0
Furniture and equipment	0	0	0	0	0	0	0	0	0	1,969	0	0	0	(1,969)	0
Plant and equipment	423,154	414,250	54,019	(62,923)	796,385	481,639	14,781	(329,527)	755,103	586,078	30,546	(199,571)	0	0	0
Roads	43,588	0	0	(43,588)	0	0	0	0	0	0	0	0	0	0	0
Footpaths	95,710	0	0	(95,710)	0	0	0	0	771	0	0	0	0	(771)	0
Park development	180,844	0	0	(180,844)	0	0	0	0	109,387	0	0	0	0	(109,387)	0
Other Infrastructure	22,031	0	0	(22,031)	0	0	0	0	236,610	0	0	0	0	(236,610)	0
	1,052,283	414,250	54,019	(692,052)	1,921,836	1,331,639	28,781	(618,978)	2,619,605	2,157,078	88,826	(551,353)	0	0	0

## City of Bayswater

Notes to and forming part of the Financial Report  
for the year ended 30 June 2022

### 10. Fixed Assets (Continued)

#### (c) Disposals of Assets (Continued)

The following assets were disposed of during the year.

	2022 Actual Net Book Value	2022 Actual Sale Proceeds	2022 Actual Profit	2022 Actual Loss
	\$	\$	\$	\$
<b>Governance</b>				
Plant and Equipment	67,933	69,872	4,469	(2,530)
<b>Law, order, public safety</b>				
Plant and Equipment	22,719	0	0	(22,719)
<b>Health</b>				
Plant and Equipment	51,945	45,565	1,544	(7,924)
<b>Community amenities</b>				
Other Infrastructure	22,031	0	0	(22,031)
<b>Recreation and culture</b>				
Building	286,956	0	0	(286,956)
Park Development	180,844	0	0	(180,844)
<b>Transport</b>				
Foothpaths	95,710	0	0	(95,710)
Roads	43,588	0	0	(43,588)
<b>Economic services</b>				
Plant and Equipment	65,042	72,390	7,348	0
<b>Other property and services</b>				
Plant and Equipment	215,515	226,423	40,658	(29,750)
	1,052,283	414,250	54,019	(692,052)

### Significant Accounting Policies

#### Fixed Assets

Each class of fixed assets within either plant and equipment or infrastructure, is carried at cost or fair value as indicated less, where applicable, any accumulated depreciation and impairment losses.

#### Initial recognition and measurement for assets held at cost

Plant and equipment including furniture and equipment is recognised at cost on acquisition in accordance with *Financial Management Regulation 17A*. Where acquired at no cost the asset is initially recognised at fair value. Assets held at cost are depreciated and assessed for indicators of impairment annually.

#### Initial Recognition and Measurement Between Mandatory Revaluation Dates

Assets for which the fair value as at the date of acquisition is under \$5,000 are not recognised as an asset in accordance with *Financial Management Regulation 17A (5)*. These assets are expensed immediately.

Where multiple individual low value assets are purchased together as part of a larger asset or collectively forming a larger asset exceeding the threshold, the individual assets are recognised as one asset and capitalised.

In relation to this initial measurement, cost is determined as the fair value of the assets given as consideration plus costs incidental to the acquisition. For assets acquired at zero cost or otherwise significantly less than fair value, cost is determined as fair value at the date of acquisition. The cost of non-current assets constructed by the City includes the cost of all materials used in construction, direct labour on the project and an appropriate proportion of variable and fixed overheads.

## City of Bayswater

### Notes to and forming part of the Financial Report for the year ended 30 June 2022

#### 10. Fixed Assets (Continued)

##### (c) Disposals of Assets (Continued)

Individual assets that are land, buildings, infrastructure and investment properties acquired between initial recognition and the next revaluation of the asset class in accordance with the mandatory measurement framework, are recognised at cost and disclosed as being at fair value as management believes cost approximates fair value. They are subject to subsequent revaluation at the next anniversary date in accordance with the mandatory measurement framework.

##### Revaluation

The fair value of land, buildings, infrastructure and investment properties is determined at least every five years in accordance with the regulatory framework. This includes buildings and infrastructure items which were pre-existing improvements (i.e. vested improvements) on vested land acquired by the City.

At the end of each period the valuation is reviewed and where appropriate the fair value is updated to reflect current market conditions. This process is considered to be in accordance with *Local Government (Financial Management) Regulation 17A (2)* which requires land, buildings, infrastructure, investment properties and vested improvements to be shown at fair value.

For property, plant and equipment and infrastructure, increases in the carrying amount arising on revaluation of assets are credited to a revaluation surplus in equity. Decreases that offset previous increases of the same class of asset are recognised against revaluation surplus directly in equity. All other decreases are recognised in profit or loss. Subsequent increases are then recognised in profit or loss to the extent they reverse a net revaluation decrease previously recognised in profit or loss for the same class of asset.

##### Depreciation

The depreciable amount of all fixed assets including buildings but excluding freehold land and vested land, are depreciated on a straight-line basis over the individual asset's useful life from the time the asset is held ready for use. Leasehold improvements are depreciated over the shorter of either the unexpired period of the lease or the estimated useful life of the improvements.

The assets residual values and useful lives are reviewed, and adjusted if appropriate, at the end of each reporting period. An asset's carrying amount is written down immediately to its recoverable amount if the asset's carrying amount is greater than its estimated recoverable amount.

Gains and losses on disposals are determined by comparing proceeds with the carrying amount. These gains and losses are included in the statement of comprehensive income in the period in which they arise.

##### Depreciation on revaluation

When an item of property, plant and equipment is revalued, any accumulated depreciation at the date of the revaluation is treated in one of the following ways:

- (a) The gross carrying amount is adjusted in a manner that is consistent with the revaluation of the carrying amount of the asset. For example, the gross carrying amount may be restated by reference to observable market data or it may be restated proportionately to the change in the carrying amount. The accumulated depreciation at the date of the revaluation is adjusted to equal the difference between the gross carrying amount and the carrying amount of the asset after taking into account accumulated impairment losses; or
- (b) Eliminated against the gross carrying amount of the asset and the net amount restated to the revalued amount of the asset.

##### Amortisation

All intangible assets with a finite useful life, are amortised on a straight-line basis over the individual asset's useful life from the time the asset is held for use.

The residual value of intangible assets is considered to be zero and the useful life and amortisation method are reviewed at the end of each financial year.

Amortisation is included within Depreciation on non-current assets in the Statement of Comprehensive Income and in the note above.

**City of Bayswater**  
**Notes to and forming part of the Financial Report**  
**for the year ended 30 June 2022**

**11. Leases**

**(a) Right-of-Use Assets**

Movement in the balance of each class of right-of-use asset between the beginning and the end of the current financial year.

Note	Right-of-use		
	Right-of-use assets - land and buildings	assets - plant and equipment	Right-of-use assets Total
	\$	\$	\$
<b>Balance at 1 July 2020</b>	0	146,209	146,209
Additions	0	5,325	5,325
Depreciation	0	(56,395)	(56,395)
<b>Balance at 30 June 2021</b>	0	95,139	95,139
Additions	73,969	165,938	239,907
Depreciation	10(a) (32,988)	(71,111)	(104,099)
<b>Balance at 30 June 2022</b>	40,981	189,966	230,947

The following amounts were recognised in the statement of comprehensive income during the period in respect of leases where the entity is the lessee:

	2022	2021
	Actual	Actual
	\$	\$
Depreciation on right-of-use assets	10(a) (104,099)	(56,395)
Interest expense on lease liabilities	34(d)(ii) (4,100)	(2,283)
Short-term lease payments recognised as expense	(67,321)	(75,204)
Low-value asset lease payments recognised as expense	(68,554)	(55,486)
<b>Total amount recognised in the statement of comprehensive income</b>	(244,074)	(189,368)
Total cash outflow from leases	(98,898)	(57,854)

**(b) Lease Liabilities**

Current	103,181	35,037
Non-current	138,253	61,287
	34(d) 241,434	96,324

The City has three leases relating to gym equipment. The lease terms are varied from 1 year to 4 years. The leases have extension option of 6 months and a termination option of a range from 3 months to 6 months. The City has not revalued the right-of-use assets relating to the leased gym equipment as the difference between the fair value and carrying amount is immaterial.

## City of Bayswater

### Notes to and forming part of the Financial Report for the year ended 30 June 2022

#### 11. Leases (Continued)

##### Significant Accounting Policies

###### Leases

At inception of a contract, the City assesses if the contract contains or is a lease. A contract is, or contains, a lease if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration.

At the commencement date, a right-of-use asset is recognised at cost and lease liability at the present value of the lease payments that are not paid at that date. The lease payments are discounted using the interest rate implicit in the lease, if that rate can be readily determined. If that rate cannot be readily determined, the City uses its incremental borrowing rate.

All contracts that are classified as short-term leases (i.e. a lease with a remaining term of 12 months or less) and leases of low value assets are recognised as an operating expense on a straight-line basis over the term of the lease.

Details of individual lease liabilities required by regulations are provided at Note 34(d).

###### Right-of-use assets - valuation

Right-of-use assets are measured at cost. This means that all right-of-use assets (other than vested improvements) under zero cost concessionary leases are measured at zero cost (i.e. not included in the statement of financial position). The exception is vested improvements on concessionary land leases such as roads, buildings or other infrastructure which are reported at fair value.

Refer to Note 10 for details on the significant accounting policies applying to vested improvements.

###### Right-of-use assets - depreciation

Right-of-use assets are depreciated over the lease term or useful life of the underlying asset, whichever is the shortest. Where a lease transfers ownership of the underlying asset, or the cost of the right-of-use asset reflects that the City anticipates to exercise a purchase option, the specific asset is amortised over the useful life of the underlying asset.

## City of Bayswater

Notes to and forming part of the Financial Report  
for the year ended 30 June 2022

### 11. Leases (Continued)

#### (c) Lessor - Property, Plant and Equipment Subject to Lease

	2022 Actual	2021 Actual
	\$	\$
The table below represents a maturity analysis of the undiscounted lease payments to be received after the reporting date.		
Less than 1 year	298,831	284,470
1 to 2 years	146,024	298,831
2 to 3 years	80,615	146,024
3 to 4 years	25,461	80,615
4 to 5 years	9,177	25,461
> 5 years	64,142	73,319
	624,250	908,720

The City leases various buildings and facilities to community and commercial groups with rentals payable monthly, quarterly or annually as specified in the lease agreement. These leases are classified as operating leases as they do not transfer substantially all of the risks and rewards incidental to the ownership of the assets. Lease payments of most of the contracts include CPI increases.

#### Significant Accounting Policies

##### The City as Lessor

Upon entering into each contract as a lessor, the City assesses if the lease is a finance or operating lease. The contract is classified as a finance lease when the terms of the lease transfer substantially all the risks and rewards of ownership to the lessee. All other leases not within this definition are classified as operating leases. Rental income received from operating leases is recognised on a straight-line basis over the term of the specific lease.

When a contract is determined to include lease and non-lease components, the City applies AASB 15 to allocate the consideration under the contract to each component.

## City of Bayswater

Notes to and forming part of the Financial Report  
for the year ended 30 June 2022

### 12. Intangible Assets

	2022 Actual	2021 Actual
<b>Computer Software</b>	<b>\$</b>	<b>\$</b>
<b>Non-current</b>		
Computer software	1,465,878	1,393,316
Less: Accumulated amortisation	(1,061,554)	(725,910)
	<u>404,324</u>	<u>667,406</u>

Movements in carrying amounts of computer software during the financial year are shown as follows:

<b>Carrying amount at beginning of period</b>	667,406	812,146
Recognition of computer software	72,562	195,908
Amortisation of computer software	(335,644)	(340,648)
<b>Carrying amount at end of period</b>	<u>404,324</u>	<u>667,406</u>

### Significant Accounting Policies

#### Computer software

Costs associated with maintaining software programs are recognised as an expense as incurred. Development costs that are directly attributable to the design and testing of identifiable and unique software products controlled by the City are recognised as intangible assets where the following criteria are met:

- it is technically feasible to complete the software so that it will be available for use;
- management intends to complete the software and use or sell it;
- there is an ability to use or sell the software;
- it can be demonstrated how the software will generate probable future economic benefits;
- adequate technical, financial and other resources to complete the development and to use or sell the software are available; and
- the expenditure attributable to the software during its development can be reliably measured.

Directly attributable costs that are capitalised as part of the software include employee costs and an appropriate portion of relevant overheads.

Capitalised development costs are recorded as intangible assets and amortised from the point at which the asset is ready for use.

## City of Bayswater

### Notes to and forming part of the Financial Report for the year ended 30 June 2022

#### 13. Investment Property

	2022 Actual	2022 Budget	2021 Actual
	\$	\$	\$
<b>Non-current assets - at fair value</b>			
Carrying balance at 1 July	8,099,000	0	8,099,000
Net gain/(loss) from fair value adjustment	890,890	0	0
Closing balance at 30 June	8,989,890	0	8,099,000

#### Long term land lease

The City has a 99-year lease in place in which the City is the lessor of the land occupied by Mertome Village. Whilst lease revenue is recognised on a straight-line basis over the life of the lease, a discount provides for no cash payments to be made or received until the cumulative lease revenue totals \$4.5m. This is estimated to take 13-15 years and is reflected in the table below:

	2022	2021
	\$	\$
Payable:		
No later than five years	0	0
Later than five years but not later than fifteen years	1,155,000	735,000
Later than fifteen years but not later than forty years	10,500,000	10,500,000
Later than forty years but not later than seventy years	12,600,000	12,600,000
Later than seventy years	10,920,000	11,340,000
	35,175,000	35,175,000

#### Significant Accounting Policies

##### Investment properties

Investment properties are principally freehold buildings, held for long-term rental yields and not occupied by the City. They are carried at fair value. Changes in the fair values are presented in profit or loss as a part of other revenue.

##### Fair value of investment properties

A management valuation was performed to determine the fair value of investment properties. The main Level 3 inputs used in the valuation were discount rates, terminal yields, expected vacancy rates and rental growth rates estimated by management based on comparable transactions and industry data.

Refer to Note 31 - Discontinued Operations.

**City of Bayswater**  
 Notes to and forming part of the Financial Report  
 for the year ended 30 June 2022

14. Trade and Other Payables

	2022	2021
	\$	\$
<b>Current</b>		
Sundry creditors	6,472,725	8,783,841
Prepaid rates	1,182,248	1,176,032
ATO liabilities	0	70,185
Prepaid revenue	3,042,603	2,685,863
	<u>10,697,576</u>	<u>12,715,921</u>

**Significant Accounting Policies**

**Trade and other payables**

Trade and other payables represent liabilities for goods and services provided to the City prior to the end of the financial year that are unpaid and arise when the City becomes obliged to make future payments in respect of the purchase of these goods and services.

The amounts are unsecured, are recognised as a current liability and are normally paid within 30 days of recognition. The carrying amounts of trade and other payables are considered to be the same as their fair values, due to their short-term nature.

**Prepaid rates**

Prepaid rates are, until the taxable event has occurred (start of the next financial year), refundable at the request of the ratepayer. Rates received in advance are initially recognised as a financial liability. When the taxable event occurs, the financial liability is extinguished and the City recognises revenue for the prepaid rates that have not been refunded.

15. Aged Persons Homes Liabilities

	2022	2021
	\$	\$
Trade creditors	119,085	873,312
Refundable contributions	19,613,112	20,050,200
	<u>19,732,197</u>	<u>20,923,512</u>

Refundable contributions represent bond and deposits held on behalf of residents of the City's aged care facilities. They are recorded as a liability on the basis that they must be repaid to residents on vacating.

Refer to Note 31 - Discontinued Operations.

**City of Bayswater**  
**Notes to and forming part of the Financial Report**  
**for the year ended 30 June 2022**

**16. Contract and Grant Liabilities**

	2022	2021
	\$	\$
<b>Current</b>		
Contract liabilities	131,417	70,508
Capital grant/contributions liabilities	2,185,686	3,804,330
Cash in Lieu - Public Open Space	493,523	575,026
	2,810,626	4,449,864
<b>Reconciliation of changes in contract liabilities</b>		
Opening balance	70,508	76,472
Additions	63,475	0
Revenue from contracts with customers included as a contract liability at the start of the period	(2,566)	(5,964)
	131,417	70,508
<b>Reconciliation of changes in capital grant/contribution liabilities</b>		
Opening balance	3,804,330	395,534
Additions	3,024,410	6,741,786
Revenue from capital grant/contributions held as a liability at the start of the period	(4,643,054)	(3,332,990)
	2,185,686	3,804,330
<b>Reconciliation of changes in cash in lieu - public open space</b>		
Opening balance	575,026	0
Additions	432,635	575,026
Revenue from cash in lieu - public open space held as a liability at the start of the period	(514,138)	0
	493,523	575,026

Performance obligations for each type of liability are expected to be recognised as revenue within the next year.

**Significant Accounting Policies**  
**Contract Liabilities**

Contract liabilities represent the City's obligation to transfer goods or services to a customer for which the City has received consideration from the customer.

Contract liabilities represent obligations which are not yet satisfied. Contract liabilities are recognised as revenue when the performance obligations in the contract are satisfied.

**Capital grant/contribution Liabilities**

Capital grant/contribution liabilities represent the City's obligations to construct recognisable non-financial assets to identified specifications to be controlled by the City which are yet to be satisfied. Capital grant/contribution liabilities are recognised as revenue when the obligations in the contract are satisfied.

**17. Deferred Lease Liability**

	2022	2021
	\$	\$
Current	32,969	32,969
Non-Current	3,123,783	3,156,752
	3,156,752	3,189,721

**City of Bayswater**  
**Notes to and forming part of the Financial Report**  
**for the year ended 30 June 2022**

18. Borrowings

	Note	2022 Current	2022 Non-current	Total	2021 Current	2021 Non-current	Total
		\$	\$	\$	\$	\$	\$
Secured							
Debentures		288,924	3,176,384	3,465,308	5,106	1,329	6,435
<b>Total secured borrowings</b>	34(a)	288,924	3,176,384	3,465,308	5,106	1,329	6,435

Self-supporting loans are financed by payments from third parties. These are shown in Note 4 as other financial assets at amortised cost.

All other loan repayments were financed by general purpose revenue.

**Significant Accounting Policies**

**Borrowing Costs**

Borrowing costs are recognised as an expense when incurred except where they are directly attributable to the acquisition, construction or production of a qualifying asset. Where this is the case, they are capitalised as part of the cost of the particular asset until such time as the asset is substantially ready for its intended use or sale.

Fair values of borrowings are not materially different to their carrying amounts, since the interest payable on those borrowings is either close to current market rates or the borrowings are of a short-term nature. Borrowings fair values are based on discounted cash flows using a current borrowing rate. They are classified as level 3 fair values in the fair value hierarchy (see Note 29(i)) due to the unobservable inputs, including own credit risk.

**Risk**

Information regarding exposure to risk can be found at Note 27.

## City of Bayswater

Notes to and forming part of the Financial Report  
for the year ended 30 June 2022

### 19. Employee Related Provisions

	Provision for Annual Leave	Provision for Sick Leave	Provision for Long Service Leave	Total
	\$	\$	\$	\$
Current provisions	3,089,224	755,565	3,153,306	6,998,095
Non-current provisions	0	0	323,664	323,664
	3,089,224	755,565	3,476,970	7,321,759
Amounts used	(263,884)	(14,900)	(190,778)	(469,562)
<b>Balance at 30 June 2022</b>	<b>2,825,340</b>	<b>740,665</b>	<b>3,286,192</b>	<b>6,852,197</b>
<b>Comprises</b>				
Current	2,825,340	740,665	2,971,983	6,537,988
Non-current	0	0	314,209	314,209
	2,825,340	740,665	3,286,192	6,852,197
	<b>2022</b>	<b>2021</b>		
<b>Amounts are expected to be settled on the following basis:</b>	<b>\$</b>	<b>\$</b>		
Less than 12 months after the reporting date	3,914,521	3,639,009		
More than 12 months from reporting date	2,812,411	3,549,077		
Expected reimbursements of employee related provisions from other WA local governments included within other receivables	125,265	133,673		
	6,852,197	7,321,759		

Timing of the payment of current leave liabilities is difficult to determine as it is dependent on future decisions of employees. Expected settlement timings are based on information obtained from employees and historical leave trends and assumes no events will occur to impact on these historical trends.

## City of Bayswater

### Notes to and forming part of the Financial Report for the year ended 30 June 2022

#### 19. Employee Related Provisions (Continued)

##### Significant Accounting Policies

###### Employee Benefits

The City's obligations for employee' annual leave and long service leave entitlements are recognised as provisions in the statement of financial position.

###### Short-Term Employee Benefits

Provision is made for the City's obligations for short-term employee benefits. Short-term employee benefits are benefits (other than termination benefits) that are expected to be settled wholly before 12 months after the end of the annual reporting period in which the employees render the related service, including wages, salaries and sick leave. Short-term employee benefits are measured at the (undiscounted) amounts expected to be paid when the obligation is settled.

The City's obligations for short-term employee benefits such as wages and salaries are recognised as a part of current trade and other payables in the statement of financial position.

###### Other Long-Term Employee Benefits

Long-term employee benefits are measured at the present value of the expected future payments to be made to employees. Expected future payments incorporate anticipated future wage and salary levels, durations of service and employee departures and are discounted at rates determined by reference to market yields at the end of the reporting period and on government bonds that have maturity dates that approximate the terms of the obligations. Any re-measurements for changes in assumptions of obligations for other long-term employee benefits are recognised in profit or loss in the periods in which the changes occur.

The City's obligations for long-term employee benefits are presented as non-current provisions in its statement of financial position, except where the City does not have an unconditional right to defer settlement for at least 12 months after the end of the reporting period, in which case the obligations are presented as current provisions.

###### Provisions

Provisions are recognised when the City has a present legal or constructive obligation, as a result of past events, for which it is probable that an outflow of economic benefits will result and that outflow can be reliably measured.

Provisions are measured using the best estimate of the amounts required to settle the obligation at the end of the reporting period.

**City of Bayswater**

Notes to and forming part of the Financial Report  
for the year ended 30 June 2022

20. Revaluation Surplus

	2022				
	2022 Opening Balance	Revaluation Increment/ (Decrement)	2021 Disposal Write-back	Total Movement on Revaluation	2022 Closing Balance
	\$	\$	\$	\$	\$
Land	303,304,648	0	0	0	303,304,648
Buildings	93,477,347	0	0	0	93,477,347
Furniture and equipment	1,353,574	0	0	0	1,353,574
Plant and equipment	55,102	0	(55,102)	(55,102)	0
Roads	53,366,102	3,532,371	0	3,532,371	56,898,473
Drainage	20,601,693	3,392,687	0	3,392,687	23,994,380
Footpaths	18,939,180	2,633,433	0	2,633,433	21,572,613
Park development	0	348,930	0	348,930	348,930
Other infrastructure	4,673,248	(692,242)	0	(692,242)	3,981,006
Eastern Metropolitan Regional Council	6,940,911	(470,642)	0	(470,642)	6,470,269
	502,711,805	8,744,537	(55,102)	8,689,435	511,401,240

	2021				
	2021 Opening Balance	Revaluation Increment/ (Decrement)	2021 Disposal Write-back	Total Movement on Revaluation	2021 Closing Balance
	\$	\$	\$	\$	\$
Land	304,817,368	0	(1,512,720)	(1,512,720)	303,304,648
Buildings	93,529,529	0	(52,182)	(52,182)	93,477,347
Furniture and equipment	1,355,268	0	(1,694)	(1,694)	1,353,574
Plant and equipment	136,985	0	(81,883)	(81,883)	55,102
Roads	50,626,820	2,739,282	0	2,739,282	53,366,102
Drainage	15,432,101	5,169,592	0	5,169,592	20,601,693
Footpaths	17,731,077	1,208,103	0	1,208,103	18,939,180
Park development	0	0	0	0	0
Other infrastructure	4,431,811	241,437	0	241,437	4,673,248
Eastern Metropolitan Regional Council	7,671,957	(731,046)	0	(731,046)	6,940,911
	495,732,916	8,627,368	(1,648,479)	6,978,889	502,711,805

Movements on revaluation of property, plant and equipment (including infrastructure) are not able to be reliably attributed to a program as the assets were revalued by class as provided for by AASB 116 Aus 40.1.

## City of Bayswater

### Notes to and forming part of the Financial Report for the year ended 30 June 2022

#### 21. Notes to the Statement of Cash Flows

##### (a) Reconciliation of Cash

For the purposes of the Statement of Cash Flows, cash includes cash and cash equivalents, net of outstanding bank overdrafts. Cash at the end of the reporting period is reconciled to the related items in the Statement of Financial Position as follows:

	Note	2022 Actual \$	2022 Budget \$	2021 Actual \$
Cash and cash equivalents	3	16,550,948	62,172,583	9,655,305

##### Restrictions

The following class of assets has restrictions imposed by regulations or other externally imposed requirements which limit or direct the purpose for which the resources may be used:

- Financial assets at amortised cost	4	49,930,908	34,311,459	43,435,065
		49,930,908	34,311,459	43,435,065

The restricted assets are a result of the following specific purposes to which the assets may be used:

Reserve - cash/financial asset backed	35	44,149,826	34,311,459	39,560,227
Contract liabilities from contracts with customers		131,417	0	70,508
Grants for transfers for recognisable non-financial assets		2,185,686	0	3,804,330
Unspent loans	34(c)	3,463,979	0	0
<b>Total restricted financial assets</b>		<b>49,930,908</b>	<b>34,311,459</b>	<b>43,435,065</b>

##### (b) Reconciliation of Net Result to Net Cash Provided by Operating Activities

Net result		790,834	994,368	4,241,661
Non-cash items:				
Adjustments to fair value of financial assets at fair value through profit and loss		(9,992)	0	(6,464)
Adjustments to fair value of investment property		(890,890)	0	0
Depreciation/amortisation		12,051,887	11,986,593	11,495,001
(Profit)/loss on sale of asset		638,033	590,197	462,527
Share of profits of associates		(1,217,740)	0	(1,642,591)
Decrement on revaluation of assets held for sale		8,606,994	0	0
Assets received for substantially less than fair value		(1,535,095)	0	0
Changes in assets and liabilities:				
(Increase)/decrease in trade and other receivables		(93,213)	1,330,000	64,302
(Increase)/decrease in other assets		679,602	0	(2,903,572)
(Increase)/decrease in inventories		(43,302)	(10,000)	12,078
Increase/(decrease) in trade and other payables		(3,209,660)	(748,164)	3,161,489
Increase/(decrease) in employee related provisions		(469,562)	(340,000)	449,566
Increase/(decrease) in other provisions		0	0	(5,169)
Increase/(decrease) in other liabilities		(1,672,204)	0	3,944,890
Non-operating grants, subsidies and contributions		(3,736,644)	(9,268,848)	(8,550,652)
Net cash provided by/(used in) operating activities		9,889,048	4,534,146	10,723,066

## City of Bayswater

Notes to and forming part of the Financial Report  
for the year ended 30 June 2022

### 21. Notes to the Statement of Cash Flows (continued)

#### (c) Undrawn Borrowing Facilities

	2022	2021
	\$	\$
<b>Credit Standby Arrangements</b>		
Bank overdraft limit	0	0
Bank overdraft at balance date	0	0
Credit card limit	50,000	50,000
Credit card balance at balance date	(19,185)	(10,604)
<b>Total amount of credit unused</b>	<b>30,815</b>	<b>39,396</b>
<b>Loan facilities</b>		
Loan facilities - current	288,924	5,106
Loan facilities - non-current	3,176,384	1,329
<b>Total facilities in use at balance date</b>	<b>3,465,308</b>	<b>6,435</b>
<b>Unused loan facilities at balance date</b>	<b>3,463,979</b>	<b>NIL</b>

### 22. Contingent Liabilities

Under the *Contaminated Sites Act 2003*, the City is required to report known and suspected contaminated sites to the Department of Water and Environmental Protection (DWER). In accordance with the Act, DWER classifies these sites on the basis of the risk to human health, the environment and environmental values. Where sites are classified as "contaminated – remediation required" or "possibly contaminated – investigation required", the City may have a liability in respect of investigation or remediation expenses.

The City has identified 12 sites as possibly contaminated. Until the City conducts an investigation to determine the presence and scope of contamination, assess the risk, and agree with DWER on the need and criteria for remediation, the City is unable to estimate the potential costs and timing of outflows associated with remediation of these sites.

### 23. Capital Commitments

	2022	2021
	\$	\$
Contracted for:		
- capital expenditure projects	4,795,412	8,374,776
	4,795,412	8,374,776
Payable:		
- not later than one year	4,795,412	8,374,776

The capital expenditure projects outstanding at the end of current reporting period represent the refurbishment of Waves aquatic centre and redevelopment of Maylands Waterland (prior year commitment was for the construction of the Morley Sports and Recreation Centre).

## City of Bayswater

### Notes to and forming part of the Financial Report for the year ended 30 June 2022

#### 24. Related Party Transactions

##### Key Management Personnel (KMP) Compensation Disclosure

	2022 Actual	2021 Actual
The total of compensation paid to KMP of the City during the year are as follows:	\$	\$
Short-term employee benefits	1,068,738	1,070,892
Post-employment benefits	131,904	119,311
Other long-term benefits	21,138	22,481
Termination benefits	41,757	157,758
	1,263,537	1,370,442

##### *Short-term employee benefits*

These amounts include all salary, fringe benefits and cash bonuses awarded to KMP except for details in respect to fees and benefits paid to elected members which may be found in the table above.

##### *Post-employment benefits*

These amounts are the current-year's estimated cost of providing for the City's superannuation contributions made during the year.

##### *Other long-term benefits*

These amounts represent long service benefits accruing during the year.

##### *Termination benefits*

These amounts represent termination benefits paid to KMP.

##### Transactions with Related Parties

Transactions between related parties and the City are on normal commercial terms and conditions, no more favourable than those available to other parties, unless otherwise stated.

No outstanding balances or provisions for doubtful debts or guaranties exist in relation to related parties at year end.

##### Related Parties

The City's main related parties are as follows:

##### *Key Management Personnel*

Any person(s) having authority and responsibility for planning, directing and controlling the activities of the entity, directly or indirectly, including any elected member, are considered key management personnel.

##### *Other Related Parties*

The associate person of KMP was employed by the City under normal employment terms and conditions.

##### *Entities Subject to Significant Influence by the City*

An entity that has the power to participate in the financial and operating policy decisions of an entity, but does not have control over those policies, is an entity which holds significant influence.

Significant influence may be gained by share ownership, statute or agreement.

##### *Joint Venture Entities Accounted for Under the Proportionate Consolidation Method*

The City has a share in Eastern Metropolitan Regional Council (EMRC). The interest in the joint venture entity is accounted for in these financial statements using the proportionate consolidation method of accounting. For details of interests held in joint venture entities, please refer to Note 26.

There were no other material transactions with related parties during 2021/22.

## City of Bayswater

Notes to and forming part of the Financial Report  
for the year ended 30 June 2022

### 25. Elected Members Remuneration

#### Elected Members Remuneration

	2022 Actual	2022 Budget	2021 Actual
	\$	\$	\$
<b>Elected member Cr D Bull</b>			
Mayor's annual allowance	26,311	89,753	89,753
Meeting attendance fees	36,233	47,516	47,516
Telecommunication allowance	3,391	3,400	3,400
	<u>65,935</u>	<u>140,669</u>	<u>140,669</u>
<b>Elected member Cr F Piffaretti</b>			
Mayor's annual allowance	62,950	0	0
Deputy Mayor's annual allowance	6,577	22,438	22,438
Meeting attendance fees	42,613	31,678	31,678
Telecommunication allowance	3,381	3,400	3,400
Travelling expenses	803	200	171
	<u>116,324</u>	<u>57,716</u>	<u>57,687</u>
<b>Elected member Cr B McKenna</b>			
Meeting attendance fees	9,287	31,678	31,678
Telecommunication allowance	997	3,400	3,400
	<u>10,284</u>	<u>35,078</u>	<u>35,078</u>
<b>Elected member Cr S Palmer</b>			
Meeting attendance fees	31,678	31,678	31,678
Telecommunication allowance	3,400	3,400	3,400
	<u>35,078</u>	<u>35,078</u>	<u>35,078</u>
<b>Elected member Cr C Ehrhardt</b>			
Deputy Mayor's annual allowance	15,738	0	0
Meeting attendance fees	31,678	31,678	31,678
Telecommunication allowance	3,400	3,400	3,400
Travelling expenses	94	0	0
	<u>50,910</u>	<u>35,078</u>	<u>35,078</u>
<b>Elected member Cr S Gray</b>			
Meeting attendance fees	9,287	31,678	31,678
Telecommunication allowance	997	3,400	3,400
	<u>10,284</u>	<u>35,078</u>	<u>35,078</u>
<b>Elected member Cr L Clarke</b>			
Meeting attendance fees	31,505	31,678	31,678
Telecommunication allowance	3,381	3,400	3,400
	<u>34,886</u>	<u>35,078</u>	<u>35,078</u>

## City of Bayswater

Notes to and forming part of the Financial Report  
for the year ended 30 June 2022

### 25. Elected Members Remuneration (Continued)

#### Elected Members Remuneration

	2022 Actual	2022 Budget	2021 Actual
	\$	\$	\$
<b>Elected member Cr G Johnson</b>			
Meeting attendance fees	31,505	31,678	31,678
Telecommunication allowance	3,381	3,400	3,400
	34,886	35,078	35,078
<b>Elected member Cr E Petersen-Pik</b>			
Meeting attendance fees	31,505	31,678	31,678
Telecommunication allowance	3,381	3,400	3,400
	34,886	35,078	35,078
<b>Elected member Cr M Sutherland</b>			
Meeting attendance fees	31,678	31,678	31,678
Telecommunication allowance	3,400	3,400	3,400
	35,078	35,078	35,078
<b>Elected member Cr S Ostaszewsk</b>			
Meeting attendance fees	31,678	31,678	31,678
Telecommunication allowance	3,400	3,400	3,400
	35,078	35,078	35,078
<b>Elected member Cr A Meleca</b>			
Meeting attendance fees	22,218	0	0
Telecommunication allowance	2,384	0	0
	24,602	0	0
<b>Elected member J Eveson</b>			
Meeting attendance fees	22,218	0	0
Telecommunication allowance	2,384	0	0
	24,602	0	0
	512,833	514,087	514,058

The following fees, expenses and allowances were paid to council members and/or the Mayor.

Mayor's allowance	89,261	89,753	89,753
Deputy Mayor's allowance	22,315	22,438	22,438
Meeting attendance fees	363,083	364,296	364,296
Telecommunication allowance	37,277	37,400	37,400
Travelling expenses	897	200	171
	512,833	514,087	514,058

## City of Bayswater

### Notes to and forming part of the Financial Report for the year ended 30 June 2022

#### 26. Investment in Associates

The City has a share in Eastern Metropolitan Regional Council (EMRC). The estimated equity share for 2021/22 is 20.27% (2020/21: 18.23%). The EMRC, comprises of five member councils, is primarily concerned with refuse removal and provision of safety services.

The principal place of business:  
226 Great Eastern Highway, Belmont WA 6104

Name of entity	% of ownership interest		2022	2021
	2022	2021	Actual	Actual
Eastern Metropolitan Regional Council (EMRC)	20.27%	18.23%	\$ 34,616,969	\$ 33,869,872
<b>Total equity-accounted investments</b>			<b>34,616,969</b>	<b>33,869,872</b>
<b>Summarised statement of comprehensive income</b>			<b>2022</b>	<b>2021</b>
			<b>Actual</b>	<b>Actual</b>
			\$	\$
Revenue			42,386,210	45,090,716
Interest income			521,453	824,582
Interest expense			(150,740)	(227,467)
Depreciation			(4,896,630)	(6,452,174)
Profit/(loss) from continuing operations			6,006,892	10,296,371
Profit/(loss) for the period			6,006,892	10,296,371
Other comprehensive income			0	(4,009,286)
Total comprehensive income for the period			6,006,892	6,287,085
<b>Summarised statement of financial position</b>				
Cash and cash equivalents			24,378,874	55,361,145
Other current assets			60,828,373	36,123,596
Total current assets			85,207,247	91,484,741
Non-current assets			121,339,609	115,414,742
Total assets			206,546,856	206,899,483
Current financial liabilities			8,077,758	14,439,344
Total current liabilities			8,077,758	14,439,344
Non-current financial liabilities			27,709,744	6,707,161
Total non-current liabilities			27,709,744	6,707,161
Total liabilities			35,787,502	21,146,505
<b>Net assets</b>			<b>170,759,354</b>	<b>185,752,978</b>
<b>Reconciliation to carrying amounts</b>				
Opening net assets 1 July			185,752,978	184,451,881
Changes in members contributions			(21,000,517)	0
Profit/(Loss) for the period			6,006,892	10,296,371
Changes in Revaluation of Non-Current Assets			0	(4,009,286)
Dividend distribution to member councils			0	(4,985,988)
Closing net assets 1 July			170,759,353	185,752,978
<b>Carrying amount at 1 July</b>			<b>33,869,872</b>	<b>33,926,600</b>
- Share of associates net profit/(loss) for the period			1,217,739	1,642,591
- Share of associates other comprehensive income arising during the period			0	(731,046)
- Dividend distributions to member councils			0	(968,273)
- Distribution of equity by associate			(4,257,302)	0
- Contribution to equity in associate			3,786,660	0
<b>Carrying amount at 30 June (Refer to Note 26(a))</b>			<b>34,616,969</b>	<b>33,869,872</b>

## City of Bayswater

Notes to and forming part of the Financial Report  
for the year ended 30 June 2022

### 26. Investment in Associates (Continued)

#### Significant Accounting Policies

##### Investment in Associates

An associate is an entity over which the City has the power to participate in the financial operating policy decisions of that investee but not control or joint control of those policies.

Investments in associates are accounted for using the equity method. The equity method of accounting, is whereby the investment is initially recognised at cost and adjusted thereafter for the post-acquisition change in the City's share of net assets of the associate. In addition, the City's share of the profit or loss of the associate is included in the City's profit or loss.

## City of Bayswater

### Notes to and forming part of the Financial Report for the year ended 30 June 2022

#### 27. Financial Risk Management

##### (a) Interest Rate Risk

This note explains the City's exposure to financial risks and how these risks could affect the City's future financial performance.

RISK	EXPOSURE ARISING FROM	MEASUREMENT	MANAGEMENT
MARKET RISK - INTEREST RATE	Long term borrowings at variable rates	Sensitivity analysis	Utilise fixed interest rate borrowings
CREDIT RISK	Cash and cash equivalents, trade receivables, financial assets and debt investments	Aging analysis Credit analysis	Diversification of bank deposits, credit limits, Investment policy
LIQUIDITY RISK	Borrowings and other liabilities	Rolling cash flow forecasts	Availability of committed credit lines and borrowing facilities

The City does not engage in transactions expressed in foreign currencies and is therefore not subject to foreign currency risk.

Financial risk management is carried out by the finance branch under policies approved by the Council. The finance branch identifies, evaluates and manages financial risks in close cooperation with the operating divisions. Council has approved the overall risk management policy and provides policies on specific areas such as investment policy.

##### Cash and Cash Equivalents

The City's main interest rate risk arises from cash and cash equivalents with variable interest rates, which exposes the City to cash flow interest rate risk.

Excess cash and cash equivalents are invested in fixed interest rate term deposits which do not expose the City to cash flow interest rate risk. Cash and cash equivalents required for working capital are held in variable interest rate accounts or held as cash. Carrying amounts of cash and cash equivalents at 30 June and the weighted average interest rate across all cash and cash equivalents and term deposits held, disclosed as financial assets at amortised cost are reflected in the table below.

	Weighted Average Interest Rate	Carrying Amounts	Fixed Interest Rate	Variable Interest Rate	Non Interest Bearing
	%	\$	\$	\$	\$
<b>2022</b>					
Cash and cash equivalents	0.54%	16,550,948	8,968,088	7,571,110	11,750
Financial assets at amortised cost - term deposits	0.32%	62,427,208	62,427,208	0	0
<b>2021</b>					
Cash and cash equivalents	0.56%	9,655,305	2,545,579	7,097,376	12,350
Financial assets at amortised cost - term deposits	0.66%	75,543,596	75,543,596	0	0

##### Sensitivity

Profit or loss is sensitive to higher/lower interest income from cash and cash equivalents as a result of changes in interest rates.

	2022	2021
	\$	\$
Impact of a 1% movement in interest rates on profit and loss and equity*	75,711	70,974

\* Holding all other variables constant

##### Borrowings

Borrowings are subject to interest rate risk – the risk that movements in interest rates could adversely affect funding costs. The City does not consider there to be any interest rate risk in relation to borrowings as they are immaterial and supported by the corresponding receivable (self-supporting loan). Details of interest rates applicable to each borrowing may be found at Note 34(b).

**City of Bayswater**  
**Notes to and forming part of the Financial Report**  
**for the year ended 30 June 2022**

27. Financial Risk Management (Continued)

(b) Credit Risk

**Trade and Other Receivables**

The City's major receivables comprise annual rates charges and user fees and charges. The major risk associated with these receivables is credit risk – the risk that the debts may not be repaid. The City manages this risk by monitoring outstanding debt and employing debt recovery policies.

Credit risk on rates and annual charges is minimised by the ability of the City to recover these debts as a secured charge over the land. That is, the land can be sold to recover the debt. The City also charges interest on overdue rates (excluding entitled pensioners or eligible seniors) and annual charges at higher than market rates, which further encourages payment.

The level of outstanding receivables for rates and sundry debtors is reported to Council monthly.

The City applies the AASB 9 Financial Instruments simplified approach to measuring expected credit losses using a lifetime expected loss allowance for all trade receivables. To measure the expected credit losses, rates receivable are separated from other trade receivables due to the difference in payment terms and security for rates receivable.

The loss allowance for the financial year was deemed insignificant, therefore no loss allowance was recognised. No expected credit loss was forecast on 1 July 2021 or 30 June 2022 for rates receivable as penalty interest applies to unpaid rates, and properties associated with unpaid rates may be disposed of to recover unpaid rates.

	Less than 1 year past due	More than 1 year past due	More than 2 years past due	More than 3 years past due	Total
<b>30 June 2022</b>					
Rates receivable					
Expected credit loss	0.00%	0.00%	0.00%	0.00%	
Gross carrying amount	1,159,506	492,368	578,032	0	2,229,906
Loss allowance	0	0	0	0	0
<b>30 June 2021</b>					
Rates receivable					
Expected credit loss	0.00%	0.00%	0.00%	0.00%	
Gross carrying amount	1,582,449	617,569	493,909	0	2,693,927
Loss allowance	0	0	0	0	0

The loss allowance as at 30 June 2022 and 30 June 2021 was determined as follows for trade receivables.

	Less than 1 year past due	More than 30 days past due	More than 60 days past due	More than 90 days past due	Total
<b>30 June 2022</b>					
Trade and other receivables					
Expected credit loss	0.00%	0.00%	0.00%	0.00%	
Gross carrying amount	482,274	30,636	42,574	671,768	1,227,252
Loss allowance	0	0	0	0	0
<b>30 June 2021</b>					
Trade and other receivables					
Expected credit loss	0.00%	0.00%	0.00%	0.00%	
Gross carrying amount	540,934	151,512	20,449	361,327	1,074,222
Loss allowance	0	0	0	0	0

## City of Bayswater

### Notes to and forming part of the Financial Report for the year ended 30 June 2022

#### 27. Financial Risk Management (Continued)

##### (c) Liquidity Risk

##### Payables and Borrowings

Payables and borrowings are both subject to liquidity risk – that is the risk that insufficient funds may be on hand to meet payment obligations as and when they fall due. The City manages this risk by monitoring its cash flow requirements and liquidity levels and maintaining an adequate cash buffer.

The contractual undiscounted cash flows of the City's payables and borrowings are set out in the liquidity table below. Balances due within 12 months equal their carrying balances, as the impact of discounting is not significant.

	Due within 1 year	Due between 1 & 5 years	Due after 5 years	Total contractual cash flows	Carrying values
	\$	\$	\$	\$	\$
<b>2022</b>					
Trade and other payables	10,697,576	0	0	10,697,576	10,697,576
Aged Persons Homes liabilities	19,732,197	0	0	19,732,197	19,732,197
Borrowings	425,625	3,818,466	0	4,244,091	3,465,308
Contract liabilities	131,417	0	0	131,417	131,417
Grant Liabilities	2,185,686	0	0	2,185,686	2,185,686
Cash in lieu - public open space	575,026	0	0	575,026	493,523
Lease liabilities	107,281	142,537	0	249,818	241,434
Deferred lease liabilities	32,969	164,843	2,958,940	3,156,752	3,156,752
	33,887,777	4,125,846	2,958,940	40,972,563	40,103,893
<b>2021</b>					
Trade and other payables	12,715,921	0	0	12,715,921	12,715,921
Aged Persons Homes liabilities	20,923,512	0	0	20,923,512	20,923,512
Borrowings	5,399	1,351	0	6,750	6,435
Contract liabilities	70,508	0	0	70,508	70,508
Grant Liabilities	3,804,330	0	0	3,804,330	3,804,330
Cash in lieu - public open space	575,026	0	0	575,026	575,026
Lease liabilities	36,554	62,206	0	98,760	96,324
Deferred lease liabilities	32,969	164,843	2,991,909	3,189,721	3,189,721
	38,164,219	228,400	2,991,909	41,384,528	41,381,777

#### 28. Events Occurring After the End of the Reporting Period

No events after the reporting date were identified by management that would significantly affect the operations of the City or the financial results of the City.

## City of Bayswater

### Notes to and forming part of the Financial Report for the year ended 30 June 2022

#### 29. Other Significant Accounting Policies

##### (a) Goods and services tax (GST)

Revenues, expenses and assets are recognised net of the amount of GST, except where the amount of GST incurred is not recoverable from the Australian Taxation Office (ATO).

Receivables and payables are stated inclusive of GST receivable or payable. The net amount of GST recoverable from, or payable to, the ATO is included with receivables or payables in the statement of financial position.

Cash flows are presented on a gross basis. The GST components of cash flows arising from investing or financing activities which are recoverable from, or payable to, the ATO are presented as operating cash flows.

##### (b) Current and non-current classification

The asset or liability is classified as current if it is expected to be settled within the next 12 months, being the City's operational cycle. In the case of liabilities where the City does not have the unconditional right to defer settlement beyond 12 months, such as vested long service leave, the liability is classified as current even if not expected to be settled within the next 12 months. Inventories held for trading are classified as current or non-current based on the City's intentions to release for sale.

##### (c) Rounding off figures

All figures shown in this annual financial report, other than a rate in the dollar, are rounded to the nearest dollar. Amounts are presented in Australian Dollars.

##### (d) Comparative figures

Where required, comparative figures have been adjusted to conform with changes in presentation for the current financial year.

When the City applies an accounting policy retrospectively, makes a retrospective restatement or reclassifies items in its financial statements that has a material effect on the statement of financial position, an additional (third) statement of financial position as at the beginning of the preceding period in addition to the minimum comparative financial statements is presented.

##### (e) Budget comparative figures

Unless otherwise stated, the budget comparative figures shown in this annual financial report relate to the original budget estimate for the relevant item of disclosure.

##### (f) Superannuation

The City contributes to a number of Superannuation Funds on behalf of employees. All funds to which the City contributes are defined contribution plans.

##### (g) Fair value of assets and liabilities

Fair value is the price that the City would receive to sell the asset or would have to pay to transfer a liability, in an orderly (i.e. unforced) transaction between independent, knowledgeable and willing market participants at the measurement date.

As fair value is a market-based measure, the closest equivalent observable market pricing information is used to determine fair value. Adjustments to market values may be made having regard to the characteristics of the specific asset or liability. The fair values of assets that are not traded in an active market are determined using one or more valuation techniques. These valuation techniques maximise, to the extent possible, the use of observable market data.

To the extent possible, market information is extracted from either the principal market for the asset or liability (i.e. the market with the greatest volume and level of activity for the asset or liability) or, in the absence of such a market, the most advantageous market available to the entity at the end of the reporting period (i.e. the market that maximises the receipts from the sale of the asset after taking into account transaction costs and transport costs).

## City of Bayswater

### Notes to and forming part of the Financial Report for the year ended 30 June 2022

#### 29. Other Significant Accounting Policies (Continued)

##### (g) Fair value of assets and liabilities (continued)

For non-financial assets, the fair value measurement also takes into account a market participant's ability to use the asset in its highest and best use or to sell it to another market participant that would use the asset in its highest and best use.

##### (h) Interest earnings

Interest income is calculated by applying the effective interest rate to the gross carrying amount of a financial asset measured at amortised cost except for financial assets that subsequently become credit-impaired. For credit-impaired financial assets the effective interest rate is applied to the net carrying amount of the financial asset (after deduction of the loss allowance).

##### (i) Fair value hierarchy

AASB 13 requires the disclosure of fair value information by level of the fair value hierarchy, which categorises fair value measurement into one of three possible levels based on the lowest level that an input that is significant to the measurement can be categorised into as follows:

###### Level 1

Measurements based on quoted prices (unadjusted) in active markets for identical assets or liabilities that the entity can access at the measurement date.

###### Level 2

Measurements based on inputs other than quoted prices included in Level 1 that are observable for the asset or liability, either directly or indirectly.

###### Level 3

Measurements based on unobservable inputs for the asset or liability.

The fair values of assets and liabilities that are not traded in an active market are determined using one or more valuation techniques. These valuation techniques maximise, to the extent possible, the use of observable market data. If all significant inputs required to measure fair value are observable, the asset or liability is included in Level 2. If one or more significant inputs are not based on observable market data, the asset or liability is included in Level 3.

##### Valuation techniques

The City selects a valuation technique that is appropriate in the circumstances and for which sufficient data is available to measure fair value. The availability of sufficient and relevant data primarily depends on the specific characteristics of the asset or liability being measured. The valuation techniques selected by the City are consistent with one or more of the following valuation approaches:

###### Market approach

Valuation techniques that use prices and other relevant information generated by market transactions for identical or similar assets or liabilities.

###### Income approach

Valuation techniques that convert estimated future cash flows or income and expenses into a single discounted present value.

###### Cost approach

Valuation techniques that reflect the current replacement cost of the service capacity of an asset.

Each valuation technique requires inputs that reflect the assumptions that buyers and sellers would use when pricing the asset or liability, including assumptions about risks. When selecting a valuation technique, the City gives priority to those techniques that maximise the use of observable inputs and minimise the use of unobservable inputs. Inputs that are developed using market data (such as publicly available information on actual transactions) and reflect the assumptions that buyers and sellers would generally use when pricing the asset or liability are considered observable, whereas inputs for which market data is not available and therefore are developed using the best information available about such assumptions are considered unobservable.

## City of Bayswater

### Notes to and forming part of the Financial Report for the year ended 30 June 2022

#### 29. Other Significant Accounting Policies (Continued)

##### (j) Impairment of assets

In accordance with Australian Accounting Standards the City's cash generating non-specialised assets, other than inventories, are assessed at each reporting date to determine whether there is any indication they may be impaired.

Where such an indication exists, an impairment test is carried out on the asset by comparing the recoverable amount of the asset, being the higher of the asset's fair value less costs to sell and value in use, to the asset's carrying amount.

Any excess of the asset's carrying amount over its recoverable amount is recognised immediately in profit or loss, unless the asset is carried at a revalued amount in accordance with another Standard (e.g. AASB 116) whereby any impairment loss of a revalued asset is treated as a revaluation decrease in accordance with that other Standard.

For non-cash generating specialised assets that are measured under the revaluation model, such as roads, drains, public buildings and the like, no annual assessment of impairment is required. Rather AASB 116.31 applies and revaluations need only be made with sufficient regulatory to ensure the carrying value does not differ materially from that which would be determined using fair value at the end of the reporting period.

##### (k) Initial application of accounting standards

During the current year, no new or revised Australian Accounting Standards and Interpretations were compiled, became mandatory and were applicable to its operations.

##### New accounting standards for application in future years

The following new accounting standards will have application to local government in future years:

- AASB 2020-1 Amendments to Australian Accounting Standards - Classification of Liabilities as Current or Non-current
- AASB 2020-3 Amendments to Australian Accounting Standards - Annual Improvements 2018-2020 and Other Amendments
- AASB 2021-2 Amendments to Australian Accounting Standards - Disclosure of Accounting Policies or Definition of Accounting Estimates
- AASB 2021-7 Amendments to Australian Accounting Standards - Effective Date of Amendments to AASB 10 and AASB 128 and Editorial Corrections

It is not expected these standards will have an impact on the financial report.

## City of Bayswater

### Notes to and forming part of the Financial Report for the year ended 30 June 2022

#### 30. Function and Activity

##### (a) Service objective and description

City operations as disclosed in these financial statements encompass the following service orientated functions and activities.

##### Objectives

##### Governance

The administration and operation of facilities and services to Elected Members of Council. It includes costs for assisting elected members and ratepayers with matters which do not concern specific Council services.

##### General Purpose Funding

Revenue from rates including interim rates, interest and fees on instalment arrangements and interest on arrears. It includes amounts receivable from the Western Australian Local Government Grants Commission, such as Financial Assistance Grants.

##### Law, Order and Public Safety

Administration and operation of funds received from the Department of Fire and Emergency Services for the Bayswater SES. It covers the cost of providing community safety programs and Ranger and Security services including animal control, parking, impounding of vehicles, fire prevention and 24/7 security services.

##### Health

Administration, inspection and operation of programs concerned with the general health of the community. These services include infant health centres, immunisation programs, food sampling and inspection of food premises, noise and pest control.

##### Education and Welfare

Funding for welfare services for families, children and the aged. It includes the administration of community centres, and programs for youth and the aged.

##### Housing

Administration, provision and operation of housing programs for aged persons.

##### Community Amenities

General refuse collection, sanitation and disposal services. The management of sewerage and urban storm water drainage and protection of the environment. It also covers town planning and regional development services

##### Recreation and Culture

Funding for public halls, civic centres, libraries and recreation facilities, including Morley Sport and Recreation Centre, Les Hansman Centre, Bayswater Waves, Maylands Waterland and the RISE. It includes the maintenance of recreation facilities, public parks, gardens and reserves, and also funds community programs including the Avon Descent, Art Awards, and Multicultural Community Concert.

##### Transport

Construction and maintenance of roads, drainage works, footpaths, parking facilities, maintenance of bus shelters, street cleaning and street lighting.

##### Economic Services

Providing and regulating services including tourism, area promotion and building control. It includes place management and support for local economic development.

##### Other Property and Services

Administration, inspection and operation of work carried out on property or services not under the care, control or management of the City. These include private works, public work overheads, plant operation and other unclassified activities.

## City of Bayswater

### Notes to and forming part of the Financial Report for the year ended 30 June 2022

#### 30. Function and Activity (Continued)

##### (b) Income and expenses

	2022 Actual	2022 Budget	2021 Actual
	\$	\$	\$
<b>Income excluding grants, subsidies and contributions</b>			
Governance	338,546	139,950	358,508
General purpose funding	52,235,859	52,366,225	50,827,995
Law, order, public safety	518,956	331,650	438,652
Health	214,081	184,084	251,592
Education and welfare	246,250	227,495	214,477
Housing	383,941	0	380,494
Community amenities	13,178,679	13,072,923	12,844,814
Recreation and culture	7,793,937	6,725,541	7,461,314
Transport	2,274,012	542,650	543,738
Economic services	2,592,673	539,222	2,233,077
Other property and services	176,941	96,430	119,388
	<u>79,953,875</u>	<u>74,226,170</u>	<u>75,674,049</u>
<b>Grants, subsidies and contributions</b>			
Governance	0	0	5,522
General purpose funding	3,204,299	2,373,428	2,268,709
Law, order, public safety	99,576	60,890	84,187
Health	60,211	70,400	50,161
Education and welfare	8,086	1,000	17,540
Community amenities	773,485	595,533	482,520
Recreation and culture	4,854,936	6,138,226	3,265,769
Transport	2,042,178	3,218,011	1,904,685
Economic services	3,828	122,860	2,037
Other property and services	61,598	71,496	64,185
	<u>11,108,197</u>	<u>12,651,844</u>	<u>8,145,315</u>
<b>Total Income</b>	<u>91,062,072</u>	<u>86,878,014</u>	<u>83,819,364</u>
<b>Expenses</b>			
Governance	(5,178,130)	(5,311,070)	(6,388,411)
General purpose funding	(970,112)	(858,654)	(749,478)
Law, order, public safety	(3,809,738)	(3,908,932)	(3,413,869)
Health	(2,324,954)	(2,263,833)	(1,938,455)
Education and welfare	(1,926,115)	(2,086,578)	(1,814,570)
Housing	(106,070)	(111,741)	(105,752)
Community amenities	(17,463,951)	(19,744,518)	(18,687,214)
Recreation and culture	(31,191,267)	(32,555,627)	(29,477,932)
Transport	(16,890,654)	(17,499,002)	(16,207,532)
Economic services	(1,671,580)	(1,968,433)	(1,228,106)
Other property and services	(304,498)	(527,418)	(419,827)
<b>Total expenses</b>	<u>(81,837,069)</u>	<u>(86,835,806)</u>	<u>(80,431,146)</u>
Discontinued operations	(8,434,169)	952,160	853,443
<b>Net result for the period</b>	<u>790,834</u>	<u>994,368</u>	<u>4,241,661</u>

## City of Bayswater

### Notes to and forming part of the Financial Report for the year ended 30 June 2022

#### 30. Function and Activity (Continued)

##### (c) Fees and Charges

	2022 Actual	2022 Budget	2021 Actual
	\$	\$	\$
Governance	31,723	39,950	61,912
General purpose funding	145,463	148,600	46,000
Law, order, public safety	498,824	311,600	438,405
Health	195,481	184,084	227,057
Education and welfare	74,778	85,172	72,736
Housing	380,494	0	380,494
Community amenities	12,876,980	13,033,273	12,626,815
Recreation and culture	7,544,697	6,698,886	7,237,668
Transport	711,985	497,100	527,398
Economic services	469,765	533,222	581,288
Other property and services	14,855	10,448	1,995
	<u>22,945,045</u>	<u>21,542,335</u>	<u>22,201,768</u>

##### (d) Total Assets

	2022	2021
	\$	\$
Governance	1,343,870	1,615,561
General purpose funding	3,085,141	3,518,381
Law, order, public safety	3,287,105	3,103,625
Health	891,043	924,567
Education and welfare	9,788,228	9,852,478
Housing	69,543,930	77,925,492
Community amenities	358,311,667	354,983,642
Recreation and culture	160,867,009	149,750,040
Transport	148,298,165	141,646,448
Economic services	398,273	331,976
Other property and services	94,327,179	98,701,475
	<u>850,141,610</u>	<u>842,353,685</u>

**City of Bayswater**  
**Notes to and forming part of the Financial Report**  
**for the year ended 30 June 2022**

**31. Discontinued Operations**

At the Council meeting on 2 August 2016, Council resolved to divest from Aged Persons Homes.

Mertome Retirement Village was the first portion of the Aged Person Homes segment to be sold.

The site currently contains 102 independent living units and a 70-bed residential aged care facility. Despite Mertome Village undergoing several refurbishments throughout the years, it has now reached the end of its operating life.

On 1 April 2019, Hall & Prior (Fresh Fields Management (Mertome Village) Pty Ltd) entered into a long-term lease with the City and acquired the business and assets associated with Mertome Village. Hall & Prior operates Mertome Village and the Hostel. In relation to the Mertome Retirement Village, most of the assets and all of the liabilities have been disposed of in these transactions.

Management expects to sell the remaining assets in the coming years.

	<u>2022</u>	<u>2021</u>
	\$	\$
<b>Income Statement</b>		
Operating income	9,525,955	9,952,194
Operating expenditure	<u>(9,353,130)</u>	<u>(9,098,751)</u>
	172,825	853,443
Decrement on revaluation of assets held for sale	<u>(8,606,994)</u>	<u>0</u>
	(8,434,169)	853,443

The carrying amount of the assets and liabilities in the disposal group is summarised as follows:

<b>Financial Position*</b>		
Assets	27,369,807	35,585,567
Liabilities	<u>19,732,197</u>	<u>20,923,512</u>
	7,637,610	14,662,055

\* The cash and cash equivalents and financial assets (\$30.97m, 2020/21 \$31.66m) and investment properties (\$8.9m, 2020/21 \$8.1m) will remain with the Council following divestment. Consequently, these assets are excluded from held for sale assets.

Cash flows generated by the Aged Person Homes disposal group are as follows:

<b>Cash Flows</b>		
Net cash inflows from operating activities	<u>172,825</u>	<u>853,443</u>
Net cash inflow/(outflows) from discontinued operations	172,825	853,443

**Significant Accounting Policies**

A discontinued operation is a component of the City of Bayswater that has been either disposed of, or is held for sale and;

- (a) represents a separate major line of business or geographical area of operations; and
- (b) is part of a single coordinated plan to dispose of a separate major line of business or geographical area of operations.

**City of Bayswater**  
**Notes to and forming part of the Financial Report**  
**for the year ended 30 June 2022**

**32. Rating Information**

**(a) Rates**

Rate Type	Number of Properties	2021/22 Actual Rateable Value *	2021/22 Actual		2021/22 Actual		2021/22 Actual		2021/22 Budget		2021/22 Budget		2020/21 Actual	
			Rate	Revenue	Interim Rates	Back Rates	Interim Rates	Back Rates	Interim Rates	Back Rates	Interim Rates	Back Rates	Revenue	Total
General GRV	22,244	\$ 542,705,444	\$ 40,512,976	\$ 257,874	\$ 0	\$ 40,770,850	\$ 40,512,976	\$ 500,000	\$ 0	\$ 41,012,976	\$ 0	\$ 41,012,976	\$ 45,099,533	\$ 45,099,533
<b>Sub-Total</b>	22,244	542,705,444	40,512,976	257,874	0	40,770,850	40,512,976	500,000	0	41,012,976	0	41,012,976	45,099,533	45,099,533
<b>Minimum payment</b>														
General GRV	1,000	\$ 120,476,302	\$ 10,555,000	\$ 0	\$ 0	\$ 10,555,000	\$ 10,555,000	\$ 0	\$ 0	\$ 10,555,000	\$ 0	\$ 10,555,000	\$ 11,610,235	\$ 11,610,235
<b>Sub-Total</b>	1,000	120,476,302	10,555,000	0	0	10,555,000	10,555,000	0	0	10,555,000	0	10,555,000	11,610,235	11,610,235
	32,799	663,181,746	51,067,976	257,874	0	51,325,850	51,067,976	500,000	0	51,567,976	0	51,567,976	56,709,768	56,709,768
Concessions on general rates (Refer Note 32(b))						(2,934)							(7,002,899)	(7,002,899)
<b>Total amount raised from general rates</b>						51,322,916				51,567,976		51,567,976	49,706,869	49,706,869

**Significant Accounting Policies**

**Rates**

Control over assets acquired from rates is obtained at the commencement of the rating period.

Prepaid rates are, until the taxable event has occurred (start of the next financial year), refundable at the request of the ratepayer.

Rates received in advance are initially recognised as a financial liability. When the taxable event occurs, the financial liability is extinguished and the City recognises revenue for the prepaid rates that have not been refunded.

## City of Bayswater

Notes to and forming part of the Financial Report  
for the year ended 30 June 2022

### 32. Rating Information (Continued)

#### (b) Discounts, Incentives, Concessions and Write-offs

Rate or Fee and Charge to which the Waiver or Concession is Granted	Type	Waiver/Concession	Discount %	Discount \$	2022 Actual \$	2022 Budget \$	2021 Actual \$
General GRV - Annual Levy		Concession			0	0	6,863,029
General GRV - Interim Levy - Non-Minimum Rate		Concession			2,934	0	139,870
					2,934	0	7,002,899
Total discounts/concessions (Note 32(a))					2,934	0	7,002,899

Rate or Fee and Charge to which the Waiver or Concession is Granted	Objects of the Waiver or Concession
General GRV - Interim Levy - Minimum Rate	State Government advised no council rates will increase due to the COVID-19 Pandemic. City of Bayswater introduced a COVID-19 Concession to ensure all rate levies were no higher than 2019/2020.

\* on a pro-rata basis

## City of Bayswater

Notes to and forming part of the Financial Report  
for the year ended 30 June 2022

### 32. Rating Information (Continued)

#### (c) Interest Charges and Instalments

Instalment Options	Date Due	Instalment	Instalment	Unpaid Rates
		Plan Admin Charge	Plan Interest Rate	Interest Rate
		\$	%	%
<b>Option One</b>				
Single full payment	20/08/2021	0.00	0.00	7.00
<b>Option Two</b>				
First instalment	20/08/2021	0.00	5.50	7.00
Second instalment	22/10/2021	5.00	5.50	7.00
<b>Option Three</b>				
First instalment	20/08/2021	0.00	5.50	7.00
Second instalment	22/10/2021	5.00	5.50	7.00
Third instalment	07/01/2022	5.00	5.50	7.00
Fourth instalment	11/03/2022	5.00	5.50	7.00
		<b>2022</b>	<b>2022</b>	<b>2021</b>
		<b>Actual</b>	<b>Budget</b>	<b>Actual</b>
		\$	\$	\$
Interest on unpaid rates		216,697	210,000	233,267
Interest on instalment plan		214,755	240,000	238,594
		431,452	450,000	471,861
Charges on instalment plan		104,415	120,000	0
		535,867	570,000	471,861

**City of Bayswater**  
**Notes to and forming part of the Financial Report**  
**for the year ended 30 June 2022**

**33. Rate Setting Statement Information**

Note	2021/22 (30 June 2022 Carried Forward) \$	2021/22 Budget (30 June 2022 Carried Forward) \$	2020/21 (30 June 2021 Carried Forward) \$
<b>(a) Non-cash amounts excluded from operating activities</b>			
The following non-cash revenue or expenditure has been excluded from amounts attributable to operating activities within the Rate Setting Statement in accordance with Financial Management Regulation 32.			
<b>Adjustments to operating activities</b>			
Less: Profit on asset disposals	10(c) (54,019)	(28,781)	(88,826)
Less: Movement in liabilities associated with restricted cash	(26,126,429)	0	391,513
Less: Fair value adjustments to financial assets at fair value through profit and loss	(9,992)	0	(6,464)
Less: Share of net profit of associates and joint ventures accounted for using the equity method	(1,217,740)	0	(1,642,591)
Add: Decrement on revaluation of assets held for sale	8,606,994	0	0
Add: Loss on disposal of assets	10(c) 692,052	618,978	551,353
Add: Depreciation	10(a) 12,051,887	11,986,593	11,495,001
Non-cash movements in non-current assets and liabilities:			
Financial assets at amortised cost	(326,013)	0	(21,457)
Investment property	13 (890,890)	0	0
Pensioner deferred rates	11,260	0	(44,090)
Assets held for sale	7 27,369,807	0	295,756
Employee benefit provisions	(9,455)	(50,000)	(96,159)
Other provisions	0	6,235	(38,074)
<b>Non-cash amounts excluded from operating activities</b>	<u>20,097,462</u>	<u>12,533,025</u>	<u>10,795,962</u>
<b>(b) Non-cash amounts excluded from investing activities</b>			
The following non-cash revenue or expenditure has been excluded from amounts attributable to investing activities within the Rate Setting Statement in accordance with Financial Management Regulation 32.			
<b>Adjustments to investing activities</b>			
Assets not previously recognised	(1,535,095)	0	0
<b>Non-cash amounts excluded from investing activities</b>	<u>(1,535,095)</u>	<u>0</u>	<u>0</u>
<b>(c) Surplus/(deficit) after imposition of general rates</b>			
The following current assets and liabilities have been excluded from the net current assets used in the Rate Setting Statement in accordance with Financial Management Regulation 32 to agree to the surplus/(deficit) after imposition of general rates.			
<b>Adjustments to net current assets</b>			
Less: Reserve - cash/financial asset backed	35 (44,149,826)	(34,311,459)	(39,560,227)
Less: Financial assets at amortised cost - self supporting loans	4(a) (1,329)	0	(5,106)
Add: Current liabilities not expected to be cleared at end of year			
- Current portion of borrowings	18 288,924	0	5,106
- Aged Persons Homes	(18,335,470)	7,000,000	7,762,952
- Current portion of lease liabilities	11(b) 103,181	256,852	35,037
- Employee benefit provisions	1,578,638	0	1,572,346
<b>Total adjustments to net current assets</b>	<u>(60,515,882)</u>	<u>(27,054,607)</u>	<u>(30,189,892)</u>
<b>Net current assets used in the Rate Setting Statement</b>			
Total current assets	113,332,099	64,322,583	93,045,983
Less: Total current liabilities	(40,203,461)	(38,149,244)	(45,160,504)
Less: Total adjustments to net current assets	<u>(60,515,882)</u>	<u>(27,054,607)</u>	<u>(30,189,892)</u>
<b>Net current assets used in the Rate Setting Statement</b>	<u>12,612,756</u>	<u>(881,268)</u>	<u>17,695,587</u>

## City of Bayswater

### Notes to and forming part of the Financial Report for the year ended 30 June 2022

#### 34. Borrowing and Lease Liabilities

##### (a) Borrowings

	2022	2021
	\$	\$
Current	288,924	5,106
Non-current	3,176,384	1,329
	<u>3,465,308</u>	<u>6,435</u>

##### (b) Repayments - Borrowings

Particulars	Loan Number	Institution	Interest Rate
<b>Recreation and culture</b>			
Football West	214	WATC*	6.45%
Bayswater Waves	600003	WATC*	4.73%
Maylands Waterland	600001	WATC*	4.73%
Morley Sport and Recreation Centre	600002	WATC*	4.73%

##### 2021/22 Actual

Particulars	Principal 1 July 2021	New Loans 30 June 2022	Principal repayments 30 June 2022	Interest repayments 30 June 2022	Principal outstanding 30 June 2022
	\$	\$	\$	\$	\$
<b>Recreation and culture</b>					
Football West	6,435	0	(5,106)	(257)	1,329
Bayswater Waves**	0	1,188,979	0	(2,619)	1,188,979
Maylands Waterland**	0	1,500,000	0	(3,303)	1,500,000
Morley Sport and Recreation Centre**	0	775,000	0	(1,707)	775,000
	<u>6,435</u>	<u>3,463,979</u>	<u>(5,106)</u>	<u>(7,886)</u>	<u>3,465,308</u>

##### 2021/22 Budget

Particulars	Principal 1 July 2021	New Loans 30 June 2022	Principal repayments 30 June 2022	Interest repayments 30 June 2022	Principal outstanding 30 June 2022
	\$	\$	\$	\$	\$
<b>Recreation and culture</b>					
Football West	6,435	0	(5,106)	(265)	1,329
Bayswater Waves	0	1,696,802	(97,056)	(35,425)	1,599,746
Maylands Waterland	0	1,500,000	(85,799)	(31,317)	1,414,201
Morley Sport and Recreation Centre	0	775,000	(44,390)	(16,180)	730,610
	<u>6,435</u>	<u>3,971,802</u>	<u>(232,351)</u>	<u>(83,187)</u>	<u>3,745,886</u>

##### 2020/21 Actual

Particulars	Principal 1 July 2020	New Loans 30 June 2021	Principal repayments 30 June 2021	Interest repayments 30 June 2021	Principal outstanding 30 June 2021
	\$	\$	\$	\$	\$
<b>Recreation and culture</b>					
Football West	11,220	0	(4,785)	(623)	6,435
Bayswater Waves	0	0	0	0	0
Maylands Waterland	0	0	0	0	0
Morley Sport and Recreation Centre	0	0	0	0	0
	<u>11,220</u>	<u>0</u>	<u>(4,785)</u>	<u>(623)</u>	<u>6,435</u>

## City of Bayswater

Notes to and forming part of the Financial Report  
for the year ended 30 June 2022

### 34. Borrowing and Lease Liabilities (Continued)

#### (c) Unspent Borrowings

Particulars	Institution	Date Borrowed	Unspent	Borrowed	Expended	Unspent
			Balance 1 July 2021	During Year	During Year	Balance 30 June 2022
			\$	\$	\$	\$
Bayswater Waves	WATC*	14/06/2022	0	1,188,979	0	1,188,979
Maylands Waterland	WATC*	14/06/2022	0	1,500,000	0	1,500,000
Morley Sport and Recreation Centre	WATC*	14/06/2022	0	775,000	0	775,000
			0	3,463,979	0	3,463,979

\* WA Treasury Corporation

\*\* Interest capitalised

## City of Bayswater

### Notes to and forming part of the Financial Report for the year ended 30 June 2022

#### 34. Borrowing and Lease Liabilities (Continued)

##### (d) Lease Liabilities

(i) Lease Liabilities	2022	2021
	\$	\$
Current	103,181	35,037
Non-current	138,253	61,287
	241,434	96,324

##### (ii) Movements in Carrying Amounts

Purpose	Lease Number	Institution	Lease Interest Rate	Lease Term
<b>Recreation and culture</b>				
Gym Equipment - Waves 2	E6N0162821	MAIA Financial	1.8%	4 years
Gym Equipment - Waves 3	E6N0162841	MAIA Financial	2.1%	4 years
Gym Equipment - Waves 4	E6N0163578	MAIA Financial	1.6%	4 years
Gym Equipment - The RISE 2	E6N0163661	MAIA Financial	1.6%	4 years
Hamilton St Carpark		Long Island Holdings Pty Ltd	1.4%	3 years

##### 2021/22 Actual

Purpose	Lease Principal 1 July 2021	New Leases	Lease Principal Repayments	Lease Principal Outstanding 30 June 2022	Lease Interest Repayments
	\$	\$	\$	\$	\$
<b>Recreation and culture</b>					
Gym Equipment - Waves 2	17,285	0	(6,821)	10,464	(233)
Gym Equipment - Waves 3	79,039	0	(28,216)	50,823	(1,284)
Gym Equipment - Waves 4	0	56,535	(13,797)	42,738	(764)
Gym Equipment - The RISE 2	0	109,404	(21,649)	87,755	(1,134)
Hamilton St Carpark	0	73,969	(24,315)	49,654	(685)
	96,324	239,908	(94,798)	241,434	(4,100)

##### 2021/22 Budget

Purpose	Lease Principal 1 July 2021	New Leases	Lease Principal Repayments	Lease Principal Outstanding 30 June 2022	Lease Interest Repayments
	\$	\$	\$	\$	\$
<b>Recreation and culture</b>					
Gym Equipment - Waves 2	17,285	0	(6,821)	10,464	(233)
Gym Equipment - Waves 3	79,038	0	(28,216)	50,822	(1,284)
Gym Equipment - Waves 4	0	56,640	(14,479)	42,161	(717)
Gym Equipment - Waves 5	0	82,971	(16,969)	66,002	(809)
Gym Equipment - Waves 6	0	153,216	(39,169)	114,047	(1,941)
Gym Equipment - Waves 7	0	171,153	(43,754)	127,399	(2,169)
Gym Equipment - The RISE 2	0	0	0	0	0
Hamilton St Carpark	0	0	0	0	0
	96,323	463,980	(149,408)	410,895	(7,153)

##### 2020/21 Actual

Purpose	Lease Principal 1 July 2020	New Leases	Lease Principal Repayments	Lease Principal Outstanding 30 June 2021	Lease Interest Repayments
	\$	\$	\$	\$	\$
<b>Recreation and culture</b>					
Gym Equipment - The RISE	15,916	5,325	(21,241)	0	(60)
Gym Equipment - Waves 2	23,985	0	(6,700)	17,285	(355)
Gym Equipment - Waves 3	106,669	0	(27,630)	79,039	(1,868)
	146,570	5,325	(55,571)	96,324	(2,283)



**City of Bayswater**  
 Notes to and forming part of the Financial Report  
 for the year ended 30 June 2022

**35. Reserves – Cash/Financial Asset Backed (Continued)**

	2022		2022		2022		2022		2022		2021		2021	
	Actual	Transfer to	Actual	Transfer (from)	Actual	Closing Balance	Budget	Opening Balance	Budget	Transfer to	Actual	Opening Balance	Actual	Transfer (from)
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
(v) Maylands Lakes	4,716	19	0	0	4,735	4,731	0	4,750	4,683	33	0	4,716	0	0
(w) Maylands Waterland	428,516	1,715	0	0	430,231	429,886	1,699	431,585	425,513	3,003	0	428,516	0	0
(x) Morley City Centre	541,107	2,165	0	0	543,272	542,361	2,144	544,505	606,845	4,262	(70,000)	541,107	(70,000)	0
(y) Morley Sport and Recreation Centre	501,709	2,008	0	0	503,717	496,556	1,963	498,519	521,506	3,642	(23,439)	501,709	(23,439)	0
(z) Noranda Netball Courts	69,309	277	0	0	69,586	65,795	260	66,055	615,126	4,183	(550,000)	69,309	(550,000)	0
(aa) Plant and Works Equipment	2,745	11	0	0	2,756	2,522	10	2,532	128,497	248	(126,000)	2,745	(126,000)	0
(ab) Playground and Parks	61,990	282	(11,243)	0	51,029	60,477	239	(27,705)	437,157	2,870	(378,037)	61,990	(378,037)	0
(ac) River Restoration	130,469	492	(9,445)	0	121,516	20,450	81	9,888	129,599	870	0	130,469	0	0
(ad) Roads and Drainage	12,856	170	0	0	13,026	12,046	48	12,094	131,923	933	(120,000)	12,856	(120,000)	0
(ae) Senior Citizens Buildings	25,503	102	0	0	25,605	6,040	24	6,064	91,979	629	(67,105)	25,503	(67,105)	0
(af) Strategic Land Acquisition	11,929	48	0	0	11,977	11,968	815,047	0	11,846	83	0	11,929	0	0
(ag) Streetscapes	388,989	1,223	(174,004)	0	216,208	410,206	1,621	(185,000)	698,329	4,785	(314,125)	388,989	(314,125)	0
(ah) Sustainable Environment	77,300	47,206	(46,855)	0	77,651	168,406	666	(140,436)	172,926	1,221	(96,847)	77,300	(96,847)	0
(ai) The RISE	374,206	1,489	(4,133)	0	371,562	252,816	999	(101,160)	606,845	4,177	(236,816)	374,206	(236,816)	0
(aj) Workers Compensation	625,816	2,504	0	0	628,320	627,814	2,481	630,295	621,430	4,386	0	625,816	0	0
	39,560,227	10,831,458	(6,241,859)	0	44,149,826	40,379,184	2,628,477	(8,696,202)	46,017,037	3,089,555	(9,546,365)	39,560,227	(9,546,365)	0

All reserves are supported by cash and cash equivalents/financial asset and are restricted within equity as Reserves – cash/financial asset backed.

**City of Bayswater**  
 Notes to and forming part of the Financial Report  
 for the year ended 30 June 2022

**35. Reserves – Cash/Financial Asset Backed (Continued)**

In accordance with Council resolutions in relation to each reserve account, the purpose for which reserves are set aside are as follows:

Reserve Name	Anticipated Date of Use	Purpose of the Reserve
(a) Aged Persons Homes - General	Ongoing	This reserve restricts funds held for the Independent Living Units and Residential Care Facilities owned and controlled by the City. These funds are managed in accordance with the relevant statutory requirements and policies.
(b) Aged Persons Homes - Prudential Requirements	Ongoing	To provide a cash-backed prudential reserve to meet the accommodation obligations for Residential Care Facilities and Independent Living Units.
(c) Bayswater Bowling Club - Capital Improvements	Ongoing	To set aside funds for the future development of the Bayswater Bowling Club.
(d) Bayswater Tennis Club	Ongoing	To set aside funds for the future development of the Bayswater Tennis Club.
(e) Bayswater Waves Aquatic Centre	Ongoing	To fund asset management requirements of the Bayswater Waves Aquatic Centre.
(f) Bore and Reticulation	Ongoing	For the installation of new bores and reticulation, and the replacement of old bore and reticulation systems, due to wear and tear.
(g) Building Furniture and Equipment	Ongoing	To provide a cash-backed reserve for the purpose of furniture and equipment required in Council's buildings.
(h) Cash in Lieu - Public Open Space	Ongoing	To set aside cash in lieu funds received under section 154 of the Planning and Development Act 2005 for the funding of eligible public open space development projects.
(i) City Buildings and Amenities	Ongoing	For the purpose of preserving and renewing Council's buildings.
(j) Civic Centre	Ongoing	To make provision for the asset management needs of the Civic Centre.
(k) Economic Stimulus	Ongoing	To fund employment-generating projects for the benefit of the community.
(l) Eric Singleton Bird Sanctuary	Ongoing	To set aside funds for the asset management requirements of the Eric Singleton Bird Sanctuary.
(m) FOGO – (Waste Services) Reserve	Ongoing	To assist and support the implementation of a FOGO – Waste Services for residents.
(n) Footpaths and Cycleways	Ongoing	To set aside funds for the asset management requirements of the City's footpath and cycleways infrastructure.
(o) General Waste Management	Ongoing	To set aside funds for the future development of waste management.
(p) Golf Courses	Ongoing	To set aside funds for the asset management requirements of the City's golf courses.
(q) Information Technology	Ongoing	To provide for the maintenance of the City's information technology requirements including general computer replacements.
(r) Landfill Restoration	Ongoing	To provide funding for the review and any restoration requirements of the Swan River Foreshore

**City of Bayswater**  
 Notes to and forming part of the Financial Report  
 for the year ended 30 June 2022

**35. Reserves – Cash/Financial Asset Backed (Continued)**

In accordance with Council resolutions in relation to each reserve account, the purpose for which reserves are set aside are as follows:

Reserve Name	Anticipated Date of Use	Purpose of the Reserve
(s) Les Hansman Centre Development	Ongoing	To set aside funds for the redevelopment of the Les Hansman Community Centre.
(t) Long Service Leave and Entitlements	Ongoing	To provide for the payment to employees of Long Service Leave and other approved entitlements.
(u) Major Capital Works	Ongoing	To finance the cost of major capital works programs as approved by Council.
(v) Maylands Lakes	Ongoing	To fund asset preservation and environmental requirements for Maylands Lakes.
(w) Maylands Waterland	Ongoing	To fund asset management requirements of the Maylands Waterland facility.
(x) Morley City Centre	Ongoing	To provide funds for the future development of the Morley City Centre.
(y) Morley Sport and Recreation Centre	Ongoing	To set aside funds for the asset management requirements of the Morley Sport and Recreation Centre.
(z) Noranda Netball Courts	Ongoing	Funds set aside for the asset management requirements of the Noranda Netball Courts.
(aa) Plants and Works Equipment	Ongoing	To fund the cost of acquiring plant and equipment needed to provide for the day-to-day operational requirements of the City.
(ab) Playground and Parks	Ongoing	To set aside funds for the asset management requirements of the City's playground and parks infrastructure.
(ac) River Restoration	Ongoing	To set aside funds for the restoration of the river.
(ad) Roads and Drainage	Ongoing	To set aside funds for the asset management requirements of the City's road and drainage infrastructure.
(ae) Senior Citizens Building	Ongoing	To set aside funds for the asset management requirements of the City's senior citizens centres.
(af) Strategic Land Acquisition	Ongoing	To provide funds for future land acquisition.
(ag) Streetscapes	Ongoing	To provide for the renewal of urban streetscapes.
(ah) Sustainable Environment	Ongoing	To provide funding for strategic environmental projects such as foreshore rehabilitation and the Eric Singleton Bird Sanctuary.
(ai) The RISE	Ongoing	To fund asset management requirements of The RISE.
(aj) Workers Compensation	Ongoing	To finance Workers' Compensation costs in excess of premium deposits.
(ak) Bus Shelters *	Ongoing	To set aside income received from illuminated advertising on bus shelters for the asset management requirements of bus shelters.
(al) Crimea Park and Surrounds *	Ongoing	To set aside income received from the telephone tower at Crimea Park for initiatives that improve the amenity of Crimea Park and the surrounding area.

\* There are no closing balances for Bus Shelters and Crimea park and Surrounds Reserves.

## City of Bayswater

Notes to and forming part of the Financial Report  
for the year ended 30 June 2022

### 36. Trust Funds

Funds held at balance date which are required to be held in trust and which are not included in the financial statements are as follows:

	<u>1 July 2021</u>	<u>Amounts Received</u>	<u>Amounts Paid</u>	<u>30 June 2022</u>
	\$	\$	\$	\$
Building Service Levy	86,275	258,887	(262,749)	82,413
Cash in Lieu - Art	398,673	51,249	(87,080)	362,842
Cash in Lieu - Car Parking	484,511	46,802	0	531,313
Cash in Lieu - Public Open Space	3,105,094	14,839	(847,590)	2,272,343
Construction Training Fund	29,349	132,313	(147,851)	13,811
TPS 17	124,924	425	0	125,349
Unclaimed money	70,679	772	(1,025)	70,426
Bonds	0	4,523	(4,523)	0
JDAP	0	33,232	(32,987)	245
Trust - Other	999	0	0	999
Scholarship	25,163	86	(86)	25,163
	<u>4,325,667</u>	<u>543,128</u>	<u>(1,383,891)</u>	<u>3,484,904</u>

## City of Bayswater

Notes to and forming part of the Financial Report  
for the year ended 30 June 2022

### 37. Major Land Transactions

#### (a) Details

Mertome Village is an Independent Living Unit (ILU) site in Bayswater which operates in accordance with the Retirement Villages Act 1999 and subordinate legislation. Mertome Village, at the time of the disposition via long-term lease, was managed by Uniting Church Homes (Juniper) under a Management Agreement between the City of Bayswater and Juniper.

At the Council Meeting on 2 August 2016 Council supported the disposal of Land (via long-term lease arrangement) and subsequently advertised a Business Plan in December 2016.

On 1 April 2019, Hall & Prior (Fresh Fields Management (Mertome Village) Pty Ltd) entered into a long-term lease with a maximum term of 99 years with the City and acquired the business and assets associated with Mertome Village. Refer to Note 31 - Discontinued Operations.

#### (b) Current year transactions

	2022 Actual	2022 Budget	2021 Actual
	\$	\$	\$
<b>Other revenue</b>			
- Lease income	380,494	0	380,494
<b>Other expenditure</b>			
	380,494	0	380,494

#### (c) Expected future cash flows

Cash flows are not expected until year 15 of the lease to the end of the lease term.

#### (d) Assets and liabilities

	2022	2021
	\$	\$
<b>Trade Receivable</b>		
Deferred lease asset - non-current	1,899,457	1,551,932
	1,899,457	1,551,932
<b>Other financial liabilities</b>		
Deferred lease premiums - current	32,969	32,969
Deferred lease premiums - non-current	3,123,783	3,156,752
	3,156,752	3,189,721

### 38. Trading Undertakings and Major Trading Undertakings

There was no trading undertaking conducted during the financial year ended 30 June 2022.



## Auditor General

### INDEPENDENT AUDITOR'S REPORT 2022 City of Bayswater

To the Councillors of the City of Bayswater

#### Opinion

I have audited the financial report of the City of Bayswater (the City) which comprises:

- the Statement of Financial Position at 30 June 2022, the Statement of Comprehensive Income by Nature or Type, Statement of Changes in Equity, and Statement of Cash Flows and Rate Setting Statement for the year then ended
- Notes comprising a summary of significant accounting policies and other explanatory information.

In my opinion, the financial report:

- is based on proper accounts and records
- presents fairly, in all material respects, the results of the operations of the City for the year ended 30 June 2022 and its financial position at the end of that period
- is in accordance with the *Local Government Act 1995* (the Act) and, to the extent that they are not inconsistent with the Act, Australian Accounting Standards.

#### Basis for opinion

I conducted my audit in accordance with Australian Auditing Standards. My responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial report section below.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

#### Other information

The Chief Executive Officer (CEO) is responsible for preparing and the Council for overseeing the other information. The other information is the information in the entity's annual report for the year ended 30 June 2022, but not the financial report and my auditor's report.

My opinion on the financial report does not cover the other information and, accordingly, I do not express any form of assurance conclusion thereon.

In connection with my audit of the financial report, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial report or my knowledge obtained in the audit or otherwise appears to be materially misstated.

If, based on the work I have performed, I conclude that there is a material misstatement of this other information, I am required to report that fact. I did not receive the other information prior to the date of this auditor's report. When I do receive it, I will read it and if I conclude that there is a material misstatement in this information, I am required to communicate the matter to the CEO and Council and request them to correct the misstated information. If the misstated information is not corrected, I may need to retract this auditor's report and re-issue an amended report.

### **Responsibilities of the Chief Executive Officer and Council for the financial report**

The Chief Executive Officer of the City is responsible for:

- preparation and fair presentation of the financial report in accordance with the requirements of the Act, the Regulations and Australian Accounting Standards
- managing internal control as required by the CEO to ensure the financial report is free from material misstatement, whether due to fraud or error.

In preparing the financial report, the CEO is responsible for:

- assessing the City's ability to continue as a going concern
- disclosing, as applicable, matters related to going concern
- using the going concern basis of accounting unless the State Government has made decisions affecting the continued existence of the City.

The Council is responsible for overseeing the City's financial reporting process.

### **Auditor's responsibilities for the audit of the financial report**

As required by the *Auditor General Act 2006*, my responsibility is to express an opinion on the financial report. The objectives of my audit are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with Australian Auditing Standards will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial report. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations or the override of internal control.

A further description of my responsibilities for the audit of the financial report is located on the Auditing and Assurance Standards Board website. This description forms part of my auditor's report and can be found at [https://www.auasb.gov.au/auditors\\_responsibilities/ar4.pdf](https://www.auasb.gov.au/auditors_responsibilities/ar4.pdf).

### **My independence and quality control relating to the report on the financial report**

I have complied with the independence requirements of the *Auditor General Act 2006* and the relevant ethical requirements relating to assurance engagements. In accordance with ASQC 1 *Quality Control for Firms that Perform Audits and Reviews of Financial Reports and Other Financial Information, and Other Assurance Engagements*, the Office of the Auditor General maintains a comprehensive system of quality control including documented policies and procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

**Matters relating to the electronic publication of the audited financial report**

This auditor's report relates to the financial report of the City of Bayswater for the year ended 30 June 2022 included in the annual report on the City's website. The City's management is responsible for the integrity of the City's website. This audit does not provide assurance on the integrity of the City's website. The auditor's report refers only to the financial report. It does not provide an opinion on any other information which may have been hyperlinked to/from the annual report. If users of the financial report are concerned with the inherent risks arising from publication on a website, they are advised to contact the City to confirm the information contained in the website version.



Caroline Spencer  
Auditor General for Western Australia  
Perth, Western Australia  
6 April 2023

**8.2 Office of the Auditor General - Information Systems Audit 2021/22**

<b>Responsible Branch:</b>	Governance and Organisational Planning and Development
<b>Responsible Directorate:</b>	Office of the CEO
<b>Authority/Discretion:</b>	Executive/Strategic
<b>Voting Requirement:</b>	Simple Majority
<b>Attachments:</b>	<ol style="list-style-type: none"> <li>1. CONFIDENTIAL - Final Management Letter IS Audit - 30 June 2022 [8.2.1 - 24 pages]</li> <li>2. CONFIDENTIAL - Letter to the Minister Including Action Plan 2022 [8.2.2 - 2 pages]</li> </ol>

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

**REASON FOR CONFIDENTIALITY**

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

**SUMMARY**

The Office of the Auditor General (OAG) has completed its audit of the Annual Financial Report, which included the Information Systems (IS) audit for the year ended 30 June 2022. The final report was provided to the City on the 6 April 2023.

The City has provided management comment outlining the action the City intends to take to address each of the findings.

**OFFICER'S RECOMMENDATION**

That Council adopts:

1. The findings and management comment to address each finding within the Information Systems Audit (Attachment 1).
2. The CEO report to the Minister Housing; Lands; Homelessness; Local Government addressing any matters identified as significant by the auditor in the audit report, and stating what action the local government has taken or intends to take with respect to each of those matters (Attachment 2); and publish the report to the Minister on the City's website.

**COMMITTEE RECOMMENDATION TO COUNCIL**

That Council:

1. **Adopts the findings and management comment to address each finding within the Information Systems Audit (Attachment 1).**
2. **Notes that the Audit and Risk Management Committee has requested that management prioritise the implementation of findings identified in previous audits in the first instance, and that an Information Security (IS) Action Plan be developed;**
3. **Adopts the CEO report to the Minister Housing; Lands; Homelessness; Local Government addressing any matters identified as significant by the auditor in the audit report, and stating what action the local government has taken or intends to take with respect to each of those matters (Attachment 2); and publish the report to the Minister on the City's website.**

**Cr Filomena Piffaretti, Mayor Moved, Cr Michelle Sutherland Seconded**

**CARRIED UNANIMOUSLY: 4/0**

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

**Against:** *Nil.*

### **REASON FOR CHANGE**

*The Committee changed the officer's recommendation to ensure that management prioritises the implementation of findings identified in previous audits.*

### **COMMITTEE RESOLUTION**

That the meeting be reopened to the public.

Cr Josh Eveson Moved, Cr Filomena Piffaretti, Mayor Seconded

**CARRIED UNANIMOUSLY: 4/0**

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

**Against:** *Nil.*

*At 5:30pm, the meeting reopened to the public and Mr Jordan Langford-Smith and Ms Joanne Clarke withdrew from the meeting and did not return.*

### **BACKGROUND**

As part of the audit of the Annual Financial Report for the year ended 30 June 2022, the OAG performed the IS Audit. The IS audit gave consideration of internal control relevant to the preparation of the financial report in order to design audit procedures that were appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of internal control.

The IS audit for the year ended 30 June 2022 includes review of the findings identified in the previous years (year ended 30 June 2020 and 2021).

### **EXTERNAL CONSULTATION**

External consultation with the Office of the Auditor General was undertaken as part of the audit process.

### **OFFICER'S COMMENTS**

In the report received Friday 6 April, 2023, the OAG auditor reported twenty (20) findings.

Sixteen (16) findings are matters outstanding from prior audits and four (4) are new matters identified in the current audit. Three (3) matters were resolved since prior years and therefore closed.

The 2022 review includes re-evaluated findings from the 2020 and 2021 reviews (year ended 30 June 2020 and 2021) for which the City is progressing to implement agreed actions. It should be acknowledged as part of the OAG review process, as management addresses the audit findings, the OAG continues to re-assess and update their findings. This results in audit findings being updated with new improvements findings, meaning findings and ratings continue to change each time the auditors perform the audit.

Whilst the City has reviewed the report from the OAG and provided a management comment outlining the action the City intends to take to address each of the findings (**Attachment 1**). To

prioritise and manage actions, management will develop an Information Security (IS) Action Plan. The intent of the action plan will be to:

- Assess the risk of the finding against the City’s risk profile, considering current controls;
- Based on the level of risk determine what action/s will be taken to address the finding;
- Determine if additional resources are required to address actions;
- Identify and allocate accountability to key stakeholders required to work with IS to address the findings.

Once developed, the IS Action Plan will be presented to the ARMC, with implementation of actions monitored and reported through the quarterly reporting process.

**Rating Actions**

As part of the audit process each audit finding is rated. The ratings are based on the audit team’s assessment of risks and concerns with respect to the probability and/or consequence of adverse outcomes if action is not taken. The auditor considers potential adverse outcomes in the context of both quantitative impact (for example financial loss) and qualitative impact (for example inefficiency, non-compliance, poor service to the public or loss of public confidence).

Rating	Description
Significant	Those findings where there is potentially a significant risk to the entity should the finding not be addressed by the entity promptly. A significant rating could indicate the need for a modified audit opinion in the current year, or in a subsequent reporting period if not addressed. However, even if the issue is not likely to impact the audit report, it should be addressed promptly.
Moderate	Those findings which are of sufficient concern to warrant action being taken by the entity as soon as practicable
Minor	Those findings that are not of primary concern but still warrant action being taken.

The twenty (20) findings are rated as follows:

Rating	Number of findings
Significant	2
Moderate	14
Minor	4

**Reporting to the Minister**

Under section 7.12A (4)(b) of the *Local Government Act 1995*, the City is required to prepare a report addressing any matters identified as significant by the auditor in the audit report and stating what action the local government has taken or intends to take with respect to each of those matters. Within 14 days after a local government gives a report to the Minister, the CEO must publish a copy of the report on the local government’s official website. The Chief Executive Officer has prepared a letter for the Minister including the City’s action to address the matters.

Two significant matters were raised by the OAG in their correspondence dated 6 April 2023, these are as follows with full details on what action the City intends to take as provided in the Letter to the Minister – Including Action Plan to Address Significant Matters (**Attachment 2**):

- Network Security
- Cyber Security Awareness Training

### **Addressing Audit Findings**

The City has adopted the following approach to address the OAG recommendations:

- The City has provided a response to each of the findings.
- Progress reporting on the implementation of against actions is reported through the Audit and Risk Management Committee.

### **LEGISLATIVE COMPLIANCE**

s7.12A (4)(b) of 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.

<b>Risk Category</b>	<b>Adopted Risk Appetite</b>	<b>Risk Assessment Outcome</b>
Strategic Direction	Moderate	Low
Reputation	Low	Low
Governance	Low	Low
Community and Stakeholder	Moderate	Low
Financial Management	Low	Low
Environmental Responsibility	Low	Low
Service Delivery	Low	Low
Organisational Health and Safety	Low	Low
<b>Conclusion</b>	Council notes the OAG report and management action to address audit findings.	

### **FINANCIAL IMPLICATIONS**

Financial implications to address audit findings will be considered as part of the development of the IS Action Plan.

### **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**

As part of the Internal Audit Function, implementation of management all actions to address audit findings are monitored through the City's Audit Log Register. On a quarterly basis management are required to provide an update on the status of implementation of the actions. Progress reporting is provided to the Audit and Risk Management Committee and then Council.

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.

### 8.3 Three-Year Internal Audit Plan 2023/24 - 2025/26

<b>Responsible Branch:</b>	Governance and Organisational Planning and Development
<b>Responsible Directorate:</b>	Office of the CEO
<b>Authority/Discretion:</b>	Executive/Strategic
<b>Voting Requirement:</b>	Simple Majority
<b>Attachments:</b>	1. Three Year Internal Audit Plan [8.3.1 - 6 pages]

#### SUMMARY

The Three-Year Internal Audit Plan is reviewed and updated on an annual, which guides the work of the Internal Auditor.

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

That Council approves the proposed Three-Year Internal Audit Plan as contained in Attachment 1.

Cr Filomena Piffaretti, Mayor Moved, Cr Josh Eveson Seconded

**CARRIED UNANIMOUSLY: 4/0**

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

**Against:** *Nil.*

#### BACKGROUND

The Three-Year Internal Audit Plan (the Plan) is reviewed and updated on an annual basis, or when considered necessary. The Plan includes the Annual Internal Audit Program (the Program), which guides the work of the Internal Auditor.

The Plan has the following key objectives:

- To report to the Audit and Risk Management Committee (ARMC) – with the service level being via the provision of reports to allow the ARMC to oversee internal / external auditing, risk management, internal control and compliance functions of the City.
- To undertake activities listed in the Program – with the service level being via the provision of an independent and objective review of City operations and systems – provides assurance that risk management, controls and compliance processes are effective.

#### EXTERNAL CONSULTATION

The Plan has been reviewed by in-house management in conjunction with the Internal Audit Service Provider, William Buck

#### OFFICER'S COMMENTS

Internal audit planning is important as it aligns internal audit activity with organisational objectives and the key risk areas to ensure that internal audit resources are targeted in an efficient manner.

The WA Auditor General recognises that there are four lines of defence which underpin a strong governance framework, of which internal audit is the third line of defence:

- First line of defence – internal control measures.
- Second line of defence – internal oversight, monitoring and reporting.

- Third line of defence – internal audit and review.
- Fourth line of defence – external audit, investigations and reviews.

The Plan is designed to bring a systematic methodology that contributes to the overall assurance provided to management and the ARMC, that risks are appropriately identified, managed and controls are implemented and operating effectively.

The Plan is developed following review of the City’s audit needs which includes, but is not limited to taking into consideration the following:

- The previous 3-year Plan;
- Results and recommendations of previous audits;
- Potential insurance and high-risk areas identified through consultation with management and Executive Leadership Team;
- Regulatory requirements; and
- Review and analysis of external audit reports including the Corruption and Crime Commission, Office of the Auditor General and the Department of Local Government, Sport and Cultural Industries.

The Plan consists of three (3) audits per annum and includes the proposed internal audit area, the timing of the audit, when the area was last audited and a brief scope for the audit. Detailed scopes for each audit are developed for management agreement and sign-off prior to the commencement of the audit.

Audit areas proposed for inclusion are as follows:

2023/24 Audit Projects	2024/25 Audit Projects	2025/26 Audit Projects
<ul style="list-style-type: none"> <li>• Golf Course Arrangement</li> <li>• Parks / Asset Maintenance</li> <li>• Compliance and Enforcement</li> </ul>	<ul style="list-style-type: none"> <li>• Events Management</li> <li>• Regulation 5</li> <li>• Payroll</li> </ul>	<ul style="list-style-type: none"> <li>• Regulation 17</li> <li>• Procurement – Procure to Pay</li> <li>• Management of Contracts</li> </ul>

The 2023/24 audit projects are estimated to be delivered in approximately 270 hours. Additional internal auditor services relating to reporting and attendance at ARMC, Audit Log Review, and reviewing the City's Strategic Internal Audit Plan are to be provided by the service provider within 38 hours, totalling approximately 308 hours of internal audit services required to deliver the proposed 2023/24 Program.

**Changes to the Plan**

It is important the City’s has an internal audit plan that is outcome-driven, aligned to risk, efficient, delivers cost savings and adds value. For this to occur the City’s audit plan cannot be rigid. Some factors that may trigger a change to the plan are:

**Provision of Internal Audit Service Contract** – The City is currently seeking tenders from suitably experienced and qualified internal audit service providers capable of delivering a co-sourced internal audit function. The outcome of this may be that the proposed audits are unable to be delivered in the allocated budgeted hours. Any changes required due to this will be reported to the ARMC.

**Legislative Reviews** – The CEO is to undertake a review of the appropriateness and effectiveness of the financial management systems and procedures (Financial Management Reg 5) and review a local government’s systems and procedures in relation to risk management; internal control and

legislative compliance (Audit Regulation 17) not less than once in every 3 financial years and report to the local government the results of those reviews.

Consideration into how we can perform these reviews in a more efficient manner will be discussed with the internal audit service provider.

**Risk Analysis** – Over the coming 12 months more effective and comprehensive integrity and risk analysis will be provided. As the risk profile is better understood, the audit plan will need to be agile and able to respond to the new emerging risks and issues.

As per the Internal Audit Charter, as the plan is reviewed and adjusted in response to changes in risk, operations, programs, systems, and controls, all changes are reported to the ARMC.

## LEGISLATIVE COMPLIANCE

Part 7, *Local Government Act 1995*.

Regulations 14, 15 and 17, *Local Government (Audit) Regulations 1996*.

Regulation 5(2)(c), *Local Government (Financial Management) 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
<b>Conclusion</b>	<p>The Three-Year Internal Audit Plan is intended to direct audit resources in an efficient manner to provide assurance that key risks are being managed effectively.</p> <p>Should proposed audits for inclusion be amended, this may impact the level of risk exposure to the City. Any audits added to the schedule may require additional funding, unless they replace a proposed audit.</p>	

## FINANCIAL IMPLICATIONS

The development of a Three-Year Internal Audit Plan assists in directing internal audit resources more efficiently to provide sufficient assurance that key risks are identified, assessed and controlled effectively.

The proposed allocated budget for 2023/24 is as follows:

Budget item description:	Audit Fees
Budget account:	14700.6200
Budget item amount:	\$50,000 FY 23/24 - request submitted through draft budget

## 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**

The Plan is reviewed on an annual basis to direct audit resources in an efficient manner to provide assurance that key risks are being managed effectively and appropriately.

The Plan includes three internal audits per year. The deliverables for each audit topic will be an internal audit report, discussed with management, and will include audit ratings and recommendations for improvement. Managers will then provide their response to audit recommendations, which will be tracked via the City's Audit Log Register.

**Three-Year Internal Audit Plan**

Audit Project	Last Reviewed	Proposed Timing			Reason for Inclusion / Comment
		23/24	24/25	25/26	
Golf Course Arrangement	No audit performed	X			Risk profile. Management flag.
Parks / Asset Maintenance	No audit performed	X			Assurance coverage. Insurance exposure. OAG pre-emptive. Satisfaction survey critical issue.
Compliance and Enforcement	No audit performed	X			Risk profile. Executive flag.
Event Management	No audit performed		X		Risk profile. Improvement opportunity/community service. Executive flag. Insurance exposure.
Payroll Service	21/22		X		Previous internal audit follow-up. Integrity control.
Regulation 5 Financial Controls	21/22		X		Legislative.
Regulation 17 CEO Review	22/23			X	Legislative.
Procurement – Procure to Pay	20/21			X	Risk profile, or with inadequate controls. Follow-up review. Executive flag. Integrity control. Targeted audit focusing on high risk services.
Management of Contracts	20/21			X	Risk profile, or with inadequate controls. Executive flag. Integrity control Targeted audit focusing on high risk services.

**Draft Scope and Proposed Hours**

Year	Audit Project	Potential Services Impacted	Draft Scope	Proposed Hours
2023/24	Golf Course Arrangement	No audit performed	Review process in place to ensure lease monies are collected on a timely basis, reviews are conducted in a timely and appropriate manner, revenue is accurately recorded in the accounts and management monitoring is appropriate and contract matters are complied with.	80
	Parks / Asset Maintenance	No audit performed	Review the process of Park Services in particular for playgrounds, sporting areas, public open space and parks and ensure that: <ul style="list-style-type: none"> <li>• work programs and maintenance plans are in place;</li> <li>• suitable works and maintenance policies and management guidelines are in place;</li> <li>• work programs and maintenance plans are being monitored; and</li> <li>• duty of care is addressed in relation to maintenance work.</li> </ul>	100

Year	Audit Project	Potential Services Impacted	Draft Scope	Proposed Hours
	Compliance and Enforcement	Development Building and Health Services	Review the adequacy and effectiveness of processes in place focussing on: <ul style="list-style-type: none"> <li>• Compliance with applicable Management Practice and Bylaws;</li> <li>• Cost and benefit of pursuing a prosecution;</li> <li>• Governance framework over prosecution decision; and</li> <li>• Risk assessment of prosecution decisions.</li> </ul>	90
2024/25	Event Management	Community Development	Review the processes in place to receive, assess and approval community lead events. Review event grant and sponsorship process including eligibility, acquittal process etc.	100
	Financial Controls Regulation 5	Financial Services Business Services	The CEO is to — <ul style="list-style-type: none"> <li>c) undertake reviews of the appropriateness and effectiveness of the financial management systems and procedures of the local government regularly (and not less than once in every 3 financial years) and report to the local government the results of those reviews.</li> </ul>	90
	Payroll	People, Culture and Safety Financial Services	Review and confirm that payroll processing systems and management controls over staff pays are in place, operating satisfactorily and that salaries being paid are accurate and are verified prior to being processed. Include integrity control checks: <ul style="list-style-type: none"> <li>• Payments made to ghost employees</li> <li>• Payments made after employee termination</li> </ul>	80
2025/26	Regulation 17 Review	Governance and OPD	The CEO is to review the appropriateness and effectiveness of a local government’s systems and procedures in relation to — <ul style="list-style-type: none"> <li>a) risk management; and</li> <li>b) internal control; and</li> <li>c) legislative compliance.</li> </ul>	90
	Procurement – Procure to Pay	Parks and Building Works Business Services	Assess the City’s activities in respect of procurement in high risk areas including policies and procedures, supplier selection process and approval process, and purchase orders to final transaction processes. Reviewing the adequacy of controls in place to ensure only authorised payments are made and there are no duplicate payments.	100

Year	Audit Project	Potential Services Impacted	Draft Scope	Proposed Hours
			Select a sample of sites (to be agreed with Management) and review the controls to achieve the following process objectives: <ul style="list-style-type: none"> <li>• Goods and services bought are paid correctly in terms of quantity and rates;</li> <li>• Appropriate delegation is in place for authorisation to buy and payment of goods and services;</li> <li>• Segregation of duties exist for incompatible functions;</li> <li>• Goods and services ordered have been checked prior to payment;</li> <li>• Monitoring of expenditures to ensure spending does not breach:                             <ul style="list-style-type: none"> <li>a) contracted amount; and</li> <li>b) quotation/tendering requirements.</li> </ul> </li> </ul>	
	Management of Contracts	Project Management and/or Engineering and Spatial Services and/or Building Works	Assess processes applied by Contract Managers to contractual terms and conditions and monitoring contractual terms and conditions of suppliers - including management of price variation requests, supplier performance, insurance requirements and contract extension requests and approvals.  Test a sample of contracts to determine the operating effectiveness of controls from award to payment.	100

**Other Areas for Potential Inclusion – Listed by Priority/Risk**

Audit Project	Last Reviewed
1. Facility Bookings	No audit performed
2. Compliance and Enforcement – Rangers and Community	No audit performed
3. Cash Handling	No audit performed
4. Privacy and Managing Confidential information	No audit performed
5. Inventory/Asset Management	No audit performed
6. Human Resource Management	No audit performed
7. Governance Framework	No audit performed
8. Managing Volunteers	No audit performed
9. Rates	No audit performed
10. Road Asset Maintenance	No audit performed
11. Waste Management	No audit performed
12. Street Tree Management	No audit performed

Audit Project	Potential Services Impacted	Draft Scope
Facility Bookings Process	Project Services	Review the efficiency and effectiveness of processes in place to ensure facilities booking meets the needs of the community. Consider how user friendly the booking process is whilst balancing the needs to maintain appropriate governance (i.e., correct charging of fees).
Compliance and Enforcement – Rangers and Community	Rangers and Community	Review of processes relating to infringement revenue, fines enforcement, follow up of unpaid infringements, debt recovery and write-offs.
Cash Handling	Financial Services Risk area - TBC	Review of system and management controls to determine the operating effectiveness of controls relating to revenue activities to ensure: <ul style="list-style-type: none"> <li>• compliance with City's policies and procedures;</li> <li>• all revenue is accounted for in Authority;</li> <li>• all money collected is accounted for and safeguarded; and</li> <li>• appropriate debt management practices are employed.</li> </ul>
Privacy and managing confidential information	Business Services (Records)	Review of the City's application of the records management plan and record keeping practices. Consider the following: <ul style="list-style-type: none"> <li>• Social media;</li> <li>• Elected members record keeping practices;</li> <li>• Closed-circuit TV footages;</li> </ul>

		<ul style="list-style-type: none"> <li>• Handling of sensitive documents (HR, Legal)</li> <li>• Information classification, i.e., identify private and confidential document; and</li> <li>• Protocols of sharing information between staff and councillor.</li> </ul>
Inventory/Asset Management	Parks and Gardens Service and/or Fleet Services	Ensure the stock we order and attractive and portable assets in the depot are managed in accordance with policy and procedures.
Human Resource Management	People, Culture and Safety	<p>Review the recruitment process covering approval process, employee commencement process such as induction, probationary reviews, necessary legislative checks and requirements performed and met.</p> <p>Review appropriateness of checks undertaken when employing new staff such as working with children checks, police clearances, staff qualification verifications etc.</p>
Governance Framework	Governance and OPD	Review the City's Governance Framework, including mechanisms for managing conflict of interest, gifts and declarations.
Managing Volunteers	Community Development, Sustainability Environment and Waste, People, Culture and Safety	Review processes in place to ensure the City is effectively managing their obligations in relation to the onboarding and on-going management of volunteers.
Rates	Financial Services	<p>Review adequacy of controls in place to ensure:</p> <ul style="list-style-type: none"> <li>• data integrity exists;</li> <li>• legislative requirements are met;</li> <li>• valuation from the Valuer General are obtained and correctly administered for calculation of the annual rates;</li> <li>• appropriate collection procedures are in place;</li> <li>• concessions and rebates (e.g., senior rebates etc.) are correctly applied.</li> </ul>
Road Asset Management	Engineering and Spatial Services	Review how effectively the City plans for, and manages, road assets including inspection/maintenance activities, rehabilitation and rebuilding roads at the end of their useful life.
Waste Management	Sustainability Environment and Waste	Review of the service level provided by the City and the Service Provider, including monitoring service provision, customer services levels
Street Tree Management	Parks and Gardens Services	Review process in place in prioritising tree maintenance works in order to reduce the risks as a result of street tree limbs which are in poor condition and have the potential to cause damage to property and persons.

**Other Services**

Description	Frequency	Total Indicative Hours (per annum)
Audit & Risk Committee Attendance	Quarterly	8
Audit Log	Annually	20
Annual Internal Audit plan	Annually	10
		<b>38</b>

**Total Internal Audit Hours**

Description	Indicative Hours
Internal Audit Projects	270
Other Services	38
	<b>308</b>

**Previous Years Audit Assurance**

- OAG
- ◇ Internal

Area of Review	18/19	19/20	20/21	21/22	22/23
Record Keeping and Performance Reporting	◇				
Cyber Security	◇				
Fraud Resilience		◇			
Contract Extensions and Variation		●			
Regulation 17		◇			
Financial Sustainability		◇			
City Property Leasing			◇		
Information Systems			●	●	●
GST Audit			◇		
Payroll Master File				◇	
Procurement				◇	
Finance				◇	
Swimming Pool Inspections				◇	
Bayswater Waves Aquatic				◇	
Compliance Audit Return					◇
Customer Complaint Handling, Escalation, and Resolution					◇
Regulation 17					◇
Financial Sustainability					◇

**8.4 RFT 04-2023 - Provision of Internal Audit Services**

<b>Responsible Branch:</b>	Governance and Organisational Planning and Development
<b>Responsible Directorate:</b>	Office of the CEO
<b>Authority/Discretion:</b>	Executive/Strategic
<b>Voting Requirement:</b>	Simple Majority
<b>Attachments:</b>	1. CONFIDENTIAL - Attachment A - Overview of Assessment [8.4.1 - 3 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**

Through the tender process the City sought suitably experienced and qualified internal audit service providers capable of delivering a co-sourced Internal Audit Function (IAF).

In accordance with the Council approved Internal Audit Charter, the externally appointed internal audit service provider is to be endorsed by the Audit and Risk Management Committee (ARMC) before being awarded.

The evaluation process has concluded, and the preferred tenderer nominated for endorsement.

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

**That Council notes the acceptance of the tender submission from William Buck for Tender 04-2023 Provision of Internal Audit Services to be awarded by the CEO under delegated authority, as endorsed by the Audit and Risk Management Committee.**

**Cr Giorgia Johnson Moved, Cr Michelle Sutherland Seconded**

**CARRIED: 2/2**

**For: Cr Giorgia Johnson and Cr Michelle Sutherland.**

**Against: Cr Filomena Piffaretti, Mayor and Cr Josh Eveson.**

***In accordance with section 5.21(3) of the Local Government Act 1995, as the votes were equally divided, the Presiding Member Cr Giorgia Johnson used her casting vote to carry the motion.***

**BACKGROUND**

The City utilises an outsourced with in-house management methodology for the conduct of the IAF. The internal audit plan is delivered by an externally appointed internal audit service provider.

The contract with the City's current service provider, William Buck Consulting (WA) Pty Ltd, expires 30 June 2023, and accordingly tenders were sought for the next program which is expected to run for three to four years.

Through the tender process the City sought suitably experienced and qualified internal audit service providers capable of delivering a co-sourced Internal Audit Function (IAF).

Previously, the ARMC have been kept informed of progress on the appointment of the internal audit services provider, with the decision to appoint made by the Chief Executive Officer, following a selection process undertaken. In accordance with the Council endorsed Internal Audit Charter, the externally appointed internal audit service provider is to be endorsed by the ARMC prior to appointment.

The evaluation process has concluded, and the preferred tenderer nominated for endorsement by the ARMC.

As per the City of Bayswater Delegated Authority Register, delegation FM-D02 Acceptance of Tenders and Quotations, the Chief Executive Officer has authority to accept tenders up to and including an amount of \$250,000.

## EXTERNAL CONSULTATION

Nil

## OFFICER'S COMMENTS

Section 3.57 of the *Local Government Act 1995* requires tenders to be called for procurement over \$250,000, except where specific exemptions apply. The value of the provision of internal audit services is under this threshold meaning the City was not required to go to tender, rather, may have followed the Request for Quotation process, specifically inviting selected parties to submit a proposal.

To get an overall view of the supplier market and to ensure potential suppliers were not excluded from the process, an open tender approach by which an invitation to tender by public advertisement was followed.

Tenders for the Provision of Internal Audit Services were advertised on Tenderlink and in The West Australian newspaper and closed on 12 April 2023. Tender responses were received from:

1. Paxon Group (Paxon)
2. William Buck Consulting (WA) Pty Ltd (William Buck)

## Evaluation

The selection criteria and weightings for the tender were pre-determined as below, and provide the framework for tender assessment:

Qualitative Criteria	Weighting
Relevant Experience - Organisation's experience in supplying similar works and services.	<b>15%</b>
Skills and Experience - Of key personnel to be used on this project.	<b>15%</b>
Methodology - Applied to strengthen internal controls and governance, whilst ensuring achievable business excellence.	<b>30%</b>
Value-for-money pricing to deliver the Internal Audit Services will be an overriding factor in selection of the Internal Audit Service Provider.	<b>40%</b>

An assessment of the tender submission as undertaken by the Tender Evaluation Panel, which consisted of the Manager Governance and OPD, Manager Financial Services and the Coordinator Risk Management.

Panel members evaluated and scored the submissions prior to a scheduled panel meeting to discuss the scores and comments.

The outcome of the assessment process is as follows:

Tenderer / Respondent	Qualitative ranking	Price ranking	Total Score
Paxon	2	1	80.5
William Buck	1	2	82.3

Based on the results through the evaluation process, it is recommended William Buck be awarded to contract to supply of internal audit services for a period of three years, with a one-year extension option, the attached Overview of Assessment (**Attachment 1**) provides information relating to the basis for this decision.

### LEGISLATIVE COMPLIANCE

The tender process has met the requirements of s3.57 the *Local Government Act 1995*.

All tenderers have indicated that they do not have any conflicts of interest in the performance of their obligations under the contract.

### 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
<b>Conclusion</b>	This option represents a low risk to the City, as the service providers offer overall value for the specified services.	

### FINANCIAL IMPLICATIONS

As part of the internal audit process, all internal audits are scoped prior to commencement and this process considers budgetary restraints and operational/audit requirements.

Budget item description: Audit Fees  
 Budget account: 14700.6200  
 Budget item amount: \$40,000 FY 22/23  
 \$50,000 FY 23/24 - request submitted through draft budget

### 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**

Following a public tender process, two submissions were received for Tender 04-2023 Provision of Internal Audit Services.

William Buck have demonstrated the ability to deliver on the City's requirements under contract. Therefore, it is recommended that Council notes the endorsement of the ARMC to award the contract through the CEO's delegated authority for the supply of internal audit services for a period of three years, with a one-year extension option to William Buck.

**8.5 Quarterly Performance Review - Audit Function - Q3 2022/23**

<b>Responsible Branch:</b>	Governance and Organisational Planning and Development
<b>Responsible Directorate:</b>	Office of the CEO
<b>Authority/Discretion:</b>	Executive/Strategic
<b>Voting Requirement:</b>	Simple Majority
<b>Attachments:</b>	<ol style="list-style-type: none"> <li>1. CONFIDENTIAL - Audit Function Dashboard - Quarter 3 [8.5.1 - 3 pages]</li> <li>2. CONFIDENTIAL - Implementation of Recommendations Overdue and Complete (1) [8.5.2 - 5 pages]</li> </ol>

**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**

This report provides the Audit and Risk Management Committee (ARMC) an update on the Audit Function for Quarter 3 (January to March) 2022/23.

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

That Council:

1. Notes the progress of the 2022/23 Audit Plan.
2. Notes the status of the Implementation of Recommendations (Attachment 1).

Cr Filomena Piffaretti, Mayor Moved, Cr Josh Eveson Seconded

**CARRIED UNANIMOUSLY BY EXCEPTION (EN BLOC): 4/0**

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

**Against:** Nil.

**BACKGROUND**

The Quarterly Performance Review – Audit Function was last reported for Quarter 2 (October to December) 2022/23 to the ARMC at their meeting on 7 March 2023.

This report provides the ARMC an update on the 2022/23 Audit Plan and Audit Function – Implementation of Recommendations for Quarter 3 (January to March) 2022/23.

**EXTERNAL CONSULTATION**

Nil

**OFFICER'S COMMENTS****2022/23 Audit Plan**

The ARMC endorsed the IA Plan for 2022/23 at the September 2022 meeting. The IA Plan identifies three (3) projects for this financial year. The Projects include:

- Regulation 17 Review – Commencement meeting scheduled 22 May 23
- Compliance Audit Return - Audit complete – presented 7 March 23
- Customer complaint handling, escalation and resolution – Audit complete – presented 6 December 22

### **Audit Function – Implementation of Recommendations**

The implementation of recommendations from internal and external reports continues to be monitored by the ELT prior to reporting to the ARMC. The ELT report includes all actions, ARMC includes actions by exception (overdue and complete).

Quarter 3 reporting period opened with 84 actions and closed with 71 actions.

<b>Status</b>	<b>No.</b>
Period Open	84
Actions Added	12
Actions Complete	25
<b>Period Close</b>	<b>71</b>

The below table depicts the status of actions by audit.

<b>Audit Name</b>	<b>Original Actions</b>	<b>Previously Closed</b>	<b>Closed this Period</b>	<b>Open</b>	<b>Overdue</b>	<b>Not Yet Due</b>
City Property Leasing	-	-	2	4	3	1
Corporate Record Keeping & Performance Reporting	-	-	0	4	4	0
Finance	-	1	3	7	3	4
Financial Sustainability	-	2	3	16	16	0
Regulation 17 Review	-	-	4	1	1	0
Tender Evaluation & Procurement	-	1	7	7	5	2
Payroll Reconciliation	-	-	0	2	0	2
OAG IS 2020	-	-	1	2	2	0
OAG Financial 2020	-	-	0	1	0	1
<b>2022/23 Audit Reporting</b>						
Swimming Pool Inspections	13	12	0	1	1	0
Customer Services Complaints/Compliments	3	0	0	3	0	3
Financial Sustainability 2022	12	0	0	12	0	12
OAG IS 2021	17	6	5	6	2	4
OAG Financial 2021	7	2	0	5	1	4
<b>Total</b>	<b>52</b>	<b>24</b>	<b>25</b>	<b>71</b>	<b>38</b>	<b>33</b>

### ***New Actions***

This quarter twelve (12) new actions have been added to the Audit Register from previously completed audits as follows:

- Financial Sustainability 2022 – presented 7 March 23.

### Overdue Actions

This quarter the number of overdue actions decreased, this is due to the number of actions closed by management. Of the 38 overdue actions, three (3) are rated as extreme and were identified as part of the 2021 Annual Financial Report performed by the OAG. Management is progressing to implement the actions. One action is at 90% completion, one action is pending finalisation of asset management plans and one is pending completion of an ICT project 2023/24.

	Qtr. 1	Qtr. 2	Qtr. 3	Qtr. 4
Number of overdue actions	46	51	38	-

28% of overdue actions relate to the finalisation of the Long-Term Financial Plan and 26% relate to the finalisation of Asset Management Plans/Registers.

Process and Policy review and/or development make up 26% of the remaining overdue actions. With the finalisation of the LFTP and Asset Management documents under management control and review, there needs to be an internal shift to support and guide the organisation on the review and development of processes and policies.

### Complete Actions

25 actions were completed by management this quarter. Areas with a high number of actions met with the Risk Coordinator who reviewed action taken to address audit findings. Through discussion and review of audit findings, where management had addressed the action, the Coordinator Risk Management has requested the action be reported as complete. As part of the annual Audit Log process, evidence of the completed action will be reviewed by the auditors.

	Qtr. 1	Qtr. 2	Qtr. 3	Qtr. 4
Number of complete actions	20	7	25	-

## LEGISLATIVE COMPLIANCE

*Local Government Act 1995 Section 7.1A* - A local government is to establish an audit committee of 3 or more persons to exercise the powers and discharge the duties conferred on it.

## RISK ASSESSMENT

In accordance with the City's Risk Management Framework, the 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
<b>Conclusion</b>	Receiving updates on the Implementation of Recommendations reduces the City's risk exposure by providing Council with up-to-date information about the City's progress against agreed actions.	

## **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**

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

**8.6 Quarterly Performance Review - Risk Management - Q3 2022/23**

<b>Responsible Branch:</b>	Governance and Organisational Planning and Development
<b>Responsible Directorate:</b>	Office of the CEO
<b>Authority/Discretion:</b>	Executive/Strategic
<b>Voting Requirement:</b>	Simple Majority
<b>Attachments:</b>	Nil

**SUMMARY**

This report provides an update to the Audit and Risk Management Committee (ARMC) on Corporate Risk Management activities during Quarter 3 2022/23.

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

That Council notes the Quarterly Performance Review - Risk Management Q3 2022/23.

Cr Filomena Piffaretti, Mayor Moved, Cr Josh Eveson Seconded

**CARRIED UNANIMOUSLY BY EXCEPTION (EN BLOC): 4/0**

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

**Against:** *Nil.*

**BACKGROUND**

The Quarterly Performance Review - Risk Management was last reported for Quarter 2 (October to December) 2022/23 to the Audit and Risk Management (ARMC) at their meeting on 7 March 2023.

This report provides the ARMC an update on Corporate Risk Management for Quarter 3 (January to March) 2022/23.

**EXTERNAL CONSULTATION**

Nil.

**OFFICER'S COMMENTS**

During the quarter, seven (7) risk management information sessions were presented to Branch Managers and the first Strategic Risk assessment with the Executive Leadership Team was held.

Two (2) risk assessments were performed this quarter, the risk management function supported risk assessment reviews with Community Development (Volunteer Management Function) and People, Culture and Safety and Engineering & Spatial Services (Fleet Management Function). The Volunteer Management review was performed at the request of the manager. The Fleet Management review was performed following ELT decision to review the control environment following an increase in insurance claims over a two-year period.

Five (5) new risks were identified as part of the risk assessment process and are as shown in Table 1 below:

<b>Risk Description</b>	<b>Status</b>
Worked involved in a vehicle accident whilst conducting operations	Treated Risk
Damage to fleet due to incorrect/unauthorised use	Treated Risk
Failure to provide a safe and suitable volunteer environment	Treated Risk

Volunteer involved in disciplinary incident/accident whilst conducting duties	Treated Risk
At fault slip, trip, fall, injury to client attending Community Centre Activity	Treated Risk

The above risks will be included in branch risk registers as the Operational Risk Review process is completed.

### **Operational Risk Review Process**

The Operational Risk Review process with branches will be completed over three (3) workshops:

Workshop 1: Identify risks including risk cause and consequence

Workshop 2: Identify and rate risk controls

Workshop 3: Rate the risk and identify treatment options

Management will consider their service, fraud and corruption, business disruption and compliance risks as part of the identification process. To complete the operational risk review process across all 18 branches, the estimated timeframe is approximately 6-9 months.

As each branch is completed, on a quarterly basis the Corporate Risk Register, including Risk Treatment Actions will be provided to ELT and ARMC as required.

### **LEGISLATIVE COMPLIANCE**

Not Applicable

### **RISK ASSESSMENT**

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

<b>Risk Category</b>	<b>Adopted Risk Appetite</b>	<b>Risk Assessment Outcome</b>
Strategic Direction	Moderate	Low
Reputation	Low	Low
Governance	Low	Low
Community and Stakeholder	Moderate	Low
Financial Management	Low	Low
Environmental Responsibility	Low	Low
Service Delivery	Low	Low
Organisational Health and Safety	Low	Low
<b>Conclusion</b>	Receiving risk management quarterly reporting supports the ARMC assist the Council to fulfil its governance and oversight responsibilities in relation to risk management.	

### **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 the ARMC a quarterly update on the appropriateness and effectiveness of the City's systems and procedures in relation to risk management, internal controls and legislative compliance through management and monitoring of risk.

**8.7 Quarterly Performance Review - Corporate - Qtr.3 - 2022/23**

<b>Responsible Branch:</b>	Governance and Organisational Planning and Development
<b>Responsible Directorate:</b>	Office of the CEO
<b>Authority/Discretion:</b>	Executive/Strategic
<b>Voting Requirement:</b>	Simple Majority
<b>Attachments:</b>	1. Q3 Performance Report Final 19 04 23 [8.7.1 - 26 pages]

**SUMMARY**

This report provides an update on the implementation of services, Corporate Business Plan actions, Informing Strategies actions, Corporate and Strategic Measures and the CEO KPIs for quarter 3 (Jan – March) 2022/23.

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

**That Council notes the Quarterly Performance Review - Corporate Qtr. 3 (Jan – March) 2022/23.**

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

**CARRIED UNANIMOUSLY BY EXCEPTION (EN BLOC): 4/0**

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

**Against: Nil.**

**BACKGROUND****Quarterly Reporting**

Section 5.56 of the Local Government Act 1995 (WA) requires all local governments to effectively plan for the future. Regulations, Standards and Guidelines further explain this requirement and set out the framework for local government Integrated Planning and Reporting (IPR), comprising a ten-year Strategic Community Plan (SCP), a four-year Corporate Business Plan (CBP), supporting resource plans and regular reporting. 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 (IPRF), it is required that local governments report every year on their performance to their community. The measurement and reporting process not only demonstrates accountability to their community, but also provides an opportunity to assess in-year implementation progress, thus supporting achievement and continuous improvement.

This report supports the annual reporting process and continuous improvement. Quarterly reports are provided for the following:

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

**Informing Strategies**

In the December agenda a separate report was provided on the annual progress of several Informing Strategies and a schedule was approved for quarterly and more detailed reporting on

the implementation of these during the 2023/24 financial year. At this meeting feedback was received from Committee members on the practicality of these reports and a request was made to refine and re-focus future reporting.

At the last meeting it was noted that, to address the above and support integration with business planning, the approach would be reviewed, and proposals would be presented to this meeting.

Whilst City officers have undertaken significant work, further work still needs to be done before this is provided to the Committee. This work will be completed across the next period and the approach and format for annual reporting on the informing strategies will be submitted for consideration at the next meeting.

This quarter 3 report continues to provide a quarterly update on in-year progress with Informing Strategies.

**EXTERNAL CONSULTATION**

No external consultation was undertaken to prepare this report.

**OFFICER'S COMMENTS**

The following information is current as at 31 March 2023 (the end of Q3).

**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, as below:

Status of Implementation	No.
On-Track	34
On-Hold	1
Off-Track	

Service Description	Status Q3	Progress Comment: Q3
<p><b>Records management</b> 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.</p>	On-Hold	The digitisation project is pending formal budget approval. Overall, the City's record keeping systems are compliant, however the operational participation rate for saving records to ECM continues to be below the optimal level which is due in part to staff turnover. We are currently working on ways to resolve that issue.

**Corporate Business Plan (CBP) Actions**

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.

Status of Implementation	No.
On-Track	20
On-Hold	3
Off-Track	

CBP Action	Status Q3	Progress Comment: Q3
<b>B2.1.3 Parking Management Strategies for Town Centres:</b>  Develop remaining Parking Management Strategies for Town Centres.	On-Hold	Noranda is the only town centre without an endorsed Parking Management Plan. The City intended to develop the plan as a part of the Noranda District Centre Precinct Plan, which was not funded in the 2022/23 budget. Accordingly, this project is not progressing further at this time.
<b>B1.1.2 Streetscape upgrade for Noranda:</b>  Develop and implement a streetscape upgrade plan for Noranda.	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 2022/23 budget. Accordingly, this project is not progressing at this time.
<b>B3.1.1 Structure Plans &amp; built form policies for each town centre:</b>  Prepare a Structure Plan and built form policies for each town centre: Maylands; Morley; Noranda; Bayswater.	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 2022/23 budget process, however no funds were allocated. The City received funding for a precinct structure 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.

### Informing Strategies

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

Status of Implementation	No.
On-Track	23
On-Hold	1
Off-Track	1

Strategy Actions 2022-2023	Status Q3	Progress Comment: Q3
<b>Destination Marketing Strategy</b> Provide high-level update of strategy actions/outcomes implemented this quarter	On-Hold	Funds not allocated to implement this strategy in 2022/23. Accordingly, this strategy is not progressing at this stage.
<b>Local Housing Strategy</b> Provide high-level update of strategy actions/outcomes implemented this quarter	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) 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. A copy of the quarterly report is attached.

**CEO Key Performance Indicators (KPI's)**

CEO KPI's are set by Council. For the 2022/23 year there are 6 CEO KPI's with 10 deliverables. A copy is included in the Attachment and progress detailed below.

Status of Implementation	No.
On-Track	9
On-Hold	
Off-Track	1

Deliverable	Status Q3	Progress Comment: Q3
<b>L2.1.1 Support Equitable Rating Review the City's rating system.</b> <ul style="list-style-type: none"> <li>Draft Rating Strategy presented to Council at the February 2023 Budget Workshop.</li> <li>Final Rating Strategy adopted, and rates ready for advertisement by May 2023.</li> </ul>	<b>Off-Track</b>	The draft rating strategy will follow the adoption of the 2023-24 budget. At the previous workshop it was generally agreed that the strategy and differential rates would be reviewed as part of the 2024-25 budget process.

**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
<b>Conclusion</b>	Accepting this progress report presents low risk and reduces risk long-term by keeping Council informed of progress against the Corporate Business Plan 2019-23 and Strategic Community Plan 2021-2031	

**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 3 (Jan – March) 2022/23.

**PERFORMANCE REPORTING - QUARTER 3: JANUARY 2023 - MARCH 2023**

SERVICE PROGRESS REPORTING - QTR. 3 - 2022/23				<span style="color: green;">●</span> On-Track <span style="color: orange;">●</span> On-Hold <span style="color: red;">●</span> Off-Track		
SCP Alignment	Service	Service Description	Branch	Status Q3	Progress Comment: Q3	% Complete Q3
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	●	A conditional letter of support has been provided (endorsed by Council) to Hall and Prior to assist with the proposed acquisition of the Mertome Gardens site from the State Govt, but they will continue to manage the site in the meantime. Juniper is continuing to operate the other sites under the terms of the Heads of Agreement until such time as the State Government Dept of Communities approves the sub-leasing arrangements for two of the sites, following which the City will proceed with the Major Land Transaction	40%
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	●	Infrastructure Asset Management: Appointed APV for Building revaluation with inspections scheduled for July 2023. Asset Management Plan review aim to deliver draft plans to ELT in May 2023. Asset Management Working group inaugural meeting held to accept TOR. AMWG subgroups have met at least once in preparation of the AMP review. Spatial Information Management: ESRI consultants was appointed for 4 days to assist with exploring the Enterprise setup and GIS app environment to allow for proper system administration. The EDEN Project has conducted a GIS app review and allowed for a database administrator to assist with mapping out dataflow and custom integration that has been vital to the systems operations. Currently preparing for moving the GIS servers over to ICT team. Surveying System: Awaiting delivery of the last purchases and reviewing inventory of equipment with aim to update the insurance registers. Digital Mobile Radio and GPS Enabled Emergency Duress System: Reviewing equipment inventory and reviewing custom automated messaging system that has not been functioning for sometime. The need for discussing the system's future has been raised and a meeting is still to be scheduled. Land Tenure: Ongoing service of maintaining various data sets in consultation with Rates team.	75%
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	●	246 building permits were assessed between January and March 2023. 85 swimming pools were inspected between January and March 2023.	66%
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	●	Ongoing scheduled maintenance in line with current contract arrangements/agreements are still to be completed. Over 70% of Capex projects have been completed with only three (3) larger projects being deferred due to significant shortfall of funds in current Budget due to the increase in cost in current building industry climate .	70%

**PERFORMANCE REPORTING - QUARTER 3: JANUARY 2023 - MARCH 2023**

SERVICE PROGRESS REPORTING - QTR. 3 - 2022/23				<span style="color: green;">●</span> On-Track <span style="color: orange;">●</span> On-Hold <span style="color: red;">●</span> Off-Track		
SCP Alignment	Service	Service Description	Branch	Status Q3	Progress Comment: Q3	% Complete Q3
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	<span style="color: green;">●</span>	Managed reputational risk around the City's Financial Sustainability Review, Crime and Community Safety Plan, Drag Queen Storytime, mosquitos in Maylands, Potter's House, Bayswater Train Station construction, My Foodie, What the Flip operating at Riverside Gardens and the City's youth services. Developed and commenced the implementation of an internal communications plan to raise awareness and encourage staff participation in the City's ERP project, Eden. Continued with LG Reform communications (internal and external). Extensive promotion and marketing of the Dami Im concert. Promoted and supported the City's International Women's Day event through the preparation of speech notes, bios, panel questions and audience participation. Across 19 portfolio areas prepared 17 media releases, responded to 9 media enquiries, produced 72 Facebook posts, 63 Instagram posts, 18 LinkedIn posts and responded to 37 messages. Produced 1 Bayswater Beat, 4 e-newsletters, and 4 CEO catch ups. Completed 125 design projects. Continued to manage the City's website. Ran a new subscriber campaign for the City's e-news.	
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	<span style="color: green;">●</span>	The Community Centre areas of focus align with the priority areas; P1(2.1) review the City's existing Community Bus Hire Program and explore opportunities to maximise participation of older residents, with fees and charges reviewed and proposed to be increased next financial year to reflect costs increase. P2 (5.2) Investigate opportunities to partner with local businesses and community groups to showcase stories that celebrate 'ageing' in the City of Bayswater, with progress to seek funding and partnerships. The Seniors Expo is planned to showcase seniors in the community and connect them to other people and networks. P3 (5.5) Support and actively promote initiatives that raise awareness of elder abuse and broaden the conversation in community. Elder Abuse Training provided to Ambassadors and Elder Abuse Sessions for members occurred in this period.	66%
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 Cultural Arts Community Bus	Community Development	<span style="color: green;">●</span>	Staff changes have occurred in all Community Development areas impacting timeframes. The committees continued with reporting completed. A desktop review of the Reconciliation Action Plan identified that items have not been completed to time and resource. The Youth Action Plan is due to be renewed in the next financial year with YAC meetings resumed after a six month pause due to staff changeovers. The homelessness hub continues with four sessions a week utilising volunteers. The community events grants continued with three grants awarded. The Better Bayswater grants attracted 9 application that are currently being assessed. The main summer program is near complete, with a focus on cultural arts in curating the Music in the Park event. This event will focus on Indigenous artists. The new Whajuk Prize inspired a renewed interest at the Community Arts Awards. The fees and charges for community development have been increased based on increased cost recovery model.	66%

**PERFORMANCE REPORTING - QUARTER 3: JANUARY 2023 - MARCH 2023**

SERVICE PROGRESS REPORTING - QTR. 3 - 2022/23				<span style="color: green;">●</span> On-Track <span style="color: orange;">●</span> On-Hold <span style="color: red;">●</span> Off-Track		
SCP Alignment	Service	Service Description	Branch	Status Q3	Progress Comment: Q3	% Complete Q3
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	<span style="color: green;">●</span>	Community Engagement Projects that the CE Team have advised / assisted on this quarter include the following: Crime Prevention and Safety Plan, Events Strategy, IDAC Project, Play space upgrades x 1, Planning Policies, Scheme Amendments, Local Planning Strategy, Skate & BMX Strategy. The Team has been operating at 0.8 (compared to 1.2) staff capacity due to resignation of a staff member. Branch projects are being delayed due to this. Both the Events Strategy and the Crime and Safety Plan have required large effort from the CE team. In addition staff turnover in the strategic planning team have also required additional training and assistance this quarter.	
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	<span style="color: green;">●</span>	The City continued to deliver family community events which are free or low cost, with entertainment for families utilising open space, parks and the riverfront. The City progressed to deliver; the Australia Day Citizenship Ceremony with approximately 500 attendees; and the Community Concert with approximately 3,000 to 5,000 attendees. The International Women's Day with over 200 attendees, a panel discussion and awarded grants to projects; the Evening in the Park was delivered with an increase in community participation, increase in CALD representation and City service stalls. The event attracted approximately 400 attendees; and the Music in the Park will be delivered on 15 April with performances by Indigenous artists, community partners and new Healthway funding. The Events Strategy is currently out for public engagement, and the annual Events Review and proposed Calendar of Events is being presented to the April OCM. The fees and charges for events has been reviewed and increased based on increased costs recovery model.	75%
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	<span style="color: green;">●</span>	Community Safety and Crime Prevention Plan (CSCPP) community survey closed on 31 March 2023. 400 surveys were completed. Interagency and community stakeholder workshops have been planned for next quarter. Six pop-up events were held across the City to promote Ranger and Security services and the CSCPP. With the commencement of the school year the City proactively engaged with all local schools to reinforce the parking safety message and the City focused compliance/enforcement efforts on school parking, particularly in the vicinity of Chisholm Catholic College. Assisted a number police investigations through the provision of quality CCTV footage, directly contributing to the identification of offenders and a reduction in offending. Met with Noranda residents and WA Police to discuss and implement crime reduction strategies. In company with RSPCA conducted a marketing and promotional event, focusing on microchipping and responsible pet ownership	

**PERFORMANCE REPORTING - QUARTER 3: JANUARY 2023 - MARCH 2023**

SERVICE PROGRESS REPORTING - QTR. 3 - 2022/23				<span style="color: green;">●</span> On-Track <span style="color: orange;">●</span> On-Hold <span style="color: red;">●</span> Off-Track		
SCP Alignment	Service	Service Description	Branch	Status Q3	Progress Comment: Q3	% Complete Q3
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	<span style="color: green;">●</span>	Customer services delivered this quarter include frontline services and business support. Key deliverables this quarter include: - Walk-in customers served - 10,747 - Visitors signed in - 554 - External telephone calls answered - 16,313 - First call resolution of external telephone calls by Customer Service team - 27% - Landgate Electronic Advice of Sales checks processed - 467 - Plan search request processed - 111 - Payments received - 1,372 - Waste service requests - 3,303 - Tip passes issued - 3,410 - Knowledge Management System records created - 160 - Animal registrations and renewals processed - 176 - Snap Send Solve requests processed - 293  The number of Knowledge Management System records reached the 2,000 mark over the quarter. The number at the end of the quarter totalled 2,017.	75%
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	<span style="color: green;">●</span>	Services identified in branch plan are being delivered as planned.	75%
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	<span style="color: green;">●</span>	<ul style="list-style-type: none"> <li>•The City is further developing a City of Bayswater Investment Prospectus which will be completed by May 2023.</li> <li>•Additionally, the Chief Executive Officer and Director Community and Development held a meeting with ISPT Super Property as a potential investor to promote the 'Open for Business' message.</li> <li>•The City has organised a Business and Investor Breakfast for 12 May 2023.</li> <li>•The City has appointed a property consultant to undertake a current market review and analysis of the Morley Activity Centre. The consultant will complete the report in May 2023. Some actions from the Interim Economic Development Strategy may be dependent on the outcome of this report.</li> <li>•The City has been in contact with Property Council and UDIA to compare possible opportunities. Further progress may be dependent on the consultant report referred to above.</li> <li>•The City has prepared a list of potential investors and local property owners. Further progress may be dependent on the consultant report referred to above.</li> </ul>	55%
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	<span style="color: green;">●</span>	<ul style="list-style-type: none"> <li>• Engineering capital projects are progressing well. Further arterial roads were completed over the third quarter. The major intersection of Beechboro Rd and Benara Rd was resurfaced under night works to minimise disruption to traffic.</li> <li>• The LCURS program is progressing well with construction commencing on the first two stages of the Frank Drago Precinct and the Bayswater Waves precinct. In combination close to 36 treatments were installed and the City is awaiting Main Roads WA to undertake the regulatory line marking.</li> <li>• Maintenance programs are also progressing well.</li> <li>• The design office presented its report on the Safe routes to School program for Maylands Primary School with a further request from Council to cost the proposed measures for Council's future consideration.</li> </ul>	75%

**PERFORMANCE REPORTING - QUARTER 3: JANUARY 2023 - MARCH 2023**

SERVICE PROGRESS REPORTING - QTR. 3 - 2022/23				<span style="color: green;">●</span> On-Track <span style="color: orange;">●</span> On-Hold <span style="color: red;">●</span> Off-Track		
SCP Alignment	Service	Service Description	Branch	Status Q3	Progress Comment: Q3	% Complete Q3
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	<span style="color: green;">●</span>	265 food premises inspections were undertaken and 12 public buildings were assessed between January and March 2023.	70%
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	<span style="color: green;">●</span>	Waterwise Bayswater Sampling program complete, community battery program being implemented in Suburb of Bayswater, Continued maintenance (ongoing) over of natural areas (including some living streams) and reserves via operating and capital budgets (SEW). Community planting days booked. Grant applications Swan Canning Riverpark Urban Forest (SCRUF) program.	75%
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	Financial Services	<span style="color: green;">●</span>	Financial services have a budget focus at present with the Service Plans adding a new dimension to the annual budget. The % Complete refers to the annual budget process. The Annual Financial Report for the year ended 30 June 2022 has now been signed off by the Office of the Auditor General.	70%
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	<span style="color: green;">●</span>	<p>The LG Amendment Bill was introduced to Parliament in February 2023. City officers provided a verbal update on key components to the Audit and Risk Management Committee at its meeting held 7 March 2023.</p> <p>Work will now progress to ensure that the City is ready to implement the reforms when they become law.</p> <p>A policy for the management of electronic attendance for Council Meetings has been approved by the Council.</p> <p>A demonstration of the new online petitions module was provided to Council in March. The new functionality will be released in April 2023.</p> <p>A six month Council agenda schedule has now been established so that the ELT have a six month view of key matters coming before the Council.</p> <p>The CEO Probation Review was completed during Q3, and will be presented to Council in April 2023 for adoption.</p> <p>The Ward Boundary and Representation Review was completed during Q3, with a submission made to the LGAB by 14 February 2023. It is anticipated that the outcome of the LGAB deliberations will be available by the end of April.</p> <p>City officers have commenced planning for the 2023 Ordinary Elections. A quote has been received from the WAEC to conduct the election.</p>	75%%

**PERFORMANCE REPORTING - QUARTER 3: JANUARY 2023 - MARCH 2023**

SERVICE PROGRESS REPORTING - QTR. 3 - 2022/23				● On-Track ● On-Hold ● Off-Track		
SCP Alignment	Service	Service Description	Branch	Status Q3	Progress Comment: Q3	% Complete Q3
L2.1.1	People, Culture and Safety	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	●	The team have progressed with the negotiations for the two Industrial Agreements, through a high workload quarter with recruitment being the main driver as well as a number of industrial issues that have arisen.	
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	●	Services and projects identified in branch plan are being delivered as planned.  Key deliverables this quarter include:  •Implementation of ASD essential 8 cyber security controls •Replace anti-virus solution with Microsoft Defender •Implemented vulnerability management and threat prevention •Reevaluate Microsoft Licensing agreement •Decommissioned and upgraded unsupported operating platforms •1925 support requests •Upgraded Email services from on-premise to be hosted externally online •Undertaking of first phases of OneDrive implementation •Implemented additional security controls at external sites by adding firewalls •Bayswater Waves network upgrades •Project Eden implementation •TechnologyOne ERP online services delivery and business-as-usual maintenance •Disaster Recovery site upgrades •Network infrastructure upgrades to throughput and disaster recovery capabilities •CCTV infrastructure maintenance	75%

**PERFORMANCE REPORTING - QUARTER 3: JANUARY 2023 - MARCH 2023**

SERVICE PROGRESS REPORTING - QTR. 3 - 2022/23				<span style="color: green;">●</span> On-Track <span style="color: orange;">●</span> On-Hold <span style="color: red;">●</span> Off-Track		
SCP Alignment	Service	Service Description	Branch	Status Q3	Progress Comment: Q3	% Complete Q3
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	<span style="color: green;">●</span>	Libraries delivered this quarter include content collect, frontline services and programs. Key deliverables this quarter include: - Items loaned - 86,502 (23.4% increase on 2022) - Public PC sessions - 6,430 (0.5% increase on 2022) - WIFI sessions commenced - 4,330 - New library memberships processed - 1,102 (23.8% increase on 2022) - Activity session attendances - 4,890 - Corporate customer service - (rates payments, animal registrations/renewals, waste services etc) processed - 3,650  New services/initiatives delivered - <i>Magic the Gathering program</i> . Games based program aimed at engaging vulnerable and isolated youth. - <i>Give a Stich program</i> . Community led program for young people. - Writers workshops. Program scope expanded in terms of target audience and locations delivered. - 1001 Books before Year One program. Grant funded literacy reading program for pre year 1 children.  General Comment - Large interest and attendance at the library's fifth Drag Queen Storytime session. Attracted over 80 attendees of all ages. - Significant growth in individuals seek involvement in the English Conversation Program. Morley Library attendances have increased from eight per session to over 25 per session.	75%
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	<span style="color: green;">●</span>	Workshops have been held throughout Quarter 3 to progress the development of Service Plans, Project Plans and the Corporate Business Plan.  Draft Service Plans have now been presented to Council, with positive feedback received. Project Plans are underway, along with revisions to the service plans.  These plans will form the basis of the Corporate Business Plan which will be drafted during Q4, and presented to Council for adoption by 30 June 2023.  The Annual Report for 2023/22 has been drafted and circulated for comment. No comments were received. The City is still waiting for the Office of the Auditor General to sign-off the financial statements, and the annual report will then be submitted to Council for consideration. It is likely that the Annual Meeting of Electors will not be able to be held until May or June.  Quarterly performance reporting for Q2 was presented to the Audit and Risk Management Committee (ARMC) in March. Q3 reporting will be presented to the May ARMC meeting.	

**PERFORMANCE REPORTING - QUARTER 3: JANUARY 2023 - MARCH 2023**

SERVICE PROGRESS REPORTING - QTR. 3 - 2022/23				<span style="color: green;">●</span> On-Track <span style="color: orange;">●</span> On-Hold <span style="color: red;">●</span> Off-Track		
SCP Alignment	Service	Service Description	Branch	Status Q3	Progress Comment: Q3	% Complete Q3
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	<span style="color: green;">●</span>	Services and projects identified in branch plan are being delivered as planned.  Highlights as follows:  Hosted industry machinery demonstration at Maylands Golf Course.  Successfully negotiated with DWER an increase to the City's groundwater allocation to compensate for the inclusion of unlicensed bores and Shearn Memorial Park.  Undertaken successful trial of latest sprinkler technology featuring opposing nozzle design. The opposing nozzle design offers excellent water distribution. With primary and secondary nozzles on opposing sides of the turret, streaming arcs in opposite directions as the sprinkler rotates for outstanding mid-range and close-in watering. This has resulted in more efficient distribution of water which eliminates circle effect on sports grounds, and approximately a 5% reduction in water usage.	75%
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	<span style="color: green;">●</span>	The City is currently working with consultants Porter's to finalise the cross section and feedback from the Councillor Briefing on 7 March 2023. A further report having regard to the Councillor feedback will be presented to the 26 April 2023 Ordinary Council Meeting, prior to work continuing.  The City's Placemaking Grants were advertised in late February / early March. The City is now assessing and finalising the outcomes before sending notification to the successful applicants.  The Reconnect Morley Project in partnership with RAC works have been completed. The final stages involves evaluation from external consultants.  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.	50%
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	<span style="color: green;">●</span>	The Fastrack timeframe is under review and will be reduced to one week. The online portal remains in progress with testing underway. New software in place however further officer training required to embed it. All other actions have been implemented.	
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	<span style="color: green;">●</span>	<ul style="list-style-type: none"> <li>• The City's Plant and Fleet area are still experiencing difficulty with hiring of staff and have managed with contract labour.</li> <li>• The further report of associated fleet costs as requested by ELT at its February ELT meeting has been finalized and is being presented to the April round of ELT meeting for further consideration.</li> <li>• Purchasing of fleet is 80 % complete with two parks trucks to be purchased once Parks staff are satisfied with the trials being undertaken</li> <li>• Delivery times for various items of plant even ordered in Q1 are due to supply constraints from manufacturers will see some items not being delivered until possibly the next financial</li> </ul>	80%

**PERFORMANCE REPORTING - QUARTER 3: JANUARY 2023 - MARCH 2023**

SERVICE PROGRESS REPORTING - QTR. 3 - 2022/23				<span style="color: green;">●</span> On-Track <span style="color: orange;">●</span> On-Hold <span style="color: red;">●</span> Off-Track		
SCP Alignment	Service	Service Description	Branch	Status Q3	Progress Comment: Q3	% Complete Q3
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	<span style="color: green;">●</span>	All content is now in the Open Windows contract management system other than the IT licences, and that work is currently under way in consultation with the IT Mgr as it requires reconciliation of all active and inactive vendor agreements. Further work has also been done on the guidance notes and procedures for tender development, contract formation and ongoing contractor performance management to make the information more accessible to all operational areas.	60%
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	<span style="color: green;">●</span>	Play Space Strategy Review Completed. Community Capital Request Works Completed of Bayswater Skatepark Opening Completed Season Ground Bookings Completed  City Winter	100%
C3.1.1	Commercial Activities	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	<span style="color: green;">●</span>	The Morley Sport and Recreation Centre remained a major focus in the commercial activities in quarter 3. Negotiations continued in an attempt to reach a mutually acceptable position in relation to the unplanned operating deficit. A proposal was presented to Council at the Ordinary Council Meeting held in January 2023 however remains unresolved at this time. Correspondence outlining BlueFit's final offer was submitted to the City in early March and will be presented to Council at the March OCM. Other Qtr. actions included the lease at Waves cafe which ended on 31 January 2023. Officers are planning to go out to the market in time for the facility's grand re-opening. Some interest from a prospective lessee for the RISE cafe and office space is being explored however early indications suggest that there may be the need to modify the office space to the lessee's requirements. This is not currently budgeted in the 2022-23 FY. With the resignation of the Economic Development Officer late in quarter 2 there is no allocation of resources for commercial activities. Plans are being developed to address this situation moving forward.	75%
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	<span style="color: green;">●</span>	Still awaiting return of lease renewals from tenants in order to execute new leases that have or are about to expire this financial year.	75%
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	<span style="color: orange;">●</span>	The digitisation project is pending formal budget approval. Overall, the City's record keeping systems are compliant, however the operational participation rate for saving records to ECM continues to be below the optimal level which is due in part to staff turnover. We are currently working on ways to resolve that issue.	50%

**PERFORMANCE REPORTING - QUARTER 3: JANUARY 2023 - MARCH 2023**

SERVICE PROGRESS REPORTING - QTR. 3 - 2022/23				<span style="color: green;">●</span> On-Track <span style="color: orange;">●</span> On-Hold <span style="color: red;">●</span> Off-Track		
SCP Alignment	Service	Service Description	Branch	Status Q3	Progress Comment: Q3	% Complete Q3
C1.1.1	Recreation Facilities	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	<span style="color: green;">●</span>	Strong visitation continues at Bayswater Waves, The RISE, and Maylands Waterland. With the warmer Summer weather, aquatic visitation at Waves has remained high in qtr. 2 with growth expected to start to decline in qtr. 3 as the cooler months approach. Despite ongoing refurbishment works, Waves remains in a strong position with higher than predicted-usage. It is anticipated that we may see this position change with usage declining to predicted levels as the lengthy refurbishment works progress into the cooler months. We are expecting significant aquatic and dry program growth once the facility reopens completely refurbished. The RISE visitation remains strong with record participation numbers through core programs and higher-than-expected participation numbers in the relocated group fitness program. Visitation at Maylands Waterland is dependent on the temperature and remains high when the weather exceeds 30 degrees. As the temperatures decline further so will visitation.	75%
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	<span style="color: green;">●</span>	The Risk Management Framework and Integrity Framework have both been endorsed by the Council in March 2023.  A review of the Fraud and Corruption Control Plan is underway. This plan will complement the Risk Management Framework and the Integrity Framework.  An RFT has been prepared to for the delivery of the City's Internal Audit Plan. This has been released for advertisement and the results will be presented to a future ARMC meeting.  A Strategic Risk Register review was undertaken with Executive during Q3. A workshop will be held with the ARMC during Q4.  Risk Review workshops with branches will commence during Q4.	
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	<span style="color: green;">●</span>	In January 2023, the WAPC endorsed the modified draft LPS. Subject to Council adoption of the public advertising methodology relating to the LPS at the 26 April 2023 Ordinary Council Meeting, the advertising is scheduled to commence in May 2023.  The City is currently finalising the scope of works for the Morley Station Precinct Structure Plan with the Department of Planning, Lands and Heritage. It is anticipated that the request for tender will be advertised in late April - May 2023.  The City has reviewed the car parking plans and cash-in-lieu of car parking and parking dispensation policies to align with the State Government's recently released guidelines and requirements. The updated plans and policies were advertised in early 2023. A report of the outcomes of the engagement is scheduled to be presented to the 23 May 2023 Ordinary Council Meeting.	50%

**PERFORMANCE REPORTING - QUARTER 3: JANUARY 2023 - MARCH 2023**

SERVICE PROGRESS REPORTING - QTR. 3 - 2022/23				● On-Track ● On-Hold ● Off-Track		
SCP Alignment	Service	Service Description	Branch	Status Q3	Progress Comment: Q3	% Complete Q3
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	●	<p>Total households with the FOGO service at the end of the quarter is 31,565, which exceeds the target number of 29,816. Ongoing support and education about FOGO is being provided to residents online and face to face at City events and facilities.</p> <p>The waste education program is continuing to encourage residents to adopt correct waste sorting behaviours and overall sustainable habits. A review of the current School Recycling Program is underway and will be tailored based on feedback from schools and community groups.</p> <p>Plans to operate a Household Hazardous Waste drop off at Baywaste are continuing. A consultant has been engaged to assist with the licence amendment for the site. Once the licence amendment is complete, construction of the sheds can begin.</p> <p>The City's contract with Cleanaway has been renewed for another 5 years and the City will undertake a contract performance review in the 23/24 FY.</p>	75%

**PERFORMANCE REPORTING - QUARTER 3: JANUARY 2023 - MARCH 2023**

CORPORATE BUSINESS PLAN PROGRESS REPORTING - QTR. 3 - 2022/23				<span style="color: green;">●</span> On-Track <span style="color: orange;">●</span> On-Hold <span style="color: red;">●</span> Off-Track		
SCP Alignment	Title	CBP Action	Branch	Status Q3	Progress Comment: Q3	% Complete Q3
L1.1.1	Community Perception Survey	Undertake a community perception survey every two years	Community Engagement	<span style="color: green;">●</span>	RFQ for the Community Perceptions survey has been advertised and will close on 15 April 2023. Aim to have the work completed by June 2023. Business Survey will take place next financial year. Memo to Council drafted to update them on progress.	80%
C1.2.1	Community Recreation Plan	Develop and implement a Community Recreation Plan.	Project Services	<span style="color: green;">●</span>	Community Sport and Recreation Facility Funding Approved for Hillcrest Changing Rooms. Procurement scope being drafted with install to commence October 2023. Federal Funding Grants for Lighting Park Spectator Cover and Noranda Soccer Changerooms being drafted with the Department of Infrastructure, Transport, Regional Dev, Communication and the Arts (Investing in our Communities Program)	60%
C1.1.1	Maylands Waterland redevelopment	Implement the approved future option for the Maylands Waterland site.	Project Services	<span style="color: green;">●</span>	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	<span style="color: green;">●</span>	Staff satisfaction surveys are completed every two years. This is due to allowing the City to address issues raised in the survey before another survey is undertaken. This has been the case for the last few years	0%

CORPORATE BUSINESS PLAN PROGRESS REPORTING - QTR. 3 - 2022/23				<span style="color: green;">●</span> On-Track <span style="color: orange;">●</span> On-Hold <span style="color: red;">●</span> Off-Track		
SCP Alignment	Title	CBP Action	Branch	Status Q3	Progress Comment: Q3	% Complete Q3
B2.1.4	Bayswater Town Centre pedestrian friendly	Investigate a pedestrian friendly shared place in the Bayswater Town Centre.	Development and Place	<span style="color: green;">●</span>	This will be implemented with Development WA and PTA as part of the redevelopment of the Bayswater Station and the surrounding precinct. The City is working with Evolve (Development WA and PTA's consultants) on detailed road and public realm design of these two agencies.	75%
C1.3.1	CPTED in Town Centre developments	Apply Crime Prevention Through Environmental Design principles in Town Centre developments.	Development and Place	<span style="color: green;">●</span>	CPTED principles are applied through projects as they arise particularly as a part of precinct planning and development application assessments.	75%
B3.2.1	Facilitate shopping precincts	Facilitate the development of shopping precincts.	Development and Place	<span style="color: green;">●</span>	The City has also finalised the RAC Grand Promenade Precinct Upgrade (with some landscaping still to occur in a suitable season), with the installation of alfresco spaces, lighting and a mural.	90%
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	<span style="color: green;">●</span>	In January 2023 the WAPC endorsed the modified draft LPS. Subject to Council adoption of the public advertising methodology relating to the LPS at the 26 April 2023 Ordinary Council Meeting, the advertising is scheduled to commence in May 2023.	50%
B2.1.3	Parking Management Strategies for Town Centres	Develop remaining Parking Management Strategies for Town Centres.	Development and Place	<span style="color: orange;">●</span>	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 2022/23 budget. Accordingly, 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	<span style="color: green;">●</span>	The City is developing the Strategy in house and a draft document is currently being prepared. It is anticipated the draft strategy will now be presented to Council in mid-late 2023, mainly due to other higher priorities.	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	<span style="color: green;">●</span>	<ul style="list-style-type: none"> <li>•Improve assessment sheets/processes – to ensure consistency and nothing is missed. New medium density code assessment sheet required.</li> <li>•Continue to improve relationships with internal referral partners and review the four day response timeframe.</li> <li>•Further improve DCU process by inviting other departments to include items on DCU agenda.</li> <li>•Trapeze training – officers to undertake training to use the new improved version.</li> <li>•Ensure the online lodgement portal (prior to going live,) is flexible and customer friendly – It is noted the customer satisfaction survey noted this as a matter applicants have difficulty with in other LG's.</li> <li>•Improve the FastTrack system by reducing the time period to five working days for current fast track application categories e.g., carports, patios, sheds etc. and expand it to include single houses which would be in accordance with the current timeframe (14 days) or less if possible.</li> </ul>	75%

CORPORATE BUSINESS PLAN PROGRESS REPORTING - QTR. 3 - 2022/23				<span style="color: green;">●</span> On-Track <span style="color: orange;">●</span> On-Hold <span style="color: red;">●</span> Off-Track		
SCP Alignment	Title	CBP Action	Branch	Status Q3	Progress Comment: Q3	% Complete Q3
B1.1.1	Streetscape upgrade for Morley & Bayswater	Develop and implement a streetscape upgrade plan for Morley and Bayswater.	Development and Place	<span style="color: green;">●</span>	The City presented the cross section option to the Councillor Briefing held on 7 March 2023, and having regard to the Councillor feedback a further report will be presented to the 26 April 2023 Ordinary Council Meeting.	35%
B1.1.2	Streetscape upgrade for Noranda	Develop and implement a streetscape upgrade plan for Noranda.	Development and Place	<span style="color: orange;">●</span>	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 2022/23 budget. Accordingly, 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	<span style="color: green;">●</span>	The City presented the cross section option to the Councillor Briefing held on 7 March 2023, and having regard to the Councillor feedback a further report will be presented to the 26 April 2023 Ordinary Council Meeting.	35%
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	<span style="color: orange;">●</span>	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 2022/23 budget process, however no funds were allocated. The City received funding for a precinct structure 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	<span style="color: green;">●</span>	<p>The City has finalised the RAC Reconnect Morley Project with the installation of entry structures, seats and shade along Progress Street.</p> <p>The City has also finalised the RAC Grand Promenade Precinct Upgrade (with some landscaping still to occur in a suitable season), with the installation of alfresco spaces, lighting and a mural.</p> <p>The Bert Wright Park concept plan is currently being modified to incorporate more landscaping and to ensure it can still be delivered given the rising costs. This is currently being drafted by the City.</p>	90%
C2.1.1	Aged Care asset review	Review of Aged Care assets.	Business Services	<span style="color: green;">●</span>	The draft sub-leases have been sent to the Department of Communities for comment. The draft Business plan has been approved via the Committee (with minor changes) and an updated valuation is currently being arranged in preparation for the Major Land Transaction	50%
L3.1.3	Implementation of Strategies	Provide an annual report to on the implementation of approved strategies.	Governance and OPD	<span style="color: green;">●</span>	The Audit and Risk Management Committee will be presented with an update on the annual review of strategies at its next meeting scheduled for May 2023.	75%%

CORPORATE BUSINESS PLAN PROGRESS REPORTING - QTR. 3 - 2022/23				<span style="color: green;">●</span> On-Track <span style="color: orange;">●</span> On-Hold <span style="color: red;">●</span> Off-Track		
SCP Alignment	Title	CBP Action	Branch	Status Q3	Progress Comment: Q3	% Complete Q3
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	<span style="color: green;">●</span>	Development of online services in-line with the City's digital transformation strategy. Online services include facilities for online submission of building permits and development applications; animal registrations; an appeals process and advanced payment options. Eden ERP project progressing to as per schedule.	75%
L3.1.1	Elected Member Training	Co-ordinate ongoing training programs for elected members.	Governance and OPD	<span style="color: green;">●</span>	<ul style="list-style-type: none"> <li>• Cr Johnson completed CEO Performance Review Training on 29 November 2022 and was noted in a Delegate's Report to the January OCM.</li> <li>• Cr Johnson attended the WALGA Urban Forest Conference on 17 February 2023 and was noted in Delegate's Report to the March OCM.</li> <li>• Cr Johnson completed the WALGA Environment and Sustainability Course on 19 March 2023 and is noted in a Delegate's Report to the April OCM.</li> <li>• Cr Palmer also attended the WALGA Urban Forest Conference on 17 February 2023 but did not supply a Delegate's Report.</li> </ul>	75%
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	<span style="color: green;">●</span>	The preparation of the 5 year plan is ongoing. To be delivered end of Q4.	50%
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	<span style="color: green;">●</span>	Total households with the FOGO service at the end of the quarter is 31,565, which exceeds the target number of 29,816. Ongoing support and education about FOGO is being provided to residents online and face to face at City events and facilities.	98%
N2.1.2	Waste education for community	Deliver waste education to the community in partnership with other stakeholders.	Sustainability Environment and Waste	<span style="color: green;">●</span>	Waste Recovery Education Officer providing ongoing community education at City events.	75%

**PERFORMANCE REPORTING - QUARTER 3: JANUARY 2023 - MARCH 2023**

INFORMING STRATEGIES ACTION PROGRESS REPORTING - QTR. 3 - 2022/23				<span style="color: green;">●</span> On-Track <span style="color: orange;">●</span> On-Hold <span style="color: red;">●</span> Off-Track		
SCP Alignment	Strategy	Strategy Actions 2022-2023	Branch	Status Q3	Progress Comment: Q3	% Complete Q3
C4.1.1	Access and Inclusion Plan	Provide high-level update of strategy actions/outcomes implemented this quarter	Community Development	<span style="color: green;">●</span>	Overall the City has completed 16 actions to date from a total of 54 actions in total. Two actions have discontinued; one due to the Eden review integration, and one has not progressed mainly due to insufficient funds and COVID-19 impact	50%
L2.1.1	Advocacy Strategy	Provide high-level update of strategy actions/outcomes implemented this quarter	CEO	<span style="color: green;">●</span>	Progress reported in CEO's KPIs	
C4.1.1	Age Friendly Strategy 2021-2025	Provide high-level update of strategy actions/outcomes implemented this quarter	Community Development	<span style="color: green;">●</span>	Priority 1 (2.1) progressing with advertising to increase the pool of volunteer bus drivers to trail service. Priority 2 (5.2) progressing with investigation of grants to fund showcasing of stories. Priority 3 (5.5) Complete, with elder abuse workshops and training delivered. Progressing for a grant for Older Persons Rights Service workshops. Priority 4 (8.4) Complete.	50%
C1.1.1	CCTV Strategy 2019-2028	Provide high-level update of strategy actions/outcomes implemented this quarter	Rangers and Security	<span style="color: green;">●</span>	<ul style="list-style-type: none"> <li>• IT currently investigating the upgrade of Milestone Software to improve functionality and provide an licence plate recognition search function – Strategy 1.3</li> <li>• Funding sought to improve camera infrastructure beyond the end of life expectancy – Strategy 2.2</li> <li>• Trial of Aero Ranger electronic parking enforcement equipment undertaken and funding sought for next financial year – Strategy 2.4</li> <li>• Negotiations ongoing to allow copied Aero Ranger LPR data to be shared with WA Police – Strategy 2.7, 3.4 and 5.1</li> <li>• New conduit installed at AP Hinds / Riverside Gardens T-Junction to allow for future expansion of surveillance coverage along Milne Street inclusive of Ellis House – Strategy 3.1</li> <li>• Liaison with MRD, Tonkin Gap Alliance to discuss installation options for CCTV and lighting under Tonkin Highway Bridge at Claughton Reserve. This is ongoing – Strategy 3.1</li> <li>• Trial of CCTV camera trailer from Town of Bassendean to determine effectiveness – Strategy 3.2</li> <li>• WA Police has approached City of Bayswater to introduce a Rates related rebate for the take up of installation of CCTV at private premises and report via CamMaps. Unable to be facilitated at this time due to cost and resources - Strategy 6.4</li> </ul>	100%
E4.1.1	Collective Local Biodiversity Strategy	Provide high-level update of strategy actions/outcomes implemented this quarter	Sustainability Environment and Waste	<span style="color: green;">●</span>	Ongoing environmental restoration of natural areas. Plants ordered for winter 2023 revegetation. Naturelink Presentation	75%

INFORMING STRATEGIES ACTION PROGRESS REPORTING - QTR. 3 - 2022/23				<span style="color: green;">●</span> On-Track <span style="color: orange;">●</span> On-Hold <span style="color: red;">●</span> Off-Track		
SCP Alignment	Strategy	Strategy Actions 2022-2023	Branch	Status Q3	Progress Comment: Q3	% Complete Q3
L1.1.1	Community Engagement Strategy	Provide high-level update of strategy actions/outcomes implemented this quarter	Community Engagement	<span style="color: green;">●</span>	As part of our staff learning program, 8 staff members have been trained this quarter in engagement basics and as project administrators on Engage Bayswater. 1 staff member has also been trained in IAP2 Engagement Essentials. In this quarter we only had one main engagement - Crime and Safety Plan. There was a 8% reduction from very good to good across all the community engagement areas. A lot of the comments were due to promotion. Due to increasing number of projects across the organisation capacity of staff to undertake actions of the strategy implementation action plan have been minimal. The CE team continue to train staff, but other business improvement areas such as template reviews have been put on hold.	75%
C1.1.1	Community Recreation Plan	Provide high-level update of strategy actions/outcomes implemented this quarter	Project Services	<span style="color: green;">●</span>	Community Sport and Recreation Facility Fund application to Department of Local Government Sport and Culture not approved to progress Skate and BMX Strategy. City now developing with internal budget. Community Sport and Recreation Fund to provide additional changerooms at Upper Hillcrest Reserve approved. Community Sport and Recreation Facility Fund to replace and upgrade sports floodlighting at Halliday Park approved.	100%
C4.1.1	Cultural Plan 2019-2024	Provide high-level update of strategy actions/outcomes implemented this quarter	Community Development	<span style="color: green;">●</span>	The is progressing with 26 actions. In this period the City delivered two flash mobs integrated into the Volunteer Thank you Luncheon, with burlesque dancers; and at the International Women's Day Event with the Fringe Menagerie singers.	100%
V2.1.1	Destination Marketing Strategy	Provide high-level update of strategy actions/outcomes implemented this quarter	Development and Place	<span style="color: orange;">●</span>	Funds not allocated to implement this strategy in 2022/23. Accordingly, this strategy is not progressing at this stage.	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	<span style="color: green;">●</span>	Community Battery Program, review of Emission Reduction and Renewable Energy Plan required	25%
E4.1.1	Environmental Liveability Framework 2021-45	Provide high-level update of strategy actions/outcomes implemented this quarter	Sustainability Environment and Waste	<span style="color: green;">●</span>	Ongoing Plan Preparation	25%

INFORMING STRATEGIES ACTION PROGRESS REPORTING - QTR. 3 - 2022/23				<span style="color: green;">●</span> On-Track <span style="color: orange;">●</span> On-Hold <span style="color: red;">●</span> Off-Track		
SCP Alignment	Strategy	Strategy Actions 2022-2023	Branch	Status Q3	Progress Comment: Q3	% Complete Q3
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 appointed a property consultant to undertake a current market review and analysis of the Morley Activity Centre. The consultant will complete the report in May 2023. Some actions from the Interim Economic Development Strategy may be dependent of the outcome of the report.  In light of the advice from Water Corporation that they are not currently progressing infill sewerage upgrades in the Bayswater Industrial Area. The City is seeking quotes from consultants for the preparation of a business case for submission to the State Government.  The City has prepared a draft investment prospectus which should be completed by May 2023..  The City is currently organising a Business and Investor Breakfast on Friday 12 May 2023.  The City has been in contact with Registered Training Organisations in the	50%
E3.1.1	Local Bike Plan	Provide high-level update of strategy actions/outcomes implemented this quarter	Engineering and Spatial Services	●	The plan is out for community feedback finishing 4 May, 2023 in readiness for an item to Council in May for adoption.	
C4.1.1	Local Homelessness Strategy	Provide high-level update of strategy actions/outcomes implemented this quarter	Community Development	●	Following adoption the DoT will make comment and then the document will be ready for corporate styling to be completed in June, 2023.	40%
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	●	Ph.1 - Frank Drago (Bayswater) and Bayswater Waves (Embleton) treatments will be near complete in April, 2023. Only final signs & line marking by MRWA. Ph.2.1 – Shearn Park, Weld Square & Maylands Central, plus Ph.2.2 Beaufort Park & RA Cook all going to second engagement (E2) for draft treatment plan in May, 2023 and treatment deliver before the end of 2023 Ph.2.3 – Hillcrest, Whatley Cres North & Maylands Peninsula going to E1 (community lived experience in May 2023).	Ph. 1 - 95% Ph.2.1 - 50% Ph. 2.2 - 50% Ph. 2.3 - 30%
V2.1.1	Morley Activity Centre	Provide high-level update of strategy actions/outcomes implemented this quarter	Development and Place	●	Ph.2.1 – Shearn Park, Weld Square & Maylands Central, plus Ph.2.2 Beaufort Park & RA Cook all going to second engagement (E2) for draft treatment plan in May, 2023 and treatment deliver before the end of 2023	35%
C1.1.1	Play Space Strategy 2019-29	Provide high-level update of strategy actions/outcomes implemented this quarter	Project Services	●	Ph.2.3 – Hillcrest, Whatley Cres North & Maylands Peninsula going to E1 (community lived experience in May 2023).	75%
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	●	The City has continued to deliver a range of public health initiatives to the community.	98%
C4.1.1	Reconciliation Action Plan	Provide high-level update of strategy actions/outcomes implemented this quarter	Community Development	●	The City has progressed to deliver 11 deliverables of the Reconciliation Action Plan.	50%

INFORMING STRATEGIES ACTION PROGRESS REPORTING - QTR. 3 - 2022/23				<span style="color: green;">●</span> On-Track <span style="color: orange;">●</span> On-Hold <span style="color: red;">●</span> Off-Track		
SCP Alignment	Strategy	Strategy Actions 2022-2023	Branch	Status Q3	Progress Comment: Q3	% Complete Q3
C4.1.1	The Platform Youth Action Plan 2019 - 2023	Provide high-level update of strategy actions/outcomes implemented this quarter	Community Development	<span style="color: green;">●</span>	Position filled, and progressed to complete four deliverables, with Youth Advisory Council returned after while staff resources were low. There are 10 deliverables on track to progress out of 14 deliverables. Youth Week plans complete with three deliverables for youth available, and has partnered with local businesses to deliver training.	75%
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	<span style="color: green;">●</span>	The Reconnect Morley Project in partnership with RAC works have been completed. The final stages involves evaluation from external consultants. The remainder of budgeted works for Bert Wright Park will be completed prior to end of financial year.	75%
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	<span style="color: green;">●</span>	The City has reviewed the car parking plans and cash-in-lieu of car parking and parking dispensation policies to align with the State Government's recently released guidelines and requirements. The updated plans and policies were advertised in early 2023. A report of the outcomes of the engagement is scheduled to be presented to the 23 May 2023 Ordinary Council Meeting.	40%
E4.1.1	Urban Forest Strategy	Provide high-level update of strategy actions/outcomes implemented this quarter	Sustainability Environment and Waste	<span style="color: green;">●</span>	Plan requires update in 2024	25%
E4.1.1	Waterwise Bayswater 2020-2030	Provide high-level update of strategy actions/outcomes implemented this quarter	Sustainability Environment and Waste	<span style="color: green;">●</span>	Contractor selected for detailed design of Rudlock Reserve Basin	25%

**PERFORMANCE REPORTING - QUARTER 3: JANUARY 2023 - MARCH 2023**

CITY OF BAYSWATER- PERFORMANCE MEASURE REPORTING - QTR. 3 - 2022/23						<span style="color: green;">●</span> On-Track <span style="color: orange;">●</span> On-Hold <span style="color: red;">●</span> Off-Track	
Action Type	Title	SCP and CBP Measure	Branch	Qtr. 3	Qtr. 4	Progress Indicator Q3	Notes Q3
CBPM	Public Health Plan	Environmental Health - Number of targets achieved from the City's Public Health and Wellbeing Plan	Environmental Health and Statutory Building	68		<span style="color: green;">●</span>	Of the 69 actions within the plan - 68 (98%) have been addressed. 38 (55%) are fully complete and require no further action, 30 (43%) have been actioned and are ongoing and 1 is no longer applicable due to a budget allocation reduction (provision of immunisation clinics).
CBPM	Attendance at City managed events	Number of attendees at City managed events	Community Development	5,100		<span style="color: green;">●</span>	The Australia Day Citizenship Ceremony and BBQ breakfast had lower numbers than usual mainly due to post COVID trend (500). The Community Concert had lower numbers mainly due to the extreme hot weather (4,000). The International Women's Day had increased numbers (200). The Evening in the Park had lower numbers due to location and cooler weather (400).
CBPM		Financial Services - Financial Health Score (Department of Local Government, Sport and Cultural Industries)	Financial Services				Annual Reporting
CBPM	Cycleways and Footpaths	Engineering Services - Kilometres of cycleways and footpaths created or upgraded.	Engineering and Spatial Services		TBC		Annual Reporting
CBPM	City's volunteers	Number of volunteers in the City or percentage of residents who volunteer (Level of volunteerism by City residents (Volunteering WA))	Community Development	75		<span style="color: green;">●</span>	The City has increased promotion to recruit new volunteers, with six pending applications.
CBPM	Engagement Activities	Number of engagement activities with the business community.	Development and Place	2		<span style="color: green;">●</span>	The City has undertaken the placemaking grants process which will assist 35 local businesses improve their shop front or promote their business.  Additionally the City is currently planning a Business and Investment Breakfast on 12 May 2023 to attract potential investors and build awareness of the investment opportunities available within the City.
CBPM	Town Centres - Structure Plans	Progress towards implementing structure plans for town centres.	Development and Place	80%		<span style="color: orange;">●</span>	Noranda is the only town centre without an endorsed Structure Plan. The structure plan was not funded in the 2022/23 budget. Accordingly, this project is not progressing at this time.
CBPM	Industry Awards	Number of industry awards applied and outcome	Communications and Marketing				The responsibility for the application of industry awards is now the full responsibility of individual branches and is no longer supported by the Communications Team (due to resources being re-allocated to the Social Media function). This data will be collated and reported in the 4th quarter.
CBPM	Participation in engagement	Number of participants in community engagement	Community Engagement	8,800		<span style="color: green;">●</span>	The City has had 8,800 unique visitors to the engage Bayswater website in the quarter. This is more than double of the same period in the FY 21/22. Community Engagement Projects that the CE Team have advised / assisted on this quarter include the following: Crime Prevention and Safety Plan, Events Strategy, IDAC Project, Play space upgrades x 1, LPS, Local Law reviews, Planning Policies. 84 new registrations were made to the site during this period - half from the same quarter in FY21/22.

CITY OF BAYSWATER- PERFORMANCE MEASURE REPORTING - QTR. 3 - 2022/23						● On-Track ● On-Hold ● Off-Track	
Action Type	Title	SCP and CBP Measure	Branch	Qtr. 3	Qtr. 4	Progress Indicator Q3	Notes Q3
CBPM	Environmental Strategies	The number of environmental strategies developed and outcomes achieved.	Sustainability, Environment and Waste	1		●	Total households with the FOGO service at the end of the quarter is 31,565, which exceeds the target number of 29,816. Ongoing support and education about FOGO is being provided to residents online and face to face at City events and facilities.
CBPM	Water Usage and Management	Water usage and management	Sustainability, Environment and Waste	1		●	Detailed design for Rudock Reserve Water Sensitive Urban Design.
CBPM	Waste Targets	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	95%		●	Annual Reporting
SCPM	Tree Canopy	Parks and Gardens - Percentage of tree canopy cover - (working towards Council's aspirational target of 20% cover)	Parks and Gardens	0		On-Track	Progressing planning stage for 2023 winter planting program.  Public campaigns and promotions advertising tree planting delivered by Communications team.
SCPM	Public/Play Space Development	Parks and Gardens - Number of public/play spaces developed	Parks and Gardens	0		On-Track	Feredy Reserve on track to be delivered.  Birkett has been put on hold until further notice due to anti social activity in the area. This is being followed up by the City with the Department of Communities.  Other projects identified in branch plan are progressing through various stages as planned.
SCPM	Businesses Operating/Employment Opportunities	Number of businesses operating in the City Number of employment opportunities in the City	Development and Place	2,125		●	An audit of the City's businesses was last undertaken in 2021.
SCPM	Events and initiatives	Community and Civic Events - The number of City-led events	Community Development	4		●	Four City led events occurred through community development, with the last of the summer series on 15 April 2023.
SCPM	Annual Grant Program	Number of grant applications/outcomes against the annual grant program to support community groups to lead community events and initiatives	Development and Place	38		●	The City has recently undertaken the placemaking grants process which will assist 35 local businesses improve their shop front or promote their business and three community groups hold events. All funding was exhausted as a part of this process.
SCPM	Events and initiatives	Number of events and initiatives focused on town centres.	Development and Place	12		●	The City has finalised the RAC Reconnect Morley Project with the installation of entry structures, seats and shade along Progress Street.  The City has also finalised the RAC Grand Promenade Precinct Upgrade (with some landscaping still to occur in the suitable season), with the installation of alfresco spaces, lighting and a mural.

CITY OF BAYSWATER- PERFORMANCE MEASURE REPORTING - QTR. 3 - 2022/23						<span style="color: green;">●</span> On-Track <span style="color: orange;">●</span> On-Hold <span style="color: red;">●</span> Off-Track	
Action Type	Title	SCP and CBP Measure	Branch	Qtr. 3	Qtr. 4	Progress Indicator Q3	Notes Q3
SCPM	General Waste	Waste Management -Tonnes of general waste to landfill per year (report by quarter)	Sustainability, Environment and Waste	4,000		<span style="color: green;">●</span>	general waste, MUDs (front lifts), MRF residual waste tonnages and public litter bins. It excludes the waste delivered to Baywaste and any forms of green waste/FOGO as this material is recovered.  Total Landfill Q3 (Domestic Waste, Bulk Verge and Constitute) = 4,000
SCPM	Satisfaction with the Facilities and Services (Community Perceptions Survey Data)	Percentage of the community satisfied with facilities and services for older adults (Community Perceptions Survey Data)	Community Engagement	77.20%		<span style="color: green;">●</span>	RFQ for the Community Perceptions survey has been advertised and will close on 15 April 2023. Aim to have the work completed by June 2023.
SCPM	Satisfaction with the Footpaths and Cycleways. (Community Perceptions Survey Data)	Percentage of the community satisfied with footpaths and cycleways. (Community Perceptions Survey Data)	Community Engagement	73%		<span style="color: green;">●</span>	RFQ for the Community Perceptions survey has been advertised and will close on 15 April 2023. Aim to have the work completed by June 2023.
SCPM	Satisfaction with the Streetscapes and Building Design and Scale. (Community Perceptions Survey Data)	Percentage of the community satisfied with streetscapes and building design and scale. (Community Perceptions Survey Data)	Community Engagement	73.10%		<span style="color: green;">●</span>	RFQ for the Community Perceptions survey has been advertised and will close on 15 April 2023. Aim to have the work completed by June 2023.
SCPM	City-led programs	The number of City-led community programs connecting people to opportunities to participate	Community Development	23		<span style="color: green;">●</span>	Duplication of the computer mentoring sessions was amalgamated with the libraries.
SCPM	City's volunteers	Community Care and Aged Services - The number of hours the City's volunteers contributed	Community Development	6000		<span style="color: green;">●</span>	More volunteers are assisting members at the community centres. More volunteers used at the events, and an increase participation of volunteers in the Youth Advisory Council.
SCPM	City-led programs	Library Services - The number of City-led community programs connecting people to opportunities to participate	Community Development	26		<span style="color: green;">●</span>	<b>Adult Programs</b> - Number of programs (individual programs not number of sessions) - 16 - Program attendance – 1,036 Adult Program highlights for the quarter: - Increase in the number of individuals seeking English conversation experiences, e.g. Morley Library English Conversation Group sessions attendances have increased from 8 to over 25. <b>Children and Youth Programs</b> - Number of programs (individual programs not number of sessions) - 10 - Program attendance – 3,860 <b>Children and Youth Program highlights include:</b> - Launch of grant funded 1001 Books before year one program. - Two new programs (Magic the Gathering and Give a Stich) commenced during the quarter. The sessions aim to young adults in activities that reduce their isolation and engage with others that have similar interests.

CITY OF BAYSWATER- PERFORMANCE MEASURE REPORTING - QTR. 3 - 2022/23						● On-Track ● On-Hold ● Off-Track	
Action Type	Title	SCP and CBP Measure	Branch	Qtr. 3	Qtr. 4	Progress Indicator Q3	Notes Q3
SCPM	Libraries	The number of visits to City-run libraries	Community Development	54,752		●	Bayswater Library - 13,542 visitations Maylands Library - 18,904 visitations (16.5% increase) Morley Library - 22,306 visitations(9.4% increase) <b>All Libraries - 54,752 visitations (8.6% increase on 2022)</b>
SCPM	Recreation Centres	The number of visits to City-run recreation centres - Waves and The RISE	Recreation	Waves 191,231 RISE 38,495 MWL 1,200		● On-Track	Attendance is down slightly due to access control issues incurred during the weeks that the transportable and tree issues were attended to. This would have caused the attendance stats to be under-reported. RISE stats are showing lower as they are now being formulated through recorded attendance as opposed to general assumptions.
SCPM	Satisfaction with the City as a place to live (Community Perceptions Survey Data)	Percentage of community satisfied with the City as a place to live (Community Perceptions Survey Data)	Community Engagement	75.00%		●	RFQ for the Community Perceptions survey has been advertised and will close on 15 April 2023. Aim to have the work completed by June 2023.
SCPM	Annual Grant Program	Number or grant applications/outcomes against the annual grant program to support community groups to lead community events and initiatives	Community Development	3		●	The City awarded three Community Events grants in March, and are currently assessing nine Better Bayswater grants.
SCPM	City-led Programs	Environmental Sustainability - Number of City-led community programs connecting people to opportunities to participate	Sustainability, Environment and Waste	3		●	Night Stalk, Frog forage, Nature link presentation.
SCPM	Renewable Energy	Environmental Sustainability - Percentage of renewable energy used for corporate operations.	Sustainability, Environment and Waste	75		●	Ongoing 100% renewable electricity purchased for all City buildings and facilities. Sustainability Officer hired.
SCPM	River and Foreshore Health	Environmental Sustainability - Number of projects that support river and foreshore health.	Sustainability, Environment and Waste			●	Grant applications Swan Canning Riverpark Urban Forest (SCRUF) program.
SCPM	Plants Planted in Natural Areas	Environmental Sustainability - Number of plants planted in natural areas (bushlands, wetlands, river foreshore).	Sustainability, Environment and Waste	89,310		●	Annual Reporting
SCPM	Tree Canopy	Environmental Sustainability - Percentage of tree canopy cover - (working towards Council's aspirational target of 20% cover)	Sustainability, Environment and Waste	14.55%		●	Annual Reporting

**PERFORMANCE REPORTING - QUARTER 3: JANUARY 2023 - MARCH 2023**

CEO KPI PROGRESS REPORTING - QTR. 3 - 2022/23				<span style="color: green;">●</span> On-Track <span style="color: orange;">●</span> On-Hold <span style="color: red;">●</span> Off-Track		
SCP Alignment	Title	Deliverable	Branch	Status Q3	Progress Comment: Q3	% Complete Q3
L2.1.1	Ensure ongoing Financial Sustainability	<b>Review the City's Long-Term Financial Plan.</b> <ul style="list-style-type: none"> <li>Draft LTFP presented to Council at the February 2023 Budget Workshop. Financial overview provided November 2022.</li> <li>Final LTFP ready for Council endorsement by 30 June 2023.</li> </ul>	Financial Services	<span style="color: green;">●</span>	Currently being worked on as part of the 2023-24 budget. Once the 2023-24 Rate Setting Statement is close to being finalised this will be the base for the LTFP.	70%
L2.1.1	Support Equitable Rating	<b>Review the City's rating system.</b> <ul style="list-style-type: none"> <li>Draft Rating Strategy presented to Council at the February 2023 Budget Workshop.</li> <li>Final Rating Strategy adopted, and rates ready for advertisement by May 2023.</li> </ul>	Financial Services	<span style="color: red;">●</span>	The draft rating strategy will follow the adoption of the 2023-24 budget. At the previous workshop it was generally agreed that the strategy and differential rates would be reviewed as part of the 2024-25 budget process.	10%
V2.2.1	Review City Property Portfolio	<b>Progress the implementation of the City's Land Acquisition and Disposal Strategy.</b> <ul style="list-style-type: none"> <li>Ongoing implementation with quarterly progress updates to 30 June 2023.</li> </ul>	Recreation and Commercial Activities	<span style="color: green;">●</span>	A preliminary review of City properties was undertaken in quarter 2 with a number of follow-up actions prioritised. Recent staffing changes have left this project area without a resource. Plans are currently being developed to rectify this situation to minimise the impact on progress into the future.	10%
L4.1.1	Lead improved organisational change	<b>Undertake an organisational review.</b> <ul style="list-style-type: none"> <li>Organisational Review completed and Improvement Plan developed and presented to Council.</li> </ul> <b>Develop and implement an Improvement Plan to ensure alignment and delivery capability of the City's outcomes, defined by Councils' strategic direction.</b> <ul style="list-style-type: none"> <li>Improvement Plan implemented, with quarterly progress reports to Council.</li> </ul>	Governance and OPD	<span style="color: green;">●</span>	The Organisation Review has been completed, and the results presented to the CEO Review Committee in March 2023. The results will be presented to Council in April 2023.  An Improvement Plan will now be developed to identify priority actions for implementation over the next 12-24 months. The improvement plan will be prepared during Q4.	70%
L4.1.1	Lead improved organisational change	<b>Review the City's approach to the implementation of the Integrated Planning and Reporting Framework to ensure the process is Council-led.</b> <ul style="list-style-type: none"> <li>Council-led business planning and budget process to commence in November 2022.</li> <li>Council Plan (Corporate Business Plan) and Annual Budget for 2023/24 ready for adoption by 30 June 2023.</li> <li>Re-establish ongoing quarterly performance reporting against the Council Plan (Corporate Business Plan).</li> </ul>	Governance and OPD	<span style="color: green;">●</span>	Draft Services Plans were presented to Council at a business planning and budget workshop held on 14 March 2023. These plans were costed and should changes to services and service FTE (where applicable).  Council provided input and asked questions in relation to the Service Plans. Responses to questions were sent out Friday 31 March 2023.  Updated Services Plans and Project Plans will be presented back to Council in May 2023. These plans will form the basis of the Corporate Business Plan which will also be drafted during Q4.  The final Corporate Business Plan will be presented to Council in early June, so that it can be considered and adopted by Council prior to 30 June 2023.  A new Council Policy on the Integrated Planning and Reporting Framework is also being drafted and will be presented to the Policy Development Committee in June 2023.	70%

CEO KPI PROGRESS REPORTING - QTR. 3 - 2022/23				<span style="color: green;">●</span> On-Track <span style="color: orange;">●</span> On-Hold <span style="color: red;">●</span> Off-Track		
SCP Alignment	Title	Deliverable	Branch	Status Q3	Progress Comment: Q3	% Complete Q3
L4.1.1	Lead sustained Council governance	<b>Implement the LG Reforms to ensure ongoing compliance with legislative requirements.</b> <ul style="list-style-type: none"> <li>Ward boundaries review completed and submitted to the LGAB no later than 14 February 2023.</li> <li>All other reforms, as required by transition dates in legislation, with quarterly progress reports to Council.</li> </ul>	Governance and OPD	●	The Ward Boundary and Representation Review was considered by Council at its January OCM and a submission was made to the LGAB by the deadline of 14 February 2023. The City awaits the outcome of that proposal to the LGAB.  The LG Amendment Bill 2023 was introduced to Parliament in February 2023. A verbal update on the proposed reforms was provided to the ARMC at its meeting held 7 March 2023. City officers are making preparations to ensure that the City is ready to introduce any changes as and when they become law.	70%
L4.1.1	Lead sustained Council governance	<b>Review and improve audit and risk management processes and reduce the number of outstanding audit actions that are older than 12 months.</b> <ul style="list-style-type: none"> <li>Review key audit and risk management processes by 31 Jan 2023.</li> <li>Implement process improvements identified through review by 30 June 2023</li> <li>Reduce overall number of outstanding audit items by 30 June 2023 with quarterly updates on progress to Council.</li> </ul>	Governance and OPD	●	The updated Risk Management Framework and the Integrity Framework were adopted by the Council at its March OCM.  The Fraud and Corruption Plan is currently under review and will be submitted to the May ARMC meeting.  A review of the City's Strategic Risk Register has commenced with the Executive Leadership Team, and a review will shortly be carried out with the ARMC.  Risk reviews with branch managers will be commencing during Q4.  The Regulation 17 audit will take place in May 2023.  An RFT for the City's Internal Auditors has been released for advertisement.	75%
V2.1.1	Lead economic development, advocacy and the development of future partnerships	<b>Identify new business attraction opportunities within the City.</b> <ul style="list-style-type: none"> <li>New Economic Development Strategy presented to Council by 30 June 2023.</li> </ul>	Development and Place	●	<ul style="list-style-type: none"> <li>The City is further developing a City of Bayswater Investment Prospectus which will be completed by May 2023.</li> <li>Additionally, the Chief Executive Officer and Director Community and Development held a meeting with ISPT Super Property as a potential investor to promote the 'Open for Business' message.</li> <li>The City has organised a Business and Investor Breakfast for 12 May 2023.</li> <li>The City has appointed a property consultant to undertake a current market review and analysis of the Morley Activity Centre. The consultant will complete the report in May 2023. Some actions from the Interim Economic Development Strategy may be dependent on the outcome of this report.</li> <li>The City has been in contact with Property Council and UDIA to compare possible opportunities. Further progress may be dependent on the consultant report referred to above.</li> <li>The City has prepared a list of potential investors and local property owners. Further progress may be dependent on the consultant report referred to above.</li> </ul>	50%
V2.1.1	Lead economic development, advocacy and the development of future partnerships	<b>Identify opportunities for future partnerships.</b> <ul style="list-style-type: none"> <li>Ongoing implementation with quarterly progress updates by 30 June 2023.</li> </ul>	Development and Place	●	The City is partnering with the Department of Planning, Lands and Heritage (DPLH) to develop the Morley Station Precinct Structure Plan (on a 50:50 cost sharing basis). The project will be led by the City in collaboration with the DPLH. This will enable the City to ensure that critical components are fully addressed in the Plan.  The City and the DPLH have finalised the scope of works and the tender process will commence 22 April 2023, for a period of four weeks, and a consultant appointed shortly afterward.	25%

CEO KPI PROGRESS REPORTING - QTR. 3 - 2022/23				<span style="color: green;">●</span> On-Track <span style="color: orange;">●</span> On-Hold <span style="color: red;">●</span> Off-Track		
SCP Alignment	Title	Deliverable	Branch	Status Q3	Progress Comment: Q3	% Complete Q3
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. • Revised plan to be developed by 31 Jan 2023. • Ongoing implementation with quarterly progress updates by 30 June 2023.	CEO	●	The City has been developing a list of advocacy projects, which will be presented to Council via a workshop.  In June, the CEO will travel to Canberra with the Mayor, Deputy Mayor and Cr Palmer to participate in the Australian Local Government Association's National General Assembly to advocate on behalf of the City of Bayswater. City staff are scheduling meetings with relevant Ministers to advocate on specific projects while the delegation is in Canberra.  A Business and Investor Breakfast has been planned for 12 May 2023 to encourage investment in the City of Bayswater.	20%

**8.8 Debtors write-off**

<b>Responsible Branch:</b>	Financial Services
<b>Responsible Directorate:</b>	Corporate and Strategy
<b>Authority/Discretion:</b>	Legislative
<b>Voting Requirement:</b>	Simple Majority Required
<b>Attachments:</b>	1. CONFIDENTIAL - Infringement debtors list - for debts under \$500 [8.8.1 - 1 page]

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

**SUMMARY**

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

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

That Council notes for the period 1 January 2023 to 28 February 2023, an amount of \$1,592.22 of sundry (infringement) debts as outlined in Attachment 1 and rates penalty interest of \$224.57 has been written off under delegated authority.

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

**CARRIED UNANIMOUSLY: 4/0**

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

***Against: Nil.***

***Cr Michelle Sutherland withdrew from the meeting at 5:46pm and rejoined the meeting at 5:47pm.***

**BACKGROUND**

This report provides an overview of debts that have either been written off or that require Council approval to write off under Delegated Authority *FM-D05 Granting Concessions and Write-Offs*

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.

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 debts relate to 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 Delegated Authority *FM-D05 Granting Concessions and Write-Offs* gives delegated authority to the Chief Executive Officer to write off any sundry debtors 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.

## EXTERNAL CONSULTATION

Not applicable.

## OFFICER'S COMMENTS

### Infringement Debtors

The infringement write-off list (**Attachment 1**) refers to current infringements where either the City cannot acquire the offender's details from the Department of Transport or the Fines Enforcement Registry (FER) has advised that the debt is not recoverable or economical to enforce. The amount written off under Delegated Authority is \$1,592.22.

### Rates Penalty Interest

Penalty interest associated with rates with an account balance of \$5 or less are written off under Delegated Authority. For the period 1 January 2023 to 28 February 2023, 258 properties had a small balance of penalty interest totalling \$224.57, which was written off under Delegated Authority.

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

## LEGISLATIVE COMPLIANCE

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

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

## RISK ASSESSMENT

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

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

## FINANCIAL IMPLICATIONS

Debts written-off 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 \$1,592.22 of sundry (infringement) debts has been written off in **Attachment 1** and \$224.57 of rates penalty interest have been written off under delegated authority.

## **COMMITTEE RESOLUTION - ADOPTION BY EXCEPTION**

**That the recommendations relating to items: 8.5, 8.6, 8.7 and 8.9 contained in the agenda be adopted by exception as per section 5.5 of the *City of Bayswater Standing Orders Local Law 2021*.**

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

**CARRIED UNANIMOUSLY: 4/0**

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

***Against: Nil.***

***Cr Michelle Sutherland withdrew from the meeting at 5:49pm.***

## 8.9 Update on Local Government Reform

<b>Responsible Branch:</b>	Governance and Organisational Strategy
<b>Responsible Directorate:</b>	Office of the CEO
<b>Authority/Discretion:</b>	Executive/Strategic
<b>Voting Requirement:</b>	Simple Majority
<b>Attachments:</b>	1. LGA Reform Proposals [8.9.1 - 33 pages]
<b>Refer:</b>	Item 10.6.2.1: OCM 31.01.2023 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 UNANIMOUSLY BY EXCEPTION (EN BLOC): 4/0**

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

**Against:** Nil.

### 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 have already been implemented.

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.

On 24 March 2023, the Hon John Carey, Minister for Housing; Lands; Homelessness and Local Government, released a media statement to advise that the [Local Government Amendment Bill 2023](#) (Amendment Bill) has been passed by the Legislative Assembly and will now be considered by the Legislative Council. At the time of drafting this report, the bill has been read a second time at the Legislative Council.

The Amendment Bill incorporates “tranche one reforms”. The Department of Local Government is continuing to work with the sector on “tranche two reforms, including the establishment of the new Local Government Inspector and local government monitors for early intervention.

## EXTERNAL CONSULTATION

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

## OFFICER'S COMMENTS

The table below explores the key changes proposed by the Amendment Bill that will have implications for the City of Bayswater. It is not a complete list of all of the amendments to the Act. At this stage the exact implementation dates and details of transitional arrangements are not known.

Amendment Bill Proposal	Comment/Status for City of Bayswater
Introduction of optional preferential voting, bringing local government elections more in line with State and Federal elections.	<p>The optional preferential voting system provides for an elector to number the candidates on the ballot paper in the order of their choice. Electors may vote for just one candidate or provide preferences for some or all candidates. The elector has control over their preferences and which candidate, if any, they are directed to.</p> <p>Under the proposed legislation, the election of the Mayor, Ward Councillors; Deputy Mayor and the Chairperson/Deputy Chairperson of each Committee for the City of Bayswater would all be conducted using the optional preferential voting system, with the Mayor and Ward Councillors being directly elected by the electors of the district and the Deputy Mayor and Chairperson positions being elected by the Council and Committee respectively.</p> <p>At a webinar organised by the DLGSCI on 27 April 2023, officers from the WAEC informed participants that the counting of votes under the optional preferential voting system will be more complex and is expected to take longer than for previous elections. They advised the count may take up to two days, with the announcement of successful candidates likely being made on day three (the Monday following the election date).</p> <p>Due to the extended timeframe for the count and announcement of successful candidates, the meeting dates for the Swearing in Ceremony and Election of Deputy Mayor and the first Agenda Briefing Forum of the new Council will likely need to be rescheduled.</p> <p>The City will be further engaging the Western Australian Electoral Commission to seek information and advice on the method to be used to count votes for the 2023 Ordinary Elections.</p>
Public election of a Mayor or President required for all larger councils.	<p>The Amendment Bill amends S2.11 of the Act to provide the power to make regulations which may require the election of the Mayor or President to be directly by the electors.</p> <p>The Council has already proactively implemented this proposed reform, and at the Special Council Meeting of 11 October 2022 resolved that public election of the office of the Mayor should take place at the 2023 Ordinary Council Elections.</p>
The size of Councils to be aligned with the size of the population for each local government area.	<p>As the City of Bayswater has less than 75,000 residents, it will be required to reduce to nine Councillors including the directly elected Mayor by the 2025 Ordinary Elections.</p>

	<p>In preparation for this reduction of members, Council proactively instigated a Ward and Representation Review and at its meeting of 31 January 2023, resolved for the Chief Executive Officer to prepare a report to the Local Government Advisory Board (LGAB) proposing retention of a four ward structure with amendments to existing ward boundaries over two elections (2023 and 2025) which would allow for the number of Council positions to be reduced from 11 to 10 Councillors at the 2023 Ordinary Election, by removing one Councillor position from the Central Ward, and reducing from 10 to eight Councillors at the 2025 Ordinary Elections, by removing one Councillor position from the North Ward and one Councillor position from the West Ward.</p> <p>At the time of writing this report, the City is awaiting the determination on the above proposal from the LGAB.</p>
<p>Enabling reforms to the owners and occupiers roll to prevent the use of 'sham leases', addressing critical findings of the City of Perth Inquiry.</p>	<p>The amendment bill provides for regulations to be made to deal with the eligibility requirements for an occupier in relation to the owner occupier roll. It also amends s4.32 of the Act to require that a claim for enrolment as an occupier cannot be accepted unless the claimant has had the lease for 12 months prior to making the claim. This is intended to prevent the procurement of a short lease for the sole purpose of obtaining a vote or standing for election. The amendment bill also provides for expiry of enrolment eligibility claims made by a person on the basis of occupation of rateable property, stating that the claim expires when the person ceases to occupy the property,</p> <p>The City will need to alter its Enrolment Eligibility Claim form (Form 2, <i>Local Government (Elections) Regulations 1997</i>) in accordance with the amendments to those regulations, once made.</p> <p>The City is currently reviewing these forms to make them easier to read and understand.</p>
<p>State-wide caretaker periods during ordinary council elections</p>	<p>The proposed state-wide caretaker provisions would take effect from the close of nominations and end on the day the returning officer declares the result of the election.</p> <p>The new legislation proposes to change the due date for nominations for local government elections. The current legislation requires that nominations close at 4pm, 37 days before polling day. The Amendment Act changes the date of close of nominations to 4pm, 44 days before polling day. This would mean that if the 2023 elections go ahead on 21 October, the caretaker period would begin at 4pm on 7 September 2023. This means the City will likely need to reschedule its September Council Meeting, which is currently planned for 12 September 2023.</p> <p>The City already has a <a href="#">Caretaker Election Period Policy</a>, which will be reviewed to ensure alignment with the legislation and to ensure the correct references to the legislation are included, once introduced.</p>
<p>Setting of standardised council meeting procedures.</p>	<p>The amendments to the Act allow for regulations to be made prescribing standardised meeting procedures for local governments.</p> <p>No action is required on this amendment until the regulations regarding standardised meeting procedures are made.</p>
<p>Establishing mandated communications agreements</p>	<p>The communications agreement would regulate the steps that a Council member who wants information must take, and the steps</p>

<p>between council members and the local government administration.</p>	<p>that the CEO must take if the member requests information. The agreement would also cover the way in which, and the circumstances in which, dealings and communications may be had between Council or Committee members and employees. This amendment to the Act also allows for regulations to be made specifying the content that should and shouldn't be included in a communications agreement.</p> <p>No implementation can be undertaken on this amendment until the relevant regulations are made.</p>
<p>Enabling reforms to require all local governments to publish information through online registers, including registers that disclose information about local government leases, grants, and goods and services contracts.</p>	<p>The amendment provides that the regulations may require a local government CEO to keep registers which must be published on a local government's website. These regulations may include the form of the register and requirements for timely updating. It is intended that these registers include:</p> <ul style="list-style-type: none"> <li>• A register of the leases the City is party to.</li> <li>• A register of grants and sponsorship given by a local government</li> <li>• A register of all the contracts for goods and services the local government has entered into</li> <li>• Register of matters relating to the function of the local government under the <i>Planning and Development Act 2005</i>.</li> </ul> <p>The City is aware of this future requirement, and awaiting the new regulations to ensure the registers will be in the correct form.</p>
<p>Introducing new requirements for the publication of performance indicators and results for all local government Chief Executive Officers, with provision for limited exemptions for sensitive matters.</p>	<p>The amendments will require the publication of:</p> <ul style="list-style-type: none"> <li>• The CEO's performance criteria as set out in their contract;</li> <li>• Any report prepared relating to the CEO's performance against criteria.</li> <li>• The CEO's response to any report on their performance against criteria.</li> </ul> <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> <p>An update on progress against the CEO Key Performance Indicators is provided to the ARMC and the Council each quarter through the agenda for the Ordinary Council Meeting. Going forwards, this information can also be made available on a dedicated page on the City's website.</p>
<p>Parental leave entitlements for Councillors.</p>	<p>Section 2.25 is to be amended to enable Councillors to take parental leave of up to six months, where the member gives birth or adopts, or becomes the guardian or foster parent of a child under 16 years of age.</p> <p>The proposed amendments to the Act would also enable the automatic reduction of the quorum for a Council or Committee where the Council member is taking parental leave based on new subsection 2.25.</p> <p>No action is required at this time.</p>
<p>New requirement for the individual votes of each Council member to be recorded in the minutes of the meeting.</p>	<p>This is already an established practice at the City.</p>

Mandating live streaming and recording of council meetings.	The Amendment Act provides for regulations to be made for livestreaming of Council and Committee meetings.  The City already livestreams and records its meetings in accordance with the Council resolution of 24 August 2021.
Local Governments to be able to remunerate independent committee members to receive fees and expenses for their services within Salaries and Allowances Tribunal Limits.	No action at this stage but the City will need to follow these provisions when organising payments for independent committee members following the law being made.  This can be done at the time of appointment to the Committee.

## 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
<b>Conclusion</b>	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 can 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 some of the reform proposals.



# Local Government Reforms: Full Reform Proposals



# Theme 1: Early Intervention, Effective Regulation and Stronger Penalties

CURRENT PROVISIONS	ORIGINAL PROPOSAL	AMENDED PROPOSAL
<b>1.1 Early Intervention Powers</b>		
<ul style="list-style-type: none"> <li>• 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"> <li>○ Suspend or dismiss councils</li> <li>○ Appoint Commissioners</li> <li>○ Suspend or order remedial action (such as training) for individual councillors.</li> </ul> </li> <li>• The Act also provides the Director General with the power to:                             <ul style="list-style-type: none"> <li>○ Conduct Authorised Inquiries</li> <li>○ Refer allegations of serious or recurrent breaches to the State Administrative Tribunal</li> <li>○ Commence prosecution for an offence under the Act.</li> </ul> </li> <li>• 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.</li> </ul>	<ul style="list-style-type: none"> <li>• It is proposed to establish a Chief Inspector of Local Government (the Inspector), supported by an Office of the Local Government Inspector (the Inspectorate).</li> <li>• The Inspector would receive minor and serious complaints about elected members.</li> <li>• The Inspector would oversee complaints relating to local government Chief Executive Officers (CEOs).</li> <li>• Local Governments would still be responsible for dealing with minor behavioural complaints.</li> <li>• The Inspector would have powers of a standing inquiry, able to investigate and intervene in any local government where potential issues are identified.</li> <li>• 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.</li> <li>• The Inspector would have powers to implement minor penalties for less serious breaches of the Act, with an appeal mechanism.</li> <li>• The Inspector would also have the power to order a local government to address non-compliance with the Act or Regulations.</li> </ul>	<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"> <li>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.</li> </ul>	<ul style="list-style-type: none"> <li>The Inspector would be supported by a panel of Local Government Monitors (see item 1.2).</li> <li>The existing Local Government Standards Panel would be replaced with a new Conduct Panel (see item 1.3).</li> <li>Penalties for breaches to the Local Government Act and Regulations will be reviewed and are proposed to be generally strengthened (see item 1.4).</li> <li>These reforms would be supported by new powers to more quickly resolve issues within local government.</li> </ul>	
<b>1.2 Local Government Monitors</b>		
<ul style="list-style-type: none"> <li>There are currently no legislative powers for the provision of monitors/temporary advisors.</li> <li>The DLGSC provides support and guidance to local governments, however, there is no existing mechanism for pre-qualified, specialised assistance to manage complex cases.</li> </ul>	<ul style="list-style-type: none"> <li>A panel of Local Government Monitors would be established.</li> <li>Monitors could be appointed by the Inspector to go into a local government and try to resolve problems.</li> <li>The purpose of Monitors would be to proactively fix problems, rather than to identify blame or collect evidence.</li> <li>Monitors would be qualified specialists, such as:                             <ul style="list-style-type: none"> <li>Experienced and respected former Mayors, Presidents, and CEOs - to act as mentors and facilitators</li> <li>Dispute resolution experts - to address the breakdown of professional working relationships</li> <li>Certified Practising Accountants and other financial specialists to assist with financial management and reporting issues</li> <li>Governance specialists and lawyers - to assist councils to resolve legal issues</li> <li>Human Resource and procurement experts - to help with processes like recruiting a CEO or undertaking a major land transaction.</li> </ul> </li> </ul>	<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"> <li>Only the Inspector would have the power to appoint Monitors.</li> <li>Local governments would be able to make requests to the Inspector to appoint Monitors for a specific purpose.</li> </ul>	
<b>1.3 Conduct Panel</b>		
<ul style="list-style-type: none"> <li>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.</li> <li>Currently, the Panel makes findings of alleged breaches based on written submissions.</li> <li>The City of Perth Inquiry report made various recommendations that functions of the Local Government Standards Panel be reformed.</li> </ul>	<ul style="list-style-type: none"> <li>The Standards Panel is proposed to be replaced with a new Local Government Conduct Panel.</li> <li>The Conduct Panel would be comprised of suitably qualified and experienced professionals. Sitting councillors will not be eligible to serve on the Conduct Panel.</li> <li>The Inspector would provide evidence to the Conduct Panel for adjudication.</li> <li>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.</li> <li>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.</li> <li>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.</li> </ul>	<p>No major changes to the central concepts. Work to develop and refine detail is ongoing.</p>

CURRENT PROVISIONS	ORIGINAL PROPOSAL	AMENDED PROPOSAL
<b>1.4 Review of Penalties</b>		
<ul style="list-style-type: none"> <li>There are currently limited penalties in the Act for certain types of non-compliance with the Act.</li> </ul>	<ul style="list-style-type: none"> <li>Penalties for breaching the Act are proposed to be strengthened.</li> <li>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.</li> <li>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).</li> <li>It is proposed that a councillor who is suspended multiple times may become disqualified from office.</li> <li>Councillors who do not complete mandatory training within a certain timeframe will also not be able to receive sitting fees or allowances.</li> </ul>	<p><b>Disqualifications</b></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>
<b>1.5 Red Card Referrals</b>		
<ul style="list-style-type: none"> <li>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.</li> <li>Differences between local governments is a source of confusion about the powers that presiding members have to deal with disruptive behaviours at council meetings.</li> </ul>	<ul style="list-style-type: none"> <li>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).</li> <li>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"> <li>Require the Presiding Member to issue a clear first warning.</li> <li>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.</li> </ul> </li> </ul>	<p><b>Red Cards Not Progressed</b></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"> <li>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.</li> </ul>	<ul style="list-style-type: none"> <li>A councillor issued with a red card will still vote but must not speak or move motions.</li> <li>If the person continues to be disruptive, the Presiding Member can instruct that they leave the meeting.</li> <li>Any Presiding Member who uses the “red card” or ejection power will be required to notify the Inspector.</li> <li>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.</li> </ul>	
<p><b>1.6 Vexatious Complaint Referrals</b></p>		
<ul style="list-style-type: none"> <li>No current provisions.</li> </ul>	<ul style="list-style-type: none"> <li>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.</li> <li>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.</li> <li>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.</li> <li>A person who is deemed an unreasonable complainant can appeal to the Inspector.</li> </ul>	<p>No major changes. Work to develop and refine detail is ongoing.</p>

CURRENT PROVISIONS	ORIGINAL PROPOSAL	AMENDED PROPOSAL
<b>1.7 Other Minor Reforms</b>		
<ul style="list-style-type: none"> <li>Other minor reforms are being considered to enhance the oversight of local government.</li> <li>Ministerial Circulars have traditionally been used to guide the local government sector.</li> </ul>	<ul style="list-style-type: none"> <li>Potential other reforms to strengthen guidance for local governments are being considered.</li> <li>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.</li> <li>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.</li> </ul>	<p><b>Primary and Annual Returns</b> 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
<b>2.1 Resource Sharing</b>		
<ul style="list-style-type: none"> <li>The Act does not currently include specific provisions to allow for certain types of resource sharing – especially for sharing CEOs.</li> <li>Regional local governments would benefit from having clearer mechanisms for voluntary resource-sharing.</li> </ul>	<ul style="list-style-type: none"> <li>Amendments are proposed to encourage and enable local governments, especially smaller regional local governments, to share resources, including Chief Executive Officers and senior employees.</li> <li>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.</li> </ul>	<p>No major changes. Work to develop and refine detail is ongoing.</p>
<b>2.2 Standardisation of Crossovers</b>		
<ul style="list-style-type: none"> <li>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.</li> <li>This can create confusion and complexity for homeowners and small businesses in the construction sector.</li> </ul>	<ul style="list-style-type: none"> <li>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.</li> <li>A Crossover Working Group has provided preliminary advice to the Minister and DLGSC to inform this.</li> <li>The DLGSC will work with the sector to develop standardised design and construction standards.</li> </ul>	<p>No major changes. Work to develop and refine detail is ongoing.</p>

CURRENT PROVISIONS	ORIGINAL PROPOSAL	AMENDED PROPOSAL
<b>2.3 Introduce Innovation Provisions</b>		
<ul style="list-style-type: none"> <li>Currently, the Act has very limited provisions to allow for innovations and responses to emergencies (such as the Shire of Bruce Rock Supermarket).</li> </ul>	<ul style="list-style-type: none"> <li>New provisions are proposed to allow exemptions from certain requirements of the Act for:                             <ul style="list-style-type: none"> <li>Short-term trials and pilot projects</li> <li>Urgent responses to emergencies.</li> </ul> </li> </ul>	No major changes. Work to develop and refine detail is ongoing.
<b>2.4 Streamline Local Laws</b>		
<ul style="list-style-type: none"> <li>Local laws are required to be reviewed every eight years.</li> <li>The review of local laws (especially when they are standard) has been identified as a burden for the sector.</li> <li>Inconsistency between local laws is frustrating for residents and business stakeholders.</li> </ul>	<ul style="list-style-type: none"> <li>It is proposed that local laws would only need to be reviewed by the local government every 15 years.</li> <li>Local laws not reviewed in the timeframe would lapse, meaning that old laws will be automatically removed and no longer applicable.</li> <li>Local governments adopting Model Local Laws will have reduced advertising requirements.</li> </ul>	No major changes. Work to develop and refine detail is ongoing.
<b>2.5 Simplifying Approvals for Small Business and Community Events</b>		
<ul style="list-style-type: none"> <li>Inconsistency between local laws and approvals processes for events, street activation and initiatives by local businesses is frustrating for business and local communities.</li> </ul>	<ul style="list-style-type: none"> <li>Proposed reforms would introduce greater consistency for approvals for:                             <ul style="list-style-type: none"> <li>alfresco and outdoor dining</li> <li>minor small business signage rules</li> <li>running community events.</li> </ul> </li> </ul>	No major changes. Work to develop and refine detail is ongoing.
<b>2.6 Standardised Meeting Procedures, Including Public Question Time</b>		
<ul style="list-style-type: none"> <li>Local governments currently prepare individual standing order local laws.</li> <li>The Act and regulations require local governments to allocate time at meetings for questions from the public.</li> <li>Inconsistency among the meeting procedures between local governments is a common source of complaints.</li> </ul>	<ul style="list-style-type: none"> <li>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.</li> <li>Regulations would introduce standard requirements for public question time and the procedures for meetings generally.</li> </ul>	<p><b>Electors' Meetings</b> Further minor changes to Electors Meetings are proposed to:</p> <ul style="list-style-type: none"> <li>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).</li> </ul>

CURRENT PROVISIONS	ORIGINAL PROPOSAL	AMENDED PROPOSAL
	<ul style="list-style-type: none"> <li>Members of the public across all local governments would have the same opportunities to address council and ask questions.</li> </ul>	<ul style="list-style-type: none"> <li>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)</li> <li>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.</li> </ul>
<b>2.7 Regional Subsidiaries</b>		
<ul style="list-style-type: none"> <li>Initiatives by multiple local governments may be managed through formal Regional Councils or less formal “organisations of councils” such as NEWROC and WESROC.</li> <li>These initiatives typically have to be managed by a lead local government.</li> <li>In 2016-17, provisions were introduced to allow for the formation of Regional Subsidiaries.</li> <li>Regional Subsidiaries can be formed in line with the <i>Local Government (Regional Subsidiaries) Regulations 2017</i>.</li> <li>So far, no Regional Subsidiary has been formed.</li> </ul>	<ul style="list-style-type: none"> <li>Work is continuing to consider how Regional Subsidiaries can be best established to:                             <ul style="list-style-type: none"> <li>enable Regional Subsidiaries to provide a clear and defined public benefit for people within member local governments</li> <li>provide for flexibility and innovation while ensuring appropriate transparency and accountability of ratepayer funds</li> <li>where appropriate, facilitate financing of initiatives by Regional Subsidiaries within a reasonable and defined limit of risk</li> <li>Ensure all employees of a Regional Subsidiary have the same employment conditions as those directly employed by member local governments.</li> </ul> </li> </ul>	<p><b>Financial Reporting</b> 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><b>Borrowing for Projects</b> 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
<b>3.1 Recordings and Live-Streaming of All Council Meetings</b>		
<ul style="list-style-type: none"> <li>• Currently, local governments are only required to make written minutes of meetings.</li> <li>• 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.</li> <li>• Issues relating to behaviours and decisions at meetings constitute a large proportion of complaints about local governments.</li> <li>• 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 factors<sup>1</sup> such as:                         <ul style="list-style-type: none"> <li>○ Growth and development</li> <li>○ Strategic planning issues</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• It is proposed that all local governments will be required to record meetings.</li> <li>• Band 1 and 2 local governments would be required to live-stream meetings and make video recordings available as public archives.</li> <li>• 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.</li> <li>• Band 1 and 2 local governments would be required to live-stream meetings and make video recordings available as public archives.</li> <li>• Several local governments already use platforms such as YouTube, Microsoft Teams and Vimeo to stream and publish meeting recordings.</li> <li>• Limited exceptions would be made for meetings held outside the ordinary council chambers, where audio recordings may be used.</li> <li>• 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.</li> </ul>	<p><b>Limited Exemptions</b></p> <p>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>

<sup>1</sup> See page 3 of the [2018 Salaries and Allowance Tribunal Determination](#)

CURRENT PROVISIONS	ORIGINAL PROPOSAL	AMENDED PROPOSAL
<ul style="list-style-type: none"> <li>○ Demands and diversity of services provided to the community</li> <li>○ Total expenditure</li> <li>○ Population</li> <li>○ Staffing levels.</li> </ul>	<ul style="list-style-type: none"> <li>● These local governments would still be encouraged to Livestream or video record meetings.</li> <li>● 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.</li> </ul>	
<b>3.2 Recording All Votes in Council Minutes</b>		
<ul style="list-style-type: none"> <li>● 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.</li> <li>● The existing provision does not mandate transparency.</li> </ul>	<ul style="list-style-type: none"> <li>● 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.</li> <li>● Regulations would prescribe how votes are to be consistently minuted.</li> </ul>	<p>No major changes. Work to develop and refine detail is ongoing.</p>
<b>3.3 Clearer Guidance for Meeting Items that may be Confidential</b>		
<ul style="list-style-type: none"> <li>● The Act currently provides broad definitions of what type of matters may be discussed as a confidential item.</li> <li>● There is limited potential for the review of issues managed as confidential items under the current legislation.</li> </ul>	<ul style="list-style-type: none"> <li>● 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.</li> <li>● 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.</li> <li>● Items not prescribed as being confidential could still be held as confidential items only with the prior written consent of the Inspector.</li> <li>● All confidential items would be required to be audio recorded, with those recordings submitted to DLGSC.</li> </ul>	<p><b>Specific Provisions</b> 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"> <li>● clarify that only a limited part of a meeting specific to confidential information (e.g., receiving legal advice) may be closed</li> </ul>

CURRENT PROVISIONS	ORIGINAL PROPOSAL	AMENDED PROPOSAL
		<ul style="list-style-type: none"> <li>• 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</li> <li>• Specify that certain matters (CEO appointment, management of behavioural complaints about elected members, local government cybersecurity) must be held confidentially</li> <li>• Require that any other matters proposed to be considered confidentially will require the prior approval of the Inspector.</li> </ul>
<b>3.4 Additional Online Registers</b>		
<ul style="list-style-type: none"> <li>• Local governments are required to provide information to the community through annual reports, council minutes and the publication of information online.</li> <li>• Regular online publication of information can substitute for certain material in annual reports.</li> <li>• Consistency in online reporting across the sector will provide ratepayers with better information.</li> </ul>	<ul style="list-style-type: none"> <li>• 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.</li> </ul> <p>The following new registers, each updated quarterly, are proposed:</p> <ul style="list-style-type: none"> <li>○ <b>Lease Register</b> to capture information about the leases the local government is a party to (either as lessor or lessee)</li> <li>○ <b>Community Grants Register</b> to outline all grants and funding provided by the local government</li> </ul>	<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"> <li>• These registers supplement the simplification of financial statements in Theme 6.</li> </ul>	<ul style="list-style-type: none"> <li>○ <b>Interests Disclosure Register</b> that collates all disclosures made by elected members about their interests related to matters considered by council</li> <li>○ <b>Applicant Contribution Register</b> accounting for funds collected from applicant contributions, such as cash-in-lieu for public open space and car parking</li> <li>○ <b>Contracts Register</b> that discloses all contracts above \$100,000.</li> </ul>	
<p><b>3.5 Chief Executive Officer Key Performance Indicators (KPIs) be Published</b></p>		
<ul style="list-style-type: none"> <li>• It is a requirement of the Act that CEO performance reviews are conducted annually.</li> <li>• 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.</li> <li>• Additional performance criteria can be used for performance review by agreement between both parties.</li> </ul>	<ul style="list-style-type: none"> <li>• 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"> <li>○ Be published in council meeting minutes as soon as they are agreed prior to (before the start of the annual period)</li> <li>○ The KPIs and the results be published in the minutes of the performance review meeting (at the end of the period)</li> <li>○ 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).</li> </ul> </li> </ul>	<p><b>Limited Exemptions</b> 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
<b>4.1 Community and Stakeholder Engagement Charters</b>		
<ul style="list-style-type: none"> <li>• There is currently no requirement for local governments to have a specific engagement charter or policy.</li> <li>• Many local governments have introduced charters or policies for how they will engage with their community.</li> <li>• Other Australian States have introduced a specific requirement for engagement charters.</li> </ul>	<ul style="list-style-type: none"> <li>• 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.</li> <li>• A model Charter would be published to assist local governments who wish to adopt a standard form.</li> </ul>	<p>No major changes. Work to develop and refine detail is ongoing.</p>
<b>4.2 Ratepayer Satisfaction Surveys (Band 1 and 2 local governments only)</b>		
<ul style="list-style-type: none"> <li>• Many local governments already commission independent surveying consultants to hold a satisfaction survey of residents/ratepayers.</li> <li>• These surveys provide valuable data on the performance of local governments.</li> </ul>	<ul style="list-style-type: none"> <li>• 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.</li> <li>• Results would be required to be reported publicly at a council meeting and published on the local government’s website.</li> <li>• All local governments would be required to publish a response to the results.</li> </ul>	<p><b>Standardised Questions</b> 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
<b>4.3 Introduction of Preferential Voting</b>		
<ul style="list-style-type: none"> <li>The current voting method for local government elections is first-past-the-post.</li> <li>The existing first-past-the-post does not allow for electors to express more than one preference.</li> <li>The candidate with the most votes wins, even if that candidate does not have a majority.</li> <li>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.</li> </ul>	<ul style="list-style-type: none"> <li>Preferential voting is proposed to be adopted as the method to replace the current first past the post system in local government elections.</li> <li>In preferential voting, voters number candidates in order of their preferences.</li> <li>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.</li> <li>All other states use a form of preferential voting for local government.</li> </ul>	<p><b>Optional Preferential Voting</b> 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>
<b>4.4 Public Vote to Elect the Mayor and President</b>		
<ul style="list-style-type: none"> <li>The Act currently allows local governments to have the Presiding Member (the Mayor or President) elected either:                             <ul style="list-style-type: none"> <li>by the electors of the district through a public vote; or</li> <li>by the council as a resolution at a council meeting.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Mayors and Presidents of all local governments perform an important public leadership role within their local communities.</li> <li>Band 1 and 2 local governments generally have larger councils than those in bands 3 and 4.</li> <li>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.</li> <li>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.</li> </ul>	<p>No major changes. Work to develop and refine detail is ongoing. Transitional arrangements are under consideration.</p>

CURRENT PROVISIONS	ORIGINAL PROPOSAL	AMENDED PROPOSAL
<b>4.5 Tiered Limits on the Number of Councillors</b>		
<ul style="list-style-type: none"> <li>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.</li> <li>The Panel Report recommended electoral reforms to improve representativeness.</li> </ul>	<ul style="list-style-type: none"> <li>It is proposed to limit the number of councillors based on the population of the entire local government.</li> <li>Some smaller local governments have already been moving to have smaller councils to reduce costs for ratepayers.</li> <li>The <a href="#">Local Government Panel Report</a> proposed for a population of:                             <ul style="list-style-type: none"> <li>up to 5,000 – five councillors (including the President)</li> <li>between 5,000 and 75,000 – five to nine councillors (including the Mayor/President)</li> <li>above 75,000 – nine to fifteen councillors (including Mayor).</li> </ul> </li> </ul>	<p><b>Change for Smaller Local Governments</b> 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>
<b>4.6 No Wards for Small Councils (Band 3 and 4 Councils only)</b>		
<ul style="list-style-type: none"> <li>A local government can make an application to be divided into wards with councillors elected to those wards.</li> <li>Only about 10% of band 3 and 4 local governments currently have wards.</li> </ul>	<ul style="list-style-type: none"> <li>It is proposed that the use of wards for councils in bands 3 and 4 is abolished.</li> <li>Wards increase the complexity of elections, as this requires multiple versions of ballot papers to be prepared for a local government's election.</li> <li>In smaller local governments, the population of wards can be very small.</li> <li>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.</li> <li>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.</li> </ul>	<p>No major changes. Work to develop and refine detail is ongoing. Transitional arrangements are under consideration.</p>

CURRENT PROVISIONS	ORIGINAL PROPOSAL	AMENDED PROPOSAL
<b>4.7 Electoral Reform – Clear Lease Requirements for Candidate and Voter Eligibility</b>		
<ul style="list-style-type: none"> <li>• A person with a lease in a local government district is eligible to nominate as a candidate in that district.</li> <li>• A person with a lease in a local government district is eligible to apply to vote in that district.</li> <li>• 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.</li> </ul>	<ul style="list-style-type: none"> <li>• 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.</li> <li>• The City of Perth Inquiry Report identified sham leases as an issue.</li> <li>• Electoral rules are proposed to be strengthened:                             <ul style="list-style-type: none"> <li>○ A minimum lease period of 12 months will be required for anyone to register a person to vote or run for council</li> <li>○ 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</li> <li>○ Clarifying the minimum criteria for leases eligible to register a person to vote or run for council.</li> </ul> </li> <li>• 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.</li> <li>• 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.</li> </ul>	<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"> <li>• further definition to minimum lease requirements to exclude sham leases (while ensuring legitimate businesses are represented);</li> <li>• guidance to standardise evidence requirements for claiming eligibility based on a property lease or ownership; and</li> <li>• minor amendments to clarify and standardise disclosure and decision-making related to electoral gifts.</li> </ul>

CURRENT PROVISIONS	ORIGINAL PROPOSAL	AMENDED PROPOSAL
<b>4.8 Reform of Candidate Profiles</b>		
<ul style="list-style-type: none"> <li>Candidate profiles can only be 800 characters, including spaces. This is equivalent to approximately 150 words.</li> </ul>	<ul style="list-style-type: none"> <li>Further work will be undertaken to evaluate how longer candidate profiles could be accommodated.</li> <li>Longer candidate profiles would provide more information to electors, potentially through publishing profiles online.</li> <li>It is important to have sufficient information available to assist electors to make informed decisions when casting their vote.</li> </ul>	<p>No major change to the proposal, though candidate profiles are likely to be published online, rather than on ballot papers.</p>
<b>4.9 Other Minor Electoral Reforms</b>		
<ul style="list-style-type: none"> <li>Other minor reforms are proposed to improve local government elections.</li> </ul>	<ul style="list-style-type: none"> <li>Reforms are proposed to include:                             <ul style="list-style-type: none"> <li>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)</li> <li>The introduction of more specific rules concerning local government council candidates' use of electoral rolls.</li> </ul> </li> </ul>	<p><b>Recounts</b> 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><b>Filling Extraordinary Vacancies Following Elections</b> 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><b>Election Timeframes</b> 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><b>Electronic/Online Voting</b> 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><b>Extended Leave from Meetings</b> 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
<b>5.1 Introduce Principles in the Act</b>		
<ul style="list-style-type: none"> <li>The Act does not currently outline specific principles.</li> <li>The Act contains a short “Content and Intent” section only.</li> <li>The Panel Report recommended greater articulation of principles</li> </ul>	<ul style="list-style-type: none"> <li>It is proposed to include new principles in the Act, including:                             <ul style="list-style-type: none"> <li>The recognition of Aboriginal Western Australians</li> <li>Tiering of local governments (with bands being as assigned by the Salaries and Allowances Tribunal)</li> <li>Community Engagement</li> <li>Financial Management.</li> </ul> </li> </ul>	<p>No major changes. Work to develop details and refine exact phrasing/wording is ongoing.</p>
<b>5.2 Greater Role Clarity</b>		
<ul style="list-style-type: none"> <li>The Act provides for the role of council, councillor, mayor or president and CEO.</li> <li>The role of the council is to:                             <ul style="list-style-type: none"> <li>govern the local government’s affairs</li> <li>be responsible for the performance of the local government’s functions.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>The <a href="#">Local Government Act Review Panel</a> recommended that roles and responsibilities of elected members and senior staff be better defined in law.</li> <li>It is proposed that these roles and responsibilities are further defined in the legislation.</li> <li>These proposed roles will be open to further consultation and input.</li> <li>These roles would be further strengthened through Council Communications Agreements (see item 5.3).</li> </ul>	<p>See below</p>
	<p><b>5.2.1 - Mayor or President Role</b></p> <ul style="list-style-type: none"> <li>It is proposed to amend the Act to specify the roles and responsibilities of the Mayor or President.</li> <li>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"> <li>Representing and speaking on behalf of the whole council and the local government, at all times being consistent with the resolutions of council</li> </ul> </li> </ul>	<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"> <li>○ Facilitating the democratic decision-making of council by presiding at council meetings in accordance with the Act</li> <li>○ Developing and maintaining professional working relationships between councillors and the CEO</li> <li>○ Performing civic and ceremonial duties on behalf of the local government</li> <li>○ Working effectively with the CEO and councillors in overseeing the delivery of the services, operations, initiatives and functions of the local government.</li> </ul>	
	<p><b>5.2.2 – Council Role</b></p> <ul style="list-style-type: none"> <li>• 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.</li> <li>• 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"> <li>○ Making significant decisions and determining policies through democratic deliberation at council meetings</li> <li>○ 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</li> <li>○ Providing a safe working environment for the CEO</li> <li>○ Providing strategic direction to the CEO</li> <li>○ Monitoring and reviewing the performance of the local government.</li> </ul> </li> </ul>	<p>No major changes. Work to develop details and refine exact phrasing/wording is ongoing.</p>
	<p><b>5.2.3 – Elected Member (Councillor) Role</b></p> <ul style="list-style-type: none"> <li>• It is proposed to amend the Act to specify the roles and responsibilities of all elected councillors.</li> </ul>	<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"> <li>• 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"> <li>○ 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)</li> <li>○ Positively and fairly contributing and applying their knowledge, skill, and judgement to the democratic decision-making process of council</li> <li>○ Applying relevant law and policy in contributing to the decision-making of the council</li> <li>○ Engaging in the effective planning and review of the local government’s resources, and the performance of its operations, services, and functions</li> <li>○ Communicating the decisions and resolutions of council to stakeholders and the public</li> <li>○ Developing and maintaining professional working relationships with all other councillors and the CEO</li> <li>○ Maintaining and developing their knowledge and skills relevant to local government</li> <li>○ Facilitating public engagement with local government.</li> </ul> </li> <li>• 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.</li> </ul>	
	<p><b>5.2.4 – CEO Role</b></p> <ul style="list-style-type: none"> <li>• The Act requires local governments to employ a CEO to run the local government administration and implement the decisions of council.</li> </ul>	<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"> <li>• To provide greater clarity, it is proposed to amend the Act to specify the roles and responsibilities of all local government CEOs.</li> <li>• 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"> <li>○ Coordinating the professional advice and assistance necessary for all elected members to enable the council to perform its decision-making functions</li> <li>○ Facilitating the implementation of council decisions</li> <li>○ Ensuring functions and decisions lawfully delegated by council are managed prudently on behalf of the council</li> <li>○ Managing the effective delivery of the services, operations, initiatives and functions of the local government determined by the council</li> <li>○ Providing timely and accurate information and advice to all councillors in line with the Council Communications Agreement (see item 5.3)</li> <li>○ Overseeing the compliance of the operations of the local government with State and Commonwealth legislation on behalf of the council</li> <li>○ Implementing and maintaining systems to enable effective planning, management, and reporting on behalf of the council.</li> </ul> </li> </ul>	
<b>5.3 Council Communication Agreements</b>		
<ul style="list-style-type: none"> <li>• 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.</li> </ul>	<ul style="list-style-type: none"> <li>• In State Government, there are written Communication Agreements between Ministers and agencies that set standards for how information and advice will be provided.</li> </ul>	

CURRENT PROVISIONS	ORIGINAL PROPOSAL	AMENDED PROPOSAL
<ul style="list-style-type: none"> <li>The availability of information is sometimes a source of conflict within local governments.</li> </ul>	<ul style="list-style-type: none"> <li>It is proposed that local governments will need to have Council Communications Agreements between the council and the CEO.</li> <li>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.</li> <li>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.</li> </ul>	<p><b>Default Agreement</b></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><b>5.4 Local Governments May Pay Superannuation Contributions for Elected Members</b></p>		
<ul style="list-style-type: none"> <li>Elected members are eligible to receive sitting fees or an annual allowance.</li> <li>Superannuation is not paid to elected members. However, councillors can currently divert part of their allowances to a superannuation fund.</li> <li>Councils should be reflective and representative of the people living within the district.</li> <li>Local governments should be empowered to remove any barriers to the participation of gender and age diverse people on councils.</li> </ul>	<ul style="list-style-type: none"> <li>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.</li> <li>Superannuation is widely recognised as an important entitlement to provide long term financial security.</li> <li>Other states have already moved to allow councils to make superannuation contributions for councillors.</li> <li>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.</li> </ul>	<p><b>Councils to Determine Whether to Pay Additional Superannuation Allowance</b></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
<b>5.5 Local Governments May Establish Education Allowances</b>		
<ul style="list-style-type: none"> <li>Local government elected members must complete mandatory training.</li> <li>There is no specific allowance for undertaking further education.</li> </ul>	<ul style="list-style-type: none"> <li>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.</li> <li>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.</li> <li>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.</li> <li>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.</li> </ul>	<p>No major changes. Work to develop and refine detail is ongoing.</p>
<b>5.6 Standardised Election Caretaker period</b>		
<ul style="list-style-type: none"> <li>There is currently no requirement for a formal caretaker period, with individual councils operating under their own policies and procedures.</li> <li>This is commonly a point of public confusion.</li> </ul>	<ul style="list-style-type: none"> <li>A State-wide caretaker period for local governments is proposed.</li> <li>All local governments across the State would have the same clearly defined election period, during which:                             <ul style="list-style-type: none"> <li>Councils do not make major decisions with criteria to be developed defining 'major'</li> <li>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.</li> <li>There are consistent election conduct rules for all candidates.</li> </ul> </li> </ul>	<p><b>Limited Exemptions</b> 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
<b>5.7 Remove WALGA from the Act</b>		
<ul style="list-style-type: none"> <li>The Western Australian Local Government Association (WALGA) is constituted under the Act</li> <li>The Local Government Panel Report and the Select Committee Report included this recommendation.</li> </ul>	<ul style="list-style-type: none"> <li>The <a href="#">Local Government Panel Report</a> recommended that WALGA not be constituted under the Act.</li> <li>Separating WALGA out of the Act will provide clarity that WALGA is not a State Government entity.</li> </ul>	<p>No major changes. Work to develop and refine detail is ongoing.</p>
<b>5.8 CEO Recruitment</b>		
<ul style="list-style-type: none"> <li>Recent amendments introduced provisions to standardise CEO recruitment.</li> <li>The recruitment of a CEO is a very important decision by a local government.</li> </ul>	<ul style="list-style-type: none"> <li>It is proposed that DLGSC establishes a panel of approved members to perform the role of the independent person on CEO recruitment panels.</li> <li>Councils will be able to select an independent person from the approved list.</li> <li>Councils will still be able to appoint people outside of the panel with the approval of the Inspector.</li> </ul>	<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
<b>6.1 Model Financial Statements and Tiered Financial Reporting</b>		
<ul style="list-style-type: none"> <li>The financial statements published in the Annual Report are the main financial reporting currently published by local governments.</li> <li>Reporting obligations are the same for large (Stirling, Perth, Fremantle) and small (Sandstone, Wiluna, Dalwallinu) local governments, even though they vary significantly in complexity.</li> <li>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.</li> </ul>	<ul style="list-style-type: none"> <li>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.</li> <li>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.</li> <li>Local governments differ significantly in the complexity of their operations. Smaller local governments generally have much less operating complexity than larger local governments.</li> <li>The Office of the Auditor General has identified opportunities to improve financial reporting, make statements clearer and reduce unnecessary complexity.</li> <li>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.</li> <li>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.</li> </ul>	<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"> <li>• 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.</li> <li>• Simpler Strategic and Financial Planning (item 6.2) would also improve the budgeting process.</li> </ul>	
<b>6.2 Simplify Strategic and Financial Planning</b>		
<ul style="list-style-type: none"> <li>• Requirements for plans are outlined in the Local Government Financial Management and Administration Regulations.</li> <li>• There is also the Integrated Planning and Reporting (IPR) framework.</li> <li>• While many councils successfully apply IPR to their budgeting and reporting, IPR may seem complicated or difficult, especially for smaller local governments.</li> </ul>	<ul style="list-style-type: none"> <li>• Clear information about the finances of local government enables informed public and ratepayer engagement and input to decision-making.</li> <li>• 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.</li> <li>• 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.</li> <li>• 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.</li> <li>• It is proposed that the plans that are required are:             <ul style="list-style-type: none"> <li>○ 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</li> <li>○ Simplified Asset Management Plans to consistently forecast costs of maintaining the local government's assets.</li> </ul> </li> </ul>	<p><b>Borrowing Against Freehold Land</b>            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"> <li>○ 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</li> <li>○ 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)</li> <li>○ 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.</li> </ul>	
<b>6.3 Rates and Revenue Policy</b>		
<ul style="list-style-type: none"> <li>• Local governments are not required to have a rates and revenue policy.</li> </ul>	<ul style="list-style-type: none"> <li>• 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.</li> </ul>	<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"> <li>Some councils defer rate rises, resulting in the eventual need to drastically raise rates to cover unavoidable costs, especially for the repair of infrastructure.</li> </ul>	<ul style="list-style-type: none"> <li>A Rates and Revenue Policy would be required to provide ratepayers with a forecast of future costs of providing local government services.</li> <li>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.</li> <li>A template would be published for use or adaptation by all local governments.</li> <li>The <a href="#">Local Government Panel Report</a> included this recommendation.</li> </ul>	
<b>6.4 Monthly Reporting of Credit Card Statements</b>		
<ul style="list-style-type: none"> <li>No legislative requirement.</li> <li>Disclosure requirements brought in by individual councils have shown significant reduction of expenditure of funds.</li> </ul>	<ul style="list-style-type: none"> <li>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.</li> <li>This provides oversight of incidental local government spending.</li> </ul>	No major changes. Work to develop and refine detail is ongoing.
<b>6.5 Amended Financial Ratios</b>		
<ul style="list-style-type: none"> <li>Local governments are required to report seven ratios in their annual financial statements.</li> <li>These are reported on the MyCouncil website.</li> <li>These ratios are intended to provide an indication of the financial health of every local government.</li> </ul>	<ul style="list-style-type: none"> <li>Financial ratios will be reviewed in detail, building on work already underway by DLGSC.</li> <li>The methods of calculating ratios and indicators will be reviewed to ensure that the results are accurate and useful.</li> </ul>	Further work on this is ongoing.

CURRENT PROVISIONS	ORIGINAL PROPOSAL	AMENDED PROPOSAL
<b>6.6 Audit Committees</b>		
<ul style="list-style-type: none"> <li>Local governments must establish an Audit Committee that has three or more persons, with the majority to be council members.</li> <li>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.</li> <li>The Panel Report identified that Audit Committees should be expanded, including to provide improved risk management.</li> </ul>	<ul style="list-style-type: none"> <li>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.</li> <li>Audit Committees would also need to consider proactive risk management.</li> <li>To reduce costs it is proposed that local governments should be able to establish shared Regional Audit Committees.</li> <li>The Committees would be able to include council members but would be required to include a majority of independent members and an independent chairperson.</li> </ul>	<p><b>No Requirement for Majority of Independent Members (only Independent Chair)</b></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><b>Local Governments May Renumerate Independent Committee Members</b></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
<b>6.7 Building Upgrade Finance</b>		
<ul style="list-style-type: none"> <li>The local government sector has sought reforms that would enable local governments to provide loans to property owners to finance building improvements.</li> <li>This is not currently provided for under the Act.</li> <li>The Local Government Panel Report included this recommendation.</li> </ul>	<ul style="list-style-type: none"> <li>Reforms would allow local governments to provide loans to third parties for specific building improvements - such as cladding, heritage and green energy fixtures.</li> <li>This would allow local governments to lend funds to improve buildings within their district.</li> <li>Limits and checks and balances would be established to ensure that financial risks are proactively managed.</li> </ul>	<p><b>Clarification – Lending Terms</b></p> <p>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.</p> <p>Work to develop and refine detail is ongoing.</p>
<b>6.8 Cost of Waste Service to be Specified on Rates Notices</b>		
<ul style="list-style-type: none"> <li>No requirement for separation of waste charges on rates notice.</li> <li>Disclosure will increase ratepayer awareness of waste costs.</li> <li>The Review Panel Report included this recommendation.</li> </ul>	<ul style="list-style-type: none"> <li>It is proposed that waste charges are required to be separately shown on rate notices (for all properties which receive a waste service).</li> <li>This would provide transparency and awareness of costs for ratepayers.</li> </ul>	<p>No major changes. Work to develop and refine detail is ongoing.</p>

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

Nil.

**10 GENERAL BUSINESS**

**10.1 Business Systems Project Update**

**10.2 Occupational Health and Safety**

**11 CONFIDENTIAL ITEMS**

Nil.

**12 NEXT MEETING**

**13 CLOSURE**

There being no further business to discuss, the Chairperson, Cr Giorgia Johnson, declared the meeting closed at 5:51pm.