

Minutes

Audit and Risk Management Committee

Monday 27 November 2023

*By signing these minutes I certify that they were confirmed at the
Audit and Risk Management Committee held on 11 March 2024*

**Cr Giorgia Johnson
PRESIDING MEMBER**

1 OFFICIAL OPENING3

2 ACKNOWLEDGEMENT OF COUNTRY3

3 ATTENDANCE3

4 DISCLOSURE OF INTEREST SUMMARY4

5 DELEGATED AUTHORITY BY COUNCIL4

6 ELECTION OF PRESIDING MEMBER4

7 TERMS OF REFERENCE6

8 CONFIRMATION OF MINUTES8

9 REPORTS.....9

 9.1 AUDIT PROGRAM 2023/24 - COMPLIANCE AND ENFORCEMENT AUDIT9

 9.2 AUDIT PROGRAM 2023/24 - INTERNAL AUDIT LOG REVIEW.....12

 9.3 PROJECT EDEN UPDATE - NOVEMBER 202315

 9.4 DEBTORS WRITE-OFF33

 9.5 ANNUAL REPORT ON COUNCIL APPROVED STRATEGIES 2022-2336

 9.6 QUARTERLY PERFORMANCE REPORT - AUDIT FUNCTION QRT. 1 2023-24.....38

 9.7 QUARTERLY PERFORMANCE REVIEW - RISK QTR 1 2023-2445

 9.8 QUARTERLY PERFORMANCE REVIEW - CORPORATE QTR 1 2023-2448

10 GENERAL BUSINESS78

11 CONFIDENTIAL ITEMS78

12 NEXT MEETING78

13 CLOSURE78

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 27 November 2023.

1 OFFICIAL OPENING

In accordance with Section 3. of Schedule 2.3, Division 1 of the *Local Government Act 1995*, Mr Jeremy Edwards, Chief Executive Officer assumed the Chair and declared the meeting open at 5:00pm.

2 ACKNOWLEDGEMENT OF COUNTRY

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

Noongar Language

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

English Language Interpretation

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

Mr Jeremy Edwards, Chief Executive Officer acknowledged the Traditional Custodians of the land, the Whadjuk people of the Noongar nation, and paid respects to Elders past, present and emerging.

3 ATTENDANCE

Members

Cr Georgia Johnson
Cr Josh Eveson (from 5:20pm)
Cr Nat Latter (Deputising for Mayor Piffaretti)
Mr Andrew Cox
Ms Shona Zulsdorf

Officers

Mr Jeremy Edwards Chief Executive Officer
Ms Kym Leahy Director Corporate Services
Ms Bianca Sandri Director Community Services
Ms Amanda Albrecht Manager Governance and OPD
Ms Tami Cooper Coordinator Risk Management
Ms Karen D'Cunha Coordinator Governance

Observers

Mr Duy Vo Director, William Buck

Public

No members of the public were present at the meeting.

Leave of Absence

Nil.

Apologies

Mayor Filomena Piffaretti
Cr Michelle Sutherland

4 DISCLOSURE OF INTEREST SUMMARY

In accordance with section 5.65 of the *Local Government Act 1995*:

A member who has an interest in any matter to be discussed at a Council or Committee meeting that will be attended by the member must disclose the nature of the interest -

- (a) in a written notice given to the CEO before the meeting; or
- (b) at the meeting immediately before the matter is discussed.

The following disclosures of interest were made at the meeting:

Name	Item No.	Type of Interest	Nature of Interest
Cr Nat Latter	9.8	Impartial	Cr Latter was involved with some of the work referenced in the report.

Ms Shona Zulsdorf advised the Committee that she was also a member of the audit committees for the Cities of Belmont and South Perth and the Shires of Mundaring and York.

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.

In accordance with the Council resolution of 28 January 2020, this meeting is open to the public.

6 ELECTION OF PRESIDING MEMBER

The members of a Committee are to elect a Presiding Member from amongst themselves on accordance with Schedule 2.3, Division 1 of the *Local Government Act 1995*, at the first meeting of the Committee after an ordinary election day.

The key steps for electing the Presiding Member are as follows:

Returning Officer

- The Chief Executive Officer will conduct the election.

Nominations

- Nominations for the role of Presiding Member are to be made using a nomination form which has been circulated to Committee Members.
- Committee Members may nominate themselves or any other Committee Members for the role of Presiding Member.

- Nominations should be provided to the Chief Executive Officer in writing before the meeting or during the meeting before the close of nominations.
- If a Committee Member is nominated by another Committee Member, the Chief Executive Officer is not to accept the nomination unless the nominee has advised either verbally or in writing that they are willing to accept the nomination.
- At the Committee Meeting, the Chief Executive Officer, will make a final call for nominations before closing nominations.

Address

- Nominees will be invited by the Chief Executive Officer to address the Committee for up to three minutes.

Voting

- If there is more than one nominee, then Committee Members will vote by secret ballot, as if they were “electors voting in an election”.
- Ballot papers, in the prescribed form, will be provided to Committee Members at the meeting.
- The method of Optional Preferential Voting will apply.
- Committee Members will be asked to indicate their vote as follows:
 - (a) If there are only two candidates, Committee Members will be asked to write a number 1 in the square next to the name of the candidate they wish to vote for.
 - (b) If there are more than two candidates, Committee Members may write a number 1 in the square of the candidate who is their first choice. If they want to, Committee Members may show more choices by writing consecutive numbers in the squares next to the names of other candidates in the order of their choice, starting with the number 2, up to the total number of candidates.

Result

- The votes cast will be counted and the successful candidate determined in accordance with Schedule 4.1 of the Act.
- The Chief Executive Officer will declare the result of the election of Presiding Member as soon as it is known.

Tied result

- If, when the votes cast are counted, there are an equal number of votes between 2 or more candidates, who are the only candidates in, or remaining in, the count, the count is to be discontinued.
- Should this situation arise, the meeting will be adjourned for no more than 7 days.
- Before adjourning the meeting, the Chief Executive Officer will ask the Committee Members if they wish to reconvene the Committee Meeting on the same night following a short break, or if they wish to reconvene the Committee Meeting on another night prior to the expiry of the 7-day period.
- All nominations for the Presiding Member role may be withdrawn and further nominations made before, or when the Committee Meeting is reconvened.
- When the Committee Meeting is held, the Committee Members are to vote again for the role of Presiding Member, by secret ballot, as if they were electors voting in an election.
- The candidate who receives the greater number of votes is elected.

- If there is still an equal number of votes between nominees following a second count, the Chief Executive Officer will draw lots to determine the candidate to be elected to the role of Presiding Member in accordance with the *Local Government (Elections) Regulations 1997*.

Mr Jeremy Edwards, Chief Executive Officer, advised that Cr Giorgia Johnson had nominated for the position of Presiding Member of the Committee.

Mr Jeremy Edwards called for further nominations for Presiding Member of the Committee.

As no further nominations were received, Mr Jeremy Edwards declared Cr Giorgia Johnson duly elected unopposed as Presiding Member of the Audit and Risk Management Committee.

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

7 TERMS OF REFERENCE

At its Ordinary Meeting of 31 October 2023, Council established City of Bayswater Committees for the 2023 to 2025 term and requested that all Committees confirm their Terms of Reference at the first meeting of that committee, and if required, make recommendations for changes to Council.

The Terms of Reference for the Audit and Risk Management Committee, as adopted by Council on 31 October 2023 are shown below:

Audit and Risk Management Committee

Purpose

The Audit and Risk Management Committee (ARMC) is appointed to oversee the activities of the Council's external and internal auditors in accordance with s7.1A of the *Local Government Act 1995*.

The ARMC advises Council in fulfilling its oversight responsibilities in relation to external and internal audit, financial management, risk management and internal control, legislative compliance and performance reporting.

The Committee also acts as a forum for communication between Council, the administration, External Service Providers, and the Office of the Auditor General ("OAG") and their selected auditor.

Membership

Voting Members

Four Elected Members (a minimum of three is required under legislation)

Up to two External Members

The quorum for this Committee is three members.

All remaining Councillors are appointed as Deputies.

Members must abide by the *City of Bayswater Code of Conduct for Council Members, Committee Members and Candidates*

Delegated Authority

This Committee does not have any delegated authority. The Committee will make recommendations to Council on report items. Report items will then be presented for Council's consideration at the next available Ordinary Council meeting.

Meetings

Committee meetings are to be held in accordance with the *City of Bayswater Standing Orders Local Law 2021*.

The Committee shall meet at least quarterly (minimum annually under legislation) at the City of Bayswater Civic Centre.

Liaison Officer

Chief Executive Officer

OFFICER'S RECOMMENDATION

That the Audit and Risk Management Committee confirms its Terms of Reference, as adopted by Council at its Ordinary Meeting of 31 October 2023.

COMMITTEE RESOLUTION

That the Committee defers consideration of its Terms of Reference to its next meeting.

CARRIED UNANIMOUSLY: 4/0

For: *Cr Giorgia Johnson, Cr Nat Latter, Andrew Cox and Shona Zulsdorf.*

Against: *Nil.*

REASON FOR CHANGE

To allow more time to consider possible amendments to the Terms of Reference of the Committee, particularly in regard to defining the scope of the Committee.

8 CONFIRMATION OF MINUTES

COUNCIL RESOLUTION
(OFFICER'S RECOMMENDATION)

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

Cr Giorgia Johnson Moved, Cr Nat Latter Seconded

CARRIED UNANIMOUSLY: 4/0

For: Cr Giorgia Johnson, Cr Nat Latter, Andrew Cox and Shona Zulsdorf.

Against: Nil.

9 REPORTS

9.1 Audit Program 2023/24 - Compliance and Enforcement Audit

Responsible Branch:	Governance and Organisational Planning and Development
Responsible Directorate:	Office of the CEO
Authority/Discretion:	Executive/Strategic
Voting Requirement:	Simple Majority
Attachments:	1. CONFIDENTIAL REDACTED - Compliance and Enforcement Internal Audit Report [9.1.1 - 30 pages]

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

REASON FOR CONFIDENTIALITY

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

SUMMARY

As part of the 2023/24 Audit Program, the Compliance and Enforcement internal audit was completed.

In a report prepared by the City's internal auditors, four audit observations were identified and 18 recommendations made.

Management responses and anticipated timeframes for corrective action against the 18 recommendations have been provided and are presented to Council for consideration and approval.

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

That Council:

1. Endorse the Compliance and Enforcement Internal Audit report, including management agreed actions as presented in the Confidential Attachment 1.
2. Notes that agreed actions are entered into the City's Audit Log Register for progress reporting.

Shona Zulsdorf Moved, Cr Nat Latter Seconded

CARRIED UNANIMOUSLY: 4/0

For: Cr Giorgia Johnson, Cr Nat Latter, Andrew Cox and Shona Zulsdorf.

Against: Nil.

BACKGROUND

As part of the 2023/24 Internal Audit Program, endorsed by the ARMC, the City's internal auditors, William Buck were engaged to perform the Compliance and Enforcement internal audit.

EXTERNAL CONSULTATION

The Compliance and Enforcement internal audit was performed in consultation with the City's outsourced internal auditors William Buck.

OFFICER'S COMMENTS

The objective of the engagement was to review the adequacy and effectiveness of the City’s processes in relation to Compliance and Enforcement. The audit focused on Development Compliance and Statutory Building compliance and enforcement activities within the Statutory Planning and Compliance and Environmental Health and Statutory Building branches. The audit period under review was 1 July 2022 to 23 September 2023.

In their report ‘Compliance and Enforcement Internal Audit Report’ (**Confidential Attachment 1**) William Buck’s internal auditors rated the City’s overall control effectiveness as ‘Improvement Required’.

Four audit findings and 18 recommendations were presented. A summary of the observations requiring management consideration and the associated risk rating are as follows:

#	Key Finding	Risk Rating
1	Data Governance for Property and Rates system and Monitoring Spreadsheet for Development Complaint Management	Medium
2	Conflict of Interest	Medium
3	Segregation of Duties	Medium
4	Governance for Review of Compliance and Enforcement Documents	Medium

As presented in the attached report, solutions to improve the overall governance of the compliance and enforcement process requires the City's IT systems to be updated/improved. Whilst management have committed to investigating the capabilities of the current systems, process efficiencies will be explored during the major IT system upgrade likely planned for 2025/26.

Management considered the auditor’s report and documented the agreed actions intended to address the audit findings. Management have commenced working on the implementation of agreed actions.

LEGISLATIVE COMPLIANCE

Not Applicable

RISK MANAGEMENT CONSIDERATION

Impact Category	Appetite	Risk Rating
Workplace, Health and Safety	Low	Low
Financial	Medium	Low
Reputation and Stakeholders	Medium	Low
Service Delivery	Medium	Low
Environment	Low	Low
Governance and Compliance	Low	Low
Strategic Risk	SR07 - Unethical or inadequate governance and/or decision-making.	

FINANCIAL IMPLICATIONS

The delivery of this audit was within the budgeted 90 hours, at a total cost of \$12,600.00.

STRATEGIC IMPLICATIONS

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

Theme: Leadership and Governance

Goal L4: Communicate in a clear and transparent way.

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

CONCLUSION

Actions in-progress will be entered into the City's Audit Log Register to monitor progress by management to implement agreed actions in response to audit recommendations. Status of implementation will be reported to the Audit and Risk Management Committee on a quarterly basis.

Actions deemed complete by management follow a close-out process. The City's Internal Audit function 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

9.2 Audit Program 2023/24 - Internal Audit Log Review

Responsible Branch:	Governance and Organisational Planning and Development
Responsible Directorate:	Office of the CEO
Authority/Discretion:	Executive/Strategic
Voting Requirement:	Simple Majority
Attachments:	1. CONFIDENTIAL REDACTED - CoB - Audit Log Report [9.2.1 - 32 pages]

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

REASON FOR CONFIDENTIALITY

- (e) a matter that if disclosed, would reveal —
- (ii) information that has a commercial value to a person; or

SUMMARY

As part of the 2023/24 Internal Audit Program, the City's internal auditors, William Buck have completed the Audit Log Review.

The review period covered all actions marked as complete by action owners during the period 1 July 2022 to 30 June 2023.

Cr Eveson joined the meeting at 5:20pm.

COMMITTEE RECOMMENDATION TO COUNCIL
(OFFICER'S RECOMMENDATION)

That Council:

- Notes the Audit Log Review 2022-23 report and the close-out of 69 actions;**
- Notes the two re-opened actions are entered into the City's Audit Register for progress reporting.**

Shona Zulsdorf Moved, Andrew Cox Seconded

CARRIED UNANIMOUSLY: 5/0

For: Cr Giorgia Johnson, Cr Josh Eveson, Cr Nat Latter, Andrew Cox and Shona Zulsdorf.

Against: Nil.

Duy Vo withdrew from the meeting at 5:23pm and did not return.

BACKGROUND

As part of the 2023/24 Internal Audit Program the Audit Log Review has been completed.

The process requires management to provide evidence of implementation of agreed actions marked as complete. The internal auditors' review the evidence provided to ensure management have adequately addressed the agreed action prior to recommending close-out to the Audit and Risk Management Committee (ARMC).

Instances where the auditors are not satisfied management have addressed the agreed action or there is a lack of evidence to support the closure, actions are re-opened and entered back into the audit register to be monitored until adequate evidence is provided.

EXTERNAL CONSULTATION

The Audit Log Review is performed in consultation with the City’s outsourced internal auditors William Buck.

OFFICER'S COMMENTS

During the period 1 July 2022 to 30 June 2023, 111 actions were marked as complete by management. Of the 111 actions, 71 were reviewed by the internal auditors. The remaining 40 actions were not included as they relate to OAG actions, which are reviewed as part of the Financial Audit process by the OAG.

Of the 71 actions assessed as part of the Audit Log Review, as detailed in the attached Audit Log Review 2022-23 (**Attachment 1**) the auditors recommend 69 actions be closed-out and two (2) actions are re-opened due to a lack of evidence to support the implementation of the action.

Actions Complete	111
Actions Excluded	40
Actions Reviewed	71
Actions Closed-out	69
Total Actions to be Re-Opened	2

The two actions recommended to be re-opened are as follows:

Audit	Action ID	Agreed Action	Further Evidence/Action Required	Service
Tender Evaluation and Procurement	IA07.18	Agreed Action: Options for exception reporting will be explored with the City’s system development consultant.	Ad hoc monitoring and reporting performed manually by the Manager Business Services. Procurement team will explore alternative reporting options such as Power BI in an aim to develop meaningful reports.	Business Services
Tender Evaluation and Procurement	IA07.13	Agreed Action: Document the process for ensuring that to bank guarantees are obtained and managed for contracts.	Process for ensuring that to bank guarantees are obtained and managed for contracts to be developed and implemented.	Business Services

The above two actions will be re-opened and added to the audit register for progress reporting against implementation.

LEGISLATIVE COMPLIANCE

Not Applicable.

RISK MANAGEMENT CONSIDERATION

Impact Category	Appetite	Risk Rating
Workplace, Health and Safety	Low	Low
Financial	Medium	Low
Reputation and Stakeholders	Medium	Low
Service Delivery	Medium	Low
Environment	Low	Low
Governance and Compliance	Low	Low
Strategic Risk	SR07 - Unethical or inadequate governance and/or decision-making.	

FINANCIAL IMPLICATIONS

This audit was within the budgeted 40 hours, costing \$5,600.

STRATEGIC IMPLICATIONS

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

Theme: Leadership and Governance

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

CONCLUSION

Actions deemed incomplete by the City's internal auditors will be entered into the City's Audit Register to monitor progress by management to implement agreed actions in response to audit recommendations. Status of implementation will be reported to the Audit and Risk Management Committee on a quarterly basis.

9.3 Project Eden Update - November 2023

Responsible Branch:	Digital Solutions and Services
Responsible Directorate:	
Authority/Discretion:	Information Purposes
Voting Requirement:	Simple Majority
Attachments:	1. PROJECT EDEN ARMC Briefing - 27 November 2023 [9.3.1 - 16 pages]

SUMMARY

This report provides the Audit and Risk Committee with an update of Project EDEN, the upgrade of the City's Enterprise Resource Planning (ERP) software.

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

That Council notes the Project EDEN update as contained in **Attachment 1**.

Shona Zulsdorf Moved, Cr Josh Eveson Seconded

CARRIED UNANIMOUSLY: 5/0

For: *Cr Giorgia Johnson, Cr Josh Eveson, Cr Nat Latter, Andrew Cox and Shona Zulsdorf.*

Against: *Nil.*

BACKGROUND

The City's Executive Leadership Team (ELT) endorsed the Digital Strategy 2021-2031 in January 2022. One of the key themes of the strategy is systems harmonisation.

The City's ERP solution is rapidly approaching end of life. No new features and only critical fixes applied from October 2023, and support for the on-premise hosted solution will cease in October 2024.

At the Ordinary Council Meeting on 26 July 2022, Council authorised the Chief Executive Officer to continue its partnership with Technology One and on-board to the Software as a Service platform for the period 30 June 2022 to 30 June 2027. The continuation of the partnership is an operational service continuity decision. With no further product development or support for on-premise hosted solutions, this business risk will be managed with the move to a cloud-based system and to the latest version (CiA Live) to support the City's core business services.

A Council Briefing session was held on 30 May 2023 providing a detailed overview of the project and options to meet the funding requirements for FY23. Project status updates are provided through the Audit and Risk Management Committee through to Council.

EXTERNAL CONSULTATION

Mr Cohen, founder of Cohesis, has been engaged as the Project Director and has been working with the Director Corporate Services, Digital Solutions Architect, Manager Digital Solutions and Systems and key staff to initialise the project, develop budget requirements and create the initial briefing materials – including the attachment to this report.

OFFICER'S COMMENTS

The Project Eden Status Report can be found in **Attachment 1**.

LEGISLATIVE COMPLIANCE

Nil.

RISK MANAGEMENT CONSIDERATION

Impact Category	Appetite	Risk Rating
Workplace, Health and Safety	Low	Low
Financial	Medium	Medium
Reputation and Stakeholders	Medium	Low
Service Delivery	Medium	Medium
Environment	Low	Low
Governance and Compliance	Low	Low
Strategic Risk	SR11 - Lack of modern, integrated and secure digital environment.	

FINANCIAL IMPLICATIONS

Allocated funds for FY23/24 for Project Eden which includes the carry forward of funds from FY22/23 are \$1,658,601. Please refer to **Attachment 1** for a more detailed cost breakdown.

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

Project Eden is still in the early stages. A project status update is provided in **Attachment 1**. Further updates will be provided to the Audit and Risk Management Committee.



City of
Bayswater

Project Eden – ARC Briefing

27 November 2023

Contents

1. Program Status Overview
2. Timeline
3. Estimated Costs
4. Key Next Steps



1. Program Status Overview

Project Governance – Risk Heatmap



Summary

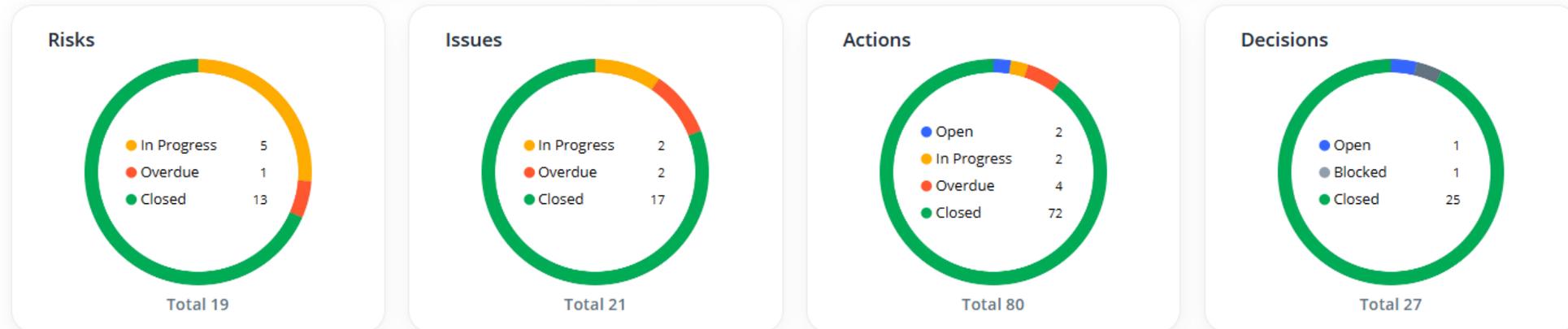
- Number of Critical Risks significantly Reduced.
- Number of total risks have been reduced.
- All risks actively monitored & managed

Program Governance Status

Category	Status	Comment	
Overall	On Track	Project is currently on-track to deliver within timeframes and within budget.	
Governance	On Track	Project Governance is in place - regular board meetings held. Project Schedule, milestones and RAID are being proactively tracked.	
Risks and Issues	On Track	All key risks and issues are being proactively tracked and managed.	
Scope	On Track	Lift and Shift element of the project is working to a defined scope.	
Schedule	Requires Attention	Schedule has been impacted due to resourcing issues - new joiners on jury leave and illness. Project timeline still achievable but significant amount of buffer has been used.	
Resourcing	Requires Attention	Adequate technical resources have been hired but availability has since been limited due to jury duty and illness. Working with the business to allocate sufficient resources.	
Budget	On Track	Project is currently within budget tolerances.	
Quality	On Track	Project is currently on-track to meet quality criteria - successful transition of Tech One from On-Premise to the cloud.	
Artefacts	On Track	Project Governance Framework, Plan, Schedule and RAID registers are all in place. Tech One approvals and sign-off documents are all captured and all key delivery areas have crated individual Plan on a page, detailing key activities.	

RAID Breakdown

Breakdown of Risks, Actions, Issues & Decisions (RAID)



- Significant amount of work has been undertaken to clarify scope of 'Lift and Shift'
- Resulted in significant reduction in number of Issues and Risks.
- And closure or open actions and Decisions.

1. Program Status Overview

Headline Activities

- Project is on track to 'Lift and Shift' on March 25th 2024.
- Additional technical resources have been embedded into the team.
- Test environment with latest Tech One version has been received including a data refresh.
- Staff have completed test scripts which is an excellent step forward.
- Test scripts support 'Lift and Shift' and improve general business process understanding.
- Currently working to integrate Test Environment.
- This phase is slightly behind where we would like but still confident of meeting schedule.
- **Key focus is on ensuring the integrations to the test environment work and that Systems Integration Testing and User Acceptance testing can be completed successfully.**

Risks



Top Risks

All Risks 

Score	Risk	Type	Owner(s)	Due	Mitigation Action	Status
20	Probability of Cost / Time Overruns	Costs & Budgets	Project Director	31 Mar 2024	Continual management and review of required project resources.	In Progress
12	Lack of consideration for Internal Training	Change Management	Project Director, Digital Solutions Architect	31 Mar 2024	Tech One will provide PowerUser Training for the "lift and shift", have advised users test business processes. Training can be recorded. This training will need to be captured and re-purposed for the wider user base.	In Progress
12	City's Network Performance	Network Testing	Coordinator IT	31 Jan 2024	Perform further performance tests as part of SIT/UAT	In Progress
9	Poor rates of adoption of the technology (Change Management)	Change Management	Project Director, Senior Advisor Community Engagement	31 Mar 2024	Project Director to continue to work with Communications & Engagement	In Progress
9	SIT - Testing Quality	Testing	Project Director	30 Nov 2023	Training sessions to be arranged for nominated testers. Managers to be engaged Project Team review of test scripts.	Overdue

Issues



All Issues							Top Issues 
Impact	Issue	Type	Owner(s)	Due	Mitigation Action	Status	
Very High	Late Completion of SSIS /SSRS Intergations	Integrations	Digital Solutions Architect	06 Nov 2023	Concept has been proven, focus now on completing implementation.	Overdue	
High	ECM CC - Non-Registered Docs will be orphaned when L&S	Configuration Management	Coordinator Information Management	29 Feb 2024	BAU and Comms and Engagement to continue to drive registration of documents to ECM. Unregistered documents will be orphaned.	In Progress	
High	Fixes to T1 Env required following SaaS DB Transition Report	Environments	Digital Solutions Architect	15 Dec 2023	1. Delete Custom Objectives that are no longer needed 2. Reclassify field types of fields that are required. 3. All modifications (not deletions) need to be scripted and those scripts passed to TechOne prior to go-live.	In Progress	
Low	Experian Data Delivery - Confirm Governance	Risk Management	Project Director	29 Sep 2023	Liaise with Manager Governance, Organisational Planning and Development	Overdue	



City of
Bayswater

2. Timeline

Key Milestones

Milestone	Due Date	Status
T1 - Project Initiation Phase Completed	8 th December, 2022	Completed
Sign-off SAAS Transition Plan	15 th August, 2023	Completed
Train the Tester Sessions Completed	24 th August, 2023	Completed
T1 - Planning Phase Completed - Acceptance Certificate Received	31 st August, 2023	Completed
All Key Integrations Available	30 th September, 2023	90%
All Test Plans Received	30 th September, 2023	Completed
T1 - Configure Phase Sign-off	13 th October, 2023	Completed
Begin System Integration Testing	16 th October, 2023	0%
Completion of SIT	15 th December, 2023	0%
UAT Kick-off Meeting (including TechnologyOne)	22 nd January 2024	Upcoming
UAT Starts	25 th January 2024	Upcoming
UAT Ends	4 th March 2024	Upcoming
T1 - Accept Phase Sign-off	15 th March, 2024	Upcoming
Go/No-Go Decision (T1 and City)	18 th March, 2024	Upcoming
Begin delivery of PROD solution (Data and files) to Technology One	18 th March, 2024	Upcoming
T1 - Begin Hypercare (4 days)	25 th March, 2024	Upcoming
T1 - Deploy Phase Sign-off	25 th March, 2024	Upcoming
T1 - End Hypercare	29 th March, 2024	Upcoming
T1 - Project Closure (BAU Handover)	1 st April, 2024	Upcoming

Summary

- Approaching key phase of the project.
- SIT running slightly late.
- Partly due to late delivery of Tech One Environment.
- Partly due to challenges in upgrading the ICT environment
- Also due to internal resourcing pressures.
- But still aiming to complete before 5th December.
- Project schedule has ‘buffer’ built-in.
- January 22nd is the **hard deadline**.
- Need to complete SIT before heading into UAT with Tech One.



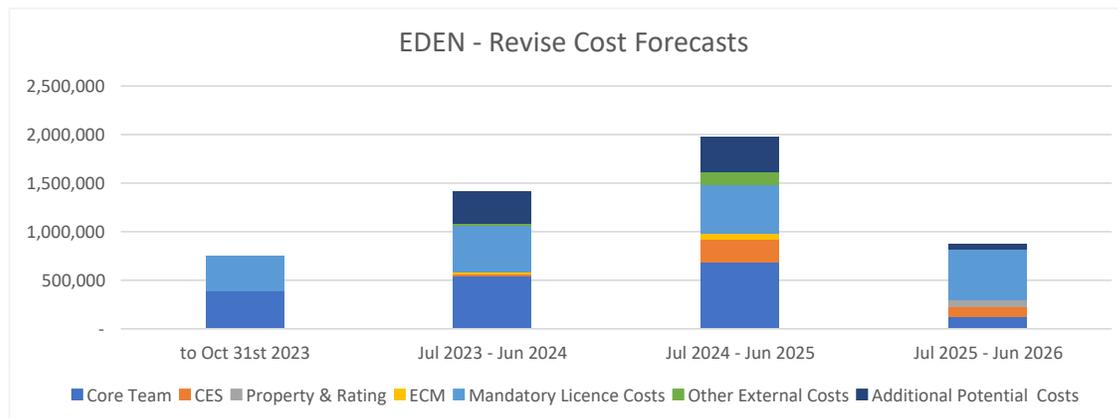
City of
Bayswater

3. Estimated Costs

3. Estimated Costs



Excludes 10% Buffer	Life to Date	Yr2	Yr3	Yr4	Totals
Implementation Area	to Oct 31st 2023	Jul 2023 - Jun 2024	Jul 2024 - Jun 2025	Jul 2025 - Jun 2026	
Core Team	391,313	543,142	685,805	121,957	1,742,217
CES	-	17,640	235,200	102,900	355,740
Property & Rating	-	-	-	75,336	75,336
ECM	-	24,028	62,756	-	86,784
Mandatory Licence Costs	365,605	482,334	496,804	511,708	1,856,450
Other External Costs	-	15,320	132,300	-	147,620
Additional Potential Costs	-	331,000	365,000	60,000	756,000
Actual / Forecast	756,918	1,413,464	1,977,864	871,901	5,020,147
Prior Actual/Forecasted Budget	527,399	1,649,653	2,332,628	689,437	5,199,117
Original Forecasted Budget	672,615*	1,594,746	2,195,791	626,228	5,089,381



Comments

- *Original Yr1 Forecasted budget was to end June 2023.
- YTD spend less than forecasted.
- Current total forecasted spend is lower
- This will continue to fluctuate.
- Business SME's subject to workforce planning & funding.

3. Estimated Costs – Additional Commentary

- Project Life to Date spend is lower than forecasted.
- Estimated costs have decreased by ~\$180k from prior estimates provided – closer to 'Original' forecasts.
- FY24/25 funding estimates will largely depend on implementation approach. Options currently being developed.
- High-cost estimates for backfilling people required to assist in implementation activities (e.g. testing). This will be actively managed to reduce costs where possible.
- Significant chance of cost estimates fluctuating (up and down) as we are negotiating:
 - Business resourcing (backfill) requirements.
 - Technology roadmap development
 - Enterprise Asset Management Procurement.



City of
Bayswater

4. Key Next Steps

4. Key Next Steps Overview

- Complete Remaining Technical Integration work on the Test Environment
- Perform Technical Systems Integration testing (SIT)
- Perform initial UAT with small user group
- Plan and perform wider UAT
- Resolve issues as and when they occur
- Go-Live Planning

9.4 Debtors Write-Off

Responsible Branch:	Financial Services
Responsible Directorate:	Corporate Services
Authority/Discretion:	Legislative
Voting Requirement:	Simple Majority Required
Attachments:	<ol style="list-style-type: none"> 1. CONFIDENTIAL REDACTED - Infringement debtors list [9.4.1 - 3 pages] 2. CONFIDENTIAL REDACTED - Sundry debtors list [9.4.2 - 1 page] 3. CONFIDENTIAL REDACTED - Recreation Facilities debtors list [9.4.3 - 1 page] 4. CONFIDENTIAL REDACTED - Prosecution debtor list [9.4.4 - 1 page] 5. CONFIDENTIAL REDACTED - Summary [9.4.5 - 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 seeks Council approval to write-off debts in accordance with Delegated Authority Granting Concessions and Write-Offs and also provides advice to Council on debts that have been written off under delegated authority.

COMMITTEE RECOMMENDATION TO COUNCIL
(OFFICER'S RECOMMENDATION)

That Council:

1. **Notes an amount of \$37,121.71 of bad debts as outlined in this report and Attachments 1, 2 and 3 have been written off under delegated authority; and**
2. **Approves the debt write off totalling \$2,996.95 as outlined in this report and Attachment 4 comprising prosecution debts that cannot be written off under delegated authority.**

Shona Zulsdorf Moved, Andrew Cox Seconded

CARRIED UNANIMOUSLY: 5/0

For: Cr Josh Eveson, Cr Giorgia Johnson, Cr Nat Latter, Andrew Cox and Shona Zulsdorf.

Against: Nil.

BACKGROUND

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

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

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

These debts relate to monies due for user charges, infringements, fees and other services rendered and rates related charges. The process for collection of debts is dependent on the type of debt raised and the mechanisms available under the 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 Granting Concessions and Write-Offs gives delegated authority to the Chief Executive Officer to write off any sundry debts under \$1,000 per account. The CEO is required to advise Council, via a report, when the delegation is exercised. Any amount in excess of \$1,000 requires approval from Council to write off.

EXTERNAL CONSULTATION

Not applicable.

OFFICER'S COMMENTS

Infringement Debtors

The infringement write-off list (**Confidential 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 \$26,872.45.

Sundry Debtors

Generally after the expiry of trading terms there are several steps undertaken to collect debts, including:

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

Despite these steps, there comes a point where it is not practical or cost effective to pursue recovery further. On this basis, and following a documented recovery process, a number of debts greater than 150 days have been reviewed and written off under delegated authority, totalling \$1,838.00 (**Confidential Attachment 2**). It should be noted that \$1,690.00 relates to multiple invoices for the one debtor who has unfortunately gone into liquidation.

Recreation Debtors

The recreation facilities' bad debts have arisen from outstanding health club memberships for Bayswater Waves and The Rise, which have not been recoverable.

In most cases, these debts are a result of the customer not completing the cancellation procedure as set out in the membership terms and conditions. Multiple attempts have been made to contact the customers regarding the outstanding payment and they have not returned to the facility to settle the payment. As a result, the debts incurred were unable to be recovered.

Following a documented recovery process, a number of debts accrued have been reviewed and written off under delegated authority. These write-offs total \$8,411.26 (**Confidential Attachment 3**).

Prosecution Debtor

This debtor has arisen due to a court decision following prosecution. FER advised the debts are irrecoverable since the offender has deceased. As outlined in **Confidential Attachment 4**, the debts exceed the \$1,000.00 delegated authority threshold. Council’s approval is sought to write off the bad debts totalling \$2,996.95.

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 MANAGEMENT CONSIDERATION

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.

Impact Category	Appetite	Risk Rating
Workplace, Health and Safety	Low	Low
Financial	Medium	Low
Reputation and Stakeholders	Medium	Low
Service Delivery	Medium	Low
Environment	Low	Low
Governance and Compliance	Low	Low
Strategic Risk	SR07 - Unethical or inadequate governance and/or decision-making.	

FINANCIAL IMPLICATIONS

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

STRATEGIC IMPLICATIONS

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

Theme: Leadership and Governance

Goal L4: Communicate in a clear and transparent way.

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

CONCLUSION

It is recommended that Council notes an amount of \$37,121.71 of bad debts has been written off under delegated authority. In addition, it is recommended Council approves the debt write off totalling \$2,996.95 for the debts that cannot be written off under delegated authority.

9.5 Annual Report on Council Approved Strategies 2022-23

Responsible Branch:	Governance and Organisational Planning and Development
Responsible Directorate:	Office of the CEO
Authority/Discretion:	Information Purposes
Voting Requirement:	Simple Majority Required
Attachments:	Nil
Refer:	Item 10.5.1.10: OCM 22.08.2023

SUMMARY

The City undertakes an annual review of each of its Council approved Informing Strategies and Plans and provides a report on progress to the Audit and Risk Management Committee (ARMC).

This report was provided to ARMC on 7 August 2023. At this meeting it was recommended that this report be presented back to the ARMC at its meeting in November 2023. This was supported by Council on 22 August 2023.

COMMITTEE RECOMMENDATION TO COUNCIL
(OFFICER'S RECOMMENDATION)

That Council notes for information the Annual Report on Council Approved Strategies for 2022-23.

Cr Josh Eveson Moved, Shona Zulsdorf Seconded

CARRIED UNANIMOUSLY: 5/0

For: *Cr Giorgia Johnson, Cr Josh Eveson, Cr Nat Latter, Andrew Cox and Shona Zulsdorf.*

Against: *Nil.*

BACKGROUND

At its Ordinary Council Meeting of 22 August 2023, Council considered the recommendation from the ARMC of 7 August 2023 in relation to the 2022-23 progress update on Strategy and Plan actions to the end of the 2022-23 financial year and planned actions for 2023-24. Council resolved as follows:

"That Council:

- 1. Notes the annual progress report on actions in Council approved informing strategies and plans and the strategy and plan actions that will be implemented in 2023-24 as contained in Attachment 1.*
- 2. Requests that the Chief Executive Officer presents this report back to the next Audit and Risk Management Committee meeting in November 2023."*

In accordance with Point 2 of the resolution, a copy of the report can be viewed at [Item 10.5.1.10 Annual Report on Council Approved Strategies 2022-23](#) for Councillors' information.

The ARMC felt that the next ARMC established after the Ordinary Council Elections in October 2023, should be aware of the status of Informing Strategies and Plans.

EXTERNAL CONSULTATION

No external consultation was undertaken in relation to this matter.

OFFICER'S COMMENTS

The report on the annual review of Council approved Informing Strategies and Plans for 2022-23, was provided to the ARMC on 7 August 2023.

It should be noted that the quarter one report, on the overall progress of the 2023-24 Strategy and Plan actions, is also included in this Agenda as item number 9.8.

LEGISLATIVE COMPLIANCE

- *Local Government Act 1995.*

RISK MANAGEMENT CONSIDERATION

Impact Category	Appetite	Risk Rating
Workplace, Health and Safety	Low	Low
Financial	Medium	Low
Reputation and Stakeholders	Medium	Low
Service Delivery	Medium	Low
Environment	Low	Low
Governance and Compliance	Low	Low
Strategic Risk	SR08 – Business model fails to support an integrated and responsive delivery of services, facilities and infrastructure (including leadership, structure and processes).	

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 is provided to the ARMC, as resolved by Council at its Meeting of 22 August 2023.

9.6 Quarterly Performance Report - Audit Function Qrt. 1 2023-24

Responsible Branch:	Governance and Organisational Development
Responsible Directorate:	Office of the CEO
Authority/Discretion:	Executive/Strategic
Voting Requirement:	Simple Majority Required
Attachments:	<ol style="list-style-type: none"> 1. Quarter 1 - Performance Reporting - Audit 23-24 - Dashboard [9.6.1 - 2 pages] 2. CONFIDENTIAL REDACTED - Audit Register [9.6.2 - 2 pages]

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

This report provides the Audit and Risk Management Committee (ARMC) an update on the Audit Function for Quarter 1 (July – September) 2023-24.

COMMITTEE RECOMMENDATION TO COUNCIL
(OFFICER'S RECOMMENDATION)

That Council:

1. Notes the progress of the 2023-24 Audit Plan.
2. Notes the status of the Implementation of Audit Actions (Audit Register) as presented in the Confidential Attachment 2.

Shona Zulsdorf Moved, Cr Nat Latter Seconded

CARRIED UNANIMOUSLY: 5/0

For: Cr Giorgia Johnson, Cr Josh Eveson, Cr Nat Latter, Andrew Cox and Shona Zulsdorf.

Against: Nil.

BACKGROUND

The Quarterly Performance Report – Audit Function was last reported for Quarter 4 (March – June) 2022-23 to the ARMC at their meeting on 7 August 2023.

This report provides the ARMC an update on the 2023-24 Audit Plan and Audit Function – Implementation of Recommendations for Quarter 1 (July – September) 2023-24. Supporting this report is the Audit Function Dashboard (Attachment 1).

EXTERNAL CONSULTATION

Not applicable.

OFFICER'S COMMENTS

The ARMC endorsed the Internal Audit (IA) Plan for 2023-24 at the May 2023 meeting. The IA Plan identifies three projects for this financial year. The Projects include:

- Compliance and Enforcement – Audit complete – presented 27 November 23;
- Parks and Gardens - Audit In-progress;
- Golf Courses Audit – Audit not commenced.

Audit Function – Implementation of Audit Actions (Audit Register)

Implementation of audit actions from internal and external reports (**Confidential Attachment 2**) continues to be monitored by the Executive Leadership Team (ELT) prior to reporting to the ARMC. The ELT report includes all actions. ARMC includes actions by exception (overdue and complete).

Quarter 1 reporting period opened with 28 actions and closed with 25 actions.

STATUS	NO.
Period Open	28
Actions Added	3
Actions Complete	6
Period Close	25

The below table depicts the status of actions by audit.

Audit Name	Original Actions	Previously Closed	Closed this Period	Open	Overdue	Not Yet Due
City Property Leasing	-	-	-	2	2	-
Corporate Record Keeping & Performance Reporting	-	3	-	1	1	-
Finance	-	5	-	2	2	-
Financial Sustainability	-	12	-	4	4	-
Tender Evaluation & Procurement	-	3	1	3	3	-
Payroll Reconciliation	-	1	1	-	-	-
OAG IS 2020	-	-	-	1	-	1
2022/23 Audit Reporting						
Customer Services Complaints/Compliments	3	-	-	3	2	1
Financial Sustainability 2022	12	-	2	4	1	3
OAG IS 2021	17	15	-	2	2	-
OAG Financial 2021	6	5	-	1	1	-
OAG Financial 2022	6	5	-	1	-	1
Regulation 17	3	-	2	1	-	1
Total	69	25	6	25	18	7

New Actions

This quarter three new actions have been added to the Audit Register from previously completed audits, all pertaining to the Regulation 17 CEO Review.

CEO to review certain systems and procedures

- 1) *The CEO is to review the appropriateness and effectiveness of a local government’s systems and procedures in relation to —*
 - a) *risk management; and*
 - b) *internal control; and*
 - c) *legislative compliance.*
- 2) *The review may relate to any or all of the matters referred to in subregulation (1)(a), (b) and (c), but each of those matters is to be the subject of a review not less than once in every 3 financial years.*
- 3) *The CEO is to report to the audit committee the results of that review.*

Overdue Actions

This quarter the number of overdue actions decreased.

	Qtr. 4	Qtr. 1	Qtr. 2	Qtr. 3
Number of overdue actions	19	18		

Of the 18 actions overdue, 7 are **not progressing as intended**, the ELT will be working with action owners to address these items. Actions not progressing as intended are as follows:

AUDIT NAME	RATING	ACTION	DAYS OPEN
City Property Leasing	High	Agreed Action IA05.11: Develop a property management framework which replaces the existing policy to include the other types of leases identified and other if necessary. The framework would also include key terms for each type of lease. The Framework would expand on the existing policy to include other types of leases as identified in the audit.	900
	High	Agreed Action IA05.14: Develop a process for determining the fair market value (suggested that it be included in the property management framework) and is to include the process for new lease valuations and process for rent review valuations.	900
Customer Service Complaints/ Compliments	Moderate	Agreed Action IA02.22: As part of the implementation an approach to outline how the sustainable implementation of customer experience will be embedded throughout the City, management will develop a documented approach to the management of Elected Member requests.	298
Tender Evaluation and Procurement	High	Agreed Action IA07.15: As part of the management of contracts, the City will consider a set of performance requirements for contracts. Contract Managers will be required to monitor contracts against these performance requirements.	662
	High	Agreed Action IA07.16: A management guideline will be developed to ensure that there is a consistent approach to this process.	662
	High	Agreed Action IA07.14: Continue to develop the process for ensuring that contractors meet their WHS obligations.	662

AUDIT NAME	RATING	ACTION	DAYS OPEN
OAG IS Audit 21/22	Moderate	Agreed Action EA09.22: Review and implement effective access controls to detect and prevent unauthorised database access	456

Completed Actions

Six actions were completed by management this quarter. As part of the annual Audit Log process, evidence of the completed action will be reviewed by the auditors.

	Qtr. 4	Qtr. 1	Qtr. 2	Qtr. 3
Number of complete actions	59	6		

Amended Due Date

Two due date amendments were received this quarter. As part of the quarterly reporting process ELT reviewed the actions and approved the amended due dates.

AUDIT NAME	RATING	ACTION	ORIGINAL DUE DATE	AMENDED DUE DATE
OAG IS Audit 21/22	Moderate	Agreed Action EA09.22: Review and implement effective access control to detect and prevent unauthorised database access	31/03/2022	30/06/2022 31/12/2022 30/06/2023 30/06/2024
Tender Evaluation and Procurement	High	Agreed Action IA07.14: Continue to develop the process for ensuring that contractors meet their WHS obligations.	31/03/2023	30/09/2023 31/12/2023

LEGISLATIVE COMPLIANCE

Not applicable.

RISK MANAGEMENT CONSIDERATION

Impact Category	Appetite	Risk Rating
Workplace, Health and Safety	Low	Low
Financial	Medium	Low
Reputation and Stakeholders	Medium	Low
Service Delivery	Medium	Low
Environment	Low	Low
Governance and Compliance	Low	Low
Strategic Risk	SR07 - Unethical or inadequate governance and/or decision-making.	

FINANCIAL IMPLICATIONS

Not applicable.

STRATEGIC IMPLICATIONS

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

- Theme: Leadership and Governance
- Goal L4: Communicate in a clear and transparent way.

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

CONCLUSION

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

Quarter 1 Audit Dashboard

Audit Plan Status



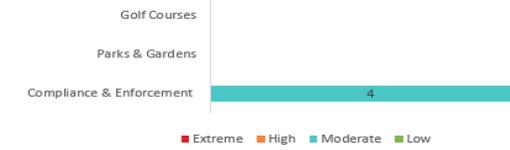
1
Audit Complete

4
Total Audit Findings

Overall Control Effectiveness



Audit Findings by Risk Rating



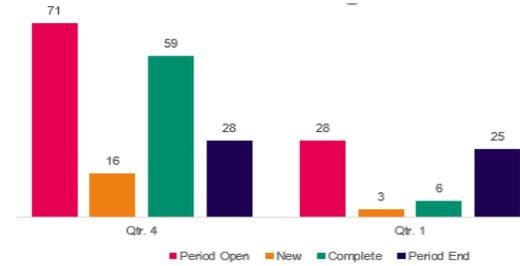
Quarterly Overview

28
Period Open

3
Actions Added

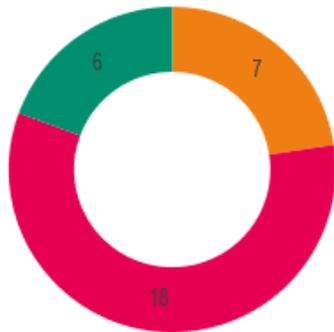
6
Actions Complete

25
Period Close



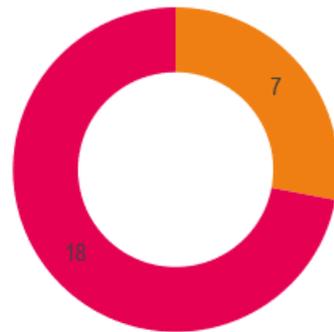
Status of all Actions (31)

All actions



Open Actions (25)

Number, by type



Actions not Yet Due (7)

Number, by risk rating



Actions Overdue (18)

Number, by risk rating



Actions Complete (6)

Number, by risk rating

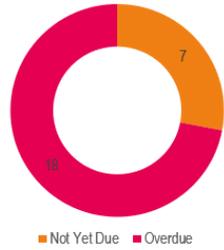


Not Yet Due Overdue Complete

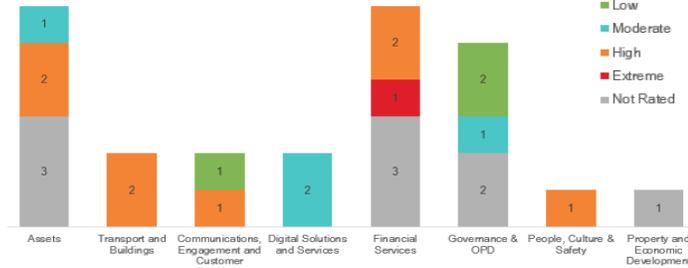
Not Rated Extreme High Moderate Low

Open Actions (25)

Open Actions by status

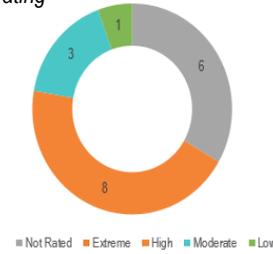


Open Actions by branch and risk rating

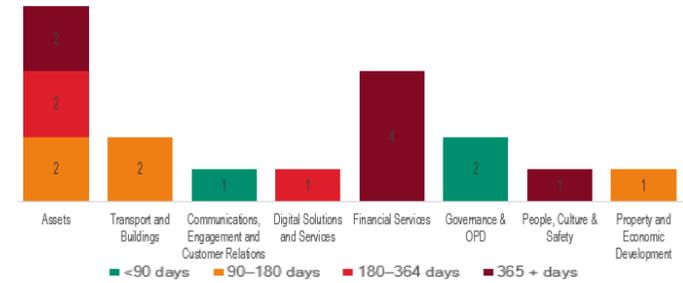


Actions Overdue (18)

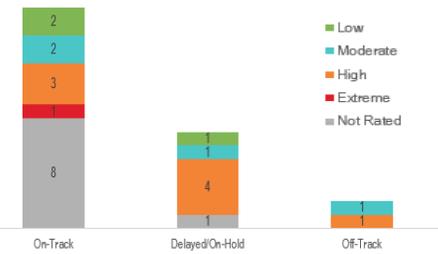
Actions Overdue by risk rating



Number by branch and days overdue



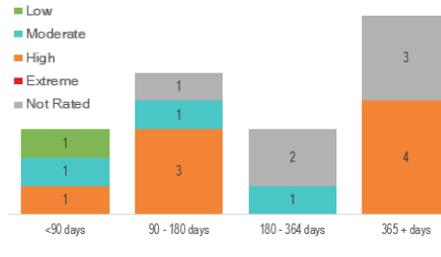
Number by risk rating and status



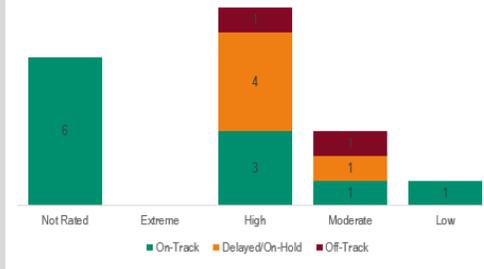
Number by Type



Number by days overdue and risk rating

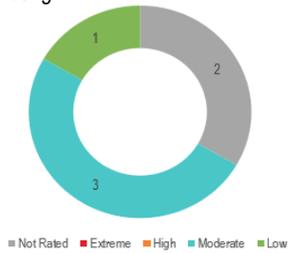


Number by risk rating and status

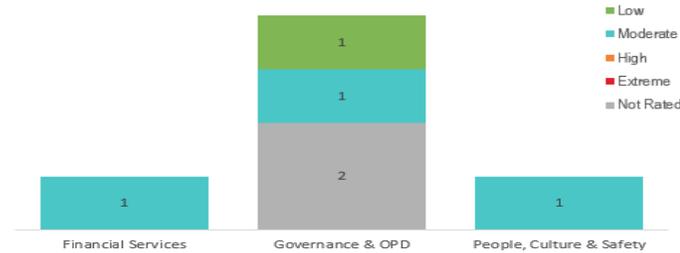


Actions Complete (6)

Actions Complete by risk rating



Number by risk rating and branch

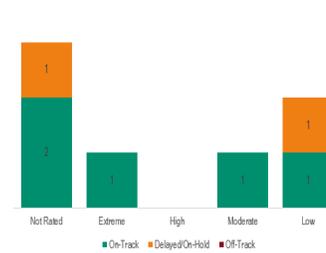


Actions Not Yet Due (7)

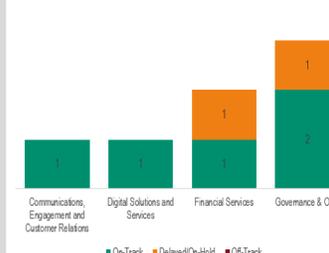
Actions not yet Due by risk rating



Number by risk rating and status



Number by branch and status



9.7 Quarterly Performance Review - Risk Qtr 1 2023-24

Responsible Branch:	Governance and Organisational Planning and Development
Responsible Directorate:	Office of the CEO
Authority/Discretion:	Executive/Strategic
Voting Requirement:	Simple Majority
Attachments:	1. CONFIDENTIAL REDACTED - Quarterly Progress Report Risk Management Q1 [9.7.1 - 4 pages]

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

This report provides an update to the Audit and Risk Management Committee (ARMC) on Corporate Risk Management activities during Quarter 1 (Q1) 2023/24.

COMMITTEE RECOMMENDATION TO COUNCIL
(OFFICER'S RECOMMENDATION)

That Council notes the Quarterly Performance Review – Risk Management Q1 2023/24 report as presented in Confidential Attachment 1.

Shona Zulsdorf Moved, Andrew Cox Seconded

CARRIED UNANIMOUSLY: 5/0

For: Cr Josh Eveson, Cr Giorgia Johnson, Cr Nat Latter, Andrew Cox and Shona Zulsdorf.

Against: Nil.

BACKGROUND

This report provides the ARMC an update on Corporate Risk Management for Q1 (July to September) 2023/24.

EXTERNAL CONSULTATION

Nil

OFFICER'S COMMENTS**Operational Risk**

The operational risk review process is progressing as intended. 10 branches underwent the risk review process this quarter and are now complete. This resulted in 60 new risks being identified and assessed.

Branch Reviews Complete Q1

- Digital Solutions and Services;
- Statutory Planning and Compliance;
- Infrastructure Planning;
- Assets;

- Transport and Buildings;
- Project Services;
- Community Development;
- Recreation Services;
- Communications, Engagement and Customer Relations; and
- People, Culture and Safety.

Operational risks include service, integrity, business disruption and compliance type risks.

A breakdown of the risk types and their ratings for Q1 are as follows:

	Extreme	High	Medium	Low
Service		8	30	8
Integrity			7	2
Disruption			4	1
Total	0	8	41	11

Risk Reporting

As per Q4 reporting, whilst the operational risk review process is on-going, at this stage, detailed analysis reporting has been reduced to service risks only. Following finalisation of the review process, Integrity and Business Disruption risks will be collated and used to finalise the City’s Integrity Strategy and Business Continuity Plan.

Risk Monitoring and Review Outside of Tolerance

The risk reporting process has been undertaken in accordance with the Risk Management Framework.

The reporting of risks is dependent on the risk rating and tolerance. Risks not within appetite and/or risks with unacceptable controls are deemed to be outside of tolerance and are reported to Executive Leadership Team (ELT) and ARMC as per the table below.

RESIDUAL RISK RATING	CONTROL ACCEPTANCE	ACTION REQUIRED	REPORTING STATUS
EXTREME	Controls Unacceptable	Risk treatment plan considered	Quarterly Risk status report to ELT and ARMC
	Controls Acceptable		Quarterly Risk status report to ELT and ARMC
HIGH	Controls Unacceptable	Risk treatment plan considered	Quarterly Risk status report to ELT and ARMC
	Controls Acceptable		Bi-annual Risk status report to ELT
MEDIUM	Controls Unacceptable	Risk treatment plan considered	Bi-annual Risk status report to ELT
	Controls Acceptable		Annual Risk status report to ELT
LOW	Controls Unacceptable		Annual Risk status report to ELT
	Controls Acceptable		Annual Risk status report to ELT

As per the attached Quarterly Report - Risk Management (**Attachment 1**) five (5) operational risks outside of tolerance have been reported to the ARMC.

Of the five (5) risks, three (3) have treatment actions in place all of which are progressing as intended. As part of the quarterly reporting process, ELT accepted all five (5) risks.

LEGISLATIVE COMPLIANCE

Not Applicable.

RISK MANAGEMENT CONSIDERATION

Impact Category	Appetite	Risk Rating
Workplace, Health and Safety	Low	Low
Financial	Medium	Low
Reputation and Stakeholders	Medium	Low
Service Delivery	Medium	Low
Environment	Low	Low
Governance and Compliance	Low	Low
Strategic Risk	SR07 - Unethical or inadequate governance and/or decision-making.	

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 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.

9.8 Quarterly Performance Review - Corporate Qtr 1 2023-24

Responsible Branch:	Governance and Organisational Development
Responsible Directorate:	Office of the CEO
Authority/Discretion:	Information Purposes
Voting Requirement:	Simple Majority Required
Attachments:	<ol style="list-style-type: none"> 1. City Services [9.8.1 - 11 pages] 2. CBP Operating Projects [9.8.2 - 4 pages] 3. Capital Program and Projects [9.8.3 - 2 pages] 4. CEO's KPIs [9.8.4 - 1 page] 5. Strategies and Plans [9.8.5 - 5 pages]

SUMMARY

This report provides an update on the implementation of the Corporate Business Plan for 2023-24 and includes reports on City Services, Corporate Business Plan Projects, CEO Key Performance Indicators (KPIs), and Council approved Strategies and Plans Actions for quarter 1 (July – September) 2023-24.

COMMITTEE RECOMMENDATION TO COUNCIL
(OFFICER'S RECOMMENDATION)

That Council notes the Quarterly Performance Review – Corporate Qtr. 1 (July - September) 2023-24.

Shona Zulsdorf Moved, Andrew Cox Seconded

CARRIED UNANIMOUSLY: 5/0

For: *Cr Josh Eveson, Cr Giorgia Johnson, Cr Nat Latter, Andrew Cox and Shona Zulsdorf.*

Against: *Nil.*

BACKGROUND

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 10-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 on their performance to their community. The measurement and reporting process not only demonstrates local government accountability to their community, but also provides an opportunity to assess in-year implementation, so supporting achievement and continuous improvement.

This report supports the annual reporting process and continuous improvement. Quarterly reports are provided for the following:

- City Services;
- Corporate Business Plan Operating Projects
- Corporate Business Plan Capital Programs and Projects

- CEO KPIs; and
- Council Adopted Strategies and Plans

EXTERNAL CONSULTATION

No external consultation was undertaken to prepare this report.

OFFICER'S COMMENTS

The Strategic Community Plan 2021 – 2031 outlines the Council and community vision and goals for the City of Bayswater. The Corporate Business Plan operationalises these goals and sets out the four-year delivery program of services and projects.

Monitoring and reporting against the Corporate Business Plan across 2023-24 is undertaken through quarterly reporting to assess progress, support implementation and continuous improvement.

Reports reflect achievement and progress at the end of September 2023 (the end of quarter 1).

City Services:

There are 37 services outlined in the CBP. The service report (**Attachment 1**) provides a broad overview of service progress. All services are identified as on-track:

STATUS OF IMPLEMENTATION	TOTAL No.	COMPLETE	ON-TRACK	DELAYED / ON HOLD	OFF TRACK
NO.	37	-	37	-	-

Corporate Business Plan (CBP) Operating Projects:

There are 22 CBP operating projects in 2023-24. Operating project plans were prepared as part of the Council-led business planning and CBP process. These project plans set out key project outputs for each quarter of 2023-24. Officers have assessed progress against these key project outputs for quarter 1. Progress is summarised below:

STATUS OF IMPLEMENTATION	TOTAL No.	COMPLETE	ON-TRACK	DELAYED / ON HOLD	OFF TRACK
NO.	22	1	15	5	1

A full report on the 22 CBP projects is provided in **Attachment 2**, the table below, lists the projects that are delayed/on hold or off-track, with officer comments alongside.

Service CBP Project Planned Key Output Q1	Status Quarter 1	Comment
Service 01 Community Development		
Project 1.1-Op Renew Access and Inclusion Plan		
1. Engagement Plan 2. Review and final report on progress since 2020	Delayed / On Hold	Q1 progress of foundational documents delayed due to staff changes. Recruitment progressing.
Project 1.4-Op Review Homeless Strategy		
1. Review and final report on progress since 2021 2. Internal engagement review across lead branches	Delayed / On Hold	Due to limited staff resourcing Q1 outputs delayed. Recruitment progressing. Likely to send item to OCM in December.

Service CBP Project Planned Key Output Q1	Status Quarter 1	Comment
3. Literature industry review 4. Develop recommendations to Homeless Strategy		
Service 06 Recreation Development		
Project 61-Op Project Management Framework Review		
Establish project team and review current documentation	Off-Track	Not commenced as higher work priorities has meant this project is unable to be progressed at this time.
Service 23 Commercial Activities		
Project 23.2.2-Op Les Hansman Redevelopment Planning		
Seek joint venture opportunities	Delayed / On Hold	This project did not commence. The City negotiated with the DPLH to not require these works to be completed prior to the sale of the property.
Service 34 Organisational Planning and Development		
Project 34-Op Service Reviews		
Prioritisation and selection of services to be reviewed to be completed.	Delayed / On Hold	This project has been somewhat delayed due to resourcing constraints, and other priority business planning work. Libraries and Parks and Gardens have been selected for review, through a survey sent out to Councillors for feedback. The scoping of these reviews will commence in Q2, with the work to be completed during Q3.
Project 34-Op Strategic Community Plan – Community Engagement		
A completed community engagement project plan.	Delayed / On Hold	The OPD and Engagement Teams have met, to discuss approaches to community engagement, but an Engagement Project Plan has not been completed, as the OPD team need to first complete an SCP Project Plan and have been unable to do this because of, limited capacity and other more urgent work to be completed.

Corporate Business Plan (CBP) Capital Programs and Projects:

There are 35 capital programs and projects identified in the CBP 2023-24 to 2026-27, for implementation in the year 2023-24 (note a program consists of more than one project).

For the first-time, a report on the progress of these capital programs and projects is provided. The report provides the total capital budget, but this first quarter’s report does not include a report on expenditure to the end of the first quarter. A report on capital expenditure will be provided at the end of the second quarter (end December 2023).

The status of the CBP capital programs and projects are as reported below. Please note, whilst several projects within a program maybe complete, the program is only identified as ‘complete’ when all the projects are complete. Likewise, to support clarity in reporting, several projects within a program may be on-track, however, the program is identified as ‘delayed/on hold’ or ‘off-track’, if any of the projects within the program are identified as such.

STATUS OF IMPLEMENTATION	TOTAL No.	COMPLETE	ON-TRACK	DELAYED / ON HOLD or OFF-TRACK
NO.	35	-	32	3

The specific projects that are ‘delayed/ on-hold’ and ‘off-track’ are listed below with comments.

Project or Program Plan No.	Budget No.	Project Name	Status Quarter 1	Comment
Service 12 Building Services				
12.0-Cap Building Capital Works Program				
12.0-Cap	81184	Bayswater Bowling Club - upgrade kitchen	Off Track	Awaiting meeting with Manager Project Services and Club Representative to finalise Scope of Works for Project.
12.0-Cap	81190	Bayswater Bowling & Rec - Accessible Bathroom- Comm Capital Grant	Off Track	Awaiting meeting with Manager Project Services and Club Representative to finalise Scope of Works for Project
12.0-Cap	81203	Civic Centre - Replace access system	Delayed/ On-Hold	Further funds required
Service 18				
18.2.1-Cap	81165	Riverside Gardens Urban Forest	Delayed/ On-Hold	The Agreement Between Greening Australia and the City was finalised in Q1. Initial Design work commended in Q1. Project is on track for delivery winter 2024
Service 18				
18.2.3-Cap	81171	Program - Natural Environment Improvement - Foreshore River Restoration	Delayed/ On-Hold	Project funds need to be confirmed. Resources will be directed at Delivering Foreshore restoration in line with the 10-year project.

Attachment 3 provides a detailed report on all the CBP capital programs and projects. The report lists all the CBP capital programs and projects, the total budget for 2023-24, the percentage complete, the performance across the quarter (status) and officer comments.

Please note, this report does not, at this stage, include the progress of the 2022-23 carry forward programs and projects.

CEO’s Key Performance Indicators (KPIs):

CEO KPIs are set by Council. There are six KPIs with 10 deliverables for the 2023-24 year. Council will consider these at the CEO Review Committee. All the CEO KPIs are on-track, except one.

STATUS OF IMPLEMENTATION	TOTAL No.	COMPLETE	ON-TRACK	DELAYED / ON HOLD	OFF TRACK
NO.	10	-	9	1	-

The report on the CEO KPIs is provided in **Attachment 4**. Listed below, are details of the deliverable that is delayed/ on-hold.

Deliverable	Measurement	Status Quarter 1	Comment
CEO KPI 2: Lead improved organisational change			
Work with the City's Executive Leadership Team to implement and embed a culture of improvement through the implementation of the Organisational Improvement Plan.	Quarterly updates against service against the implementation of the Organisational Improvement Plan.	Delayed/ On Hold	A Capability Plan has been drafted with actions set out for consideration by ELT. These actions need to be prioritised by ELT and then the plan can be deployed for implementation. A workshop with ELT will be arranged for Q2.

Council Adopted Plans and Strategies:

Council adopted strategies and plans form part of the integrated planning system, and support the SCP and CBP, by providing another level of more detailed strategy, setting out Council priorities and actions for specified areas.

At the end of 2022-23, strategy and plan leaders completed comprehensive annual reports for ARMC and Council on the overall progress of all strategy and plan actions as of 30 June 2023, and also identified actions that were resourced for implementation in 2023-24.

ARMC requested that the annual report for 2022-23, be repeated in this agenda and it is included as agenda item number 9.5.

The table below, lists all the active Council adopted strategies and plans, identifies the total number of actions that are resourced for implementation in 2023-24 and provides a summary of progress for actions, for each strategy or plan at the end of quarter 1.

There are 22 active Council adopted strategies and plans, progress is reported as follows:

Lead Service Area	Report No.	Council Adopted Strategy or Plan (at 30 June 2023)	No. of Actions 2023-24	Complete & On-Track %	No. Complete or On-Track	Complete	On-Track	Delayed/ On-Hold	Off-Track
COMMUNITY									
01 Community Development	1	Access and Inclusion Plan 2020-2024	34	97%	33	1	32	1	0
	2	Reconciliation Action Plan 2021-2023	59	81%	48	1	47	11	0
	3	The Platform Youth Action Plan 2019-2023	10	100%	10	3	7	0	0
	4	Local Homelessness Strategy 2021-2025	25	88%	22	2	20	2	1
	5	Cultural Plan 2019-2024	26	100%	26	0	26	0	0
02 Community Care and Aged Services	6	Age Friendly Strategy 2021-2025	35	100%	35	0	35	0	0
06 Recreation Development	7	Play Space Strategy 2019-29	9	100%	9	1	8	0	0
	8	Community Recreation Plan 2022-2032	20	95%	19	0	19	0	1
09 Community Safety	9	CCTV Strategy 2018-2028	10	100%	10	2	8	0	0

Lead Service Area	Report No.	Council Adopted Strategy or Plan (at 30 June 2023)	No. of Actions 2023-24	Complete & On-Track %	No. Complete or On-Track	Complete	On-Track	Delayed/On-Hold	Off-Track	
10	Environmental Health	10	Public Health and Wellbeing Plan 2019-2024	30	100%	30	0	30	0	0
ENVIRONMENT AND LIVEABILITY										
16	Strategic Land-Use Planning	11	Morley Activity Centre Plan	10	100%	10	0	10	0	0
18	Environmental Sustainability	12	Waterwise Bayswater Strategy 2020-2030	38	100%	38	0	38	0	0
		13	Local Biodiversity Strategy (2008)	29	100%	29	4	25	0	0
		14	Environmental Liveability Framework 2021-2045	32	94%	32	0	30	1	1
		15	Urban Forest Strategy 2021	25	100%	25	8	17	0	0
		16	Emission Reduction and Renewable Energy Plan 2021-2040	15	100%	15	0	15	0	0
17	Foreshore Area 10 Year Priority Plan	7	100%	7	0	7	0	0		
VIBRANCY										
21	Economic Development	18	Interim Economic Development Plan	25	100%	25	4	21	0	0
22	Place Management	19	Destination Marketing Strategy 2021-2025	14	79%	11	2	9	1	2
		20	Town Centre Activation Plans ('PAPS') • Noranda • Maylands • Morley • Bayswater	16	94%	15	2	13	1	0
		21	Car Parking Management Plans for Morley Activity Centre	7	100%	7	2	5	0	0
		22	Town Centre Parking Management Plans for Maylands	14	100%	14	2	12	0	0

Attachment 5 provides an overview of the progress of Council adopted strategies and plans and also outlines the comments, for the actions that were either delayed/on hold or off-track at the end of quarter 1.

LEGISLATIVE COMPLIANCE

- *Local Government Act 1995.*

RISK MANAGEMENT CONSIDERATION

Impact Category	Appetite	Risk Rating
Workplace, Health and Safety	Low	Low
Financial	Medium	Low
Reputation and Stakeholders	Medium	Low
Service Delivery	Medium	Low
Environment	Low	Low
Governance and Compliance	Low	Low
Strategic Risk	SR08 - Business model fails to support an integrated and responsive delivery of services, facilities and infrastructure (including leadership, structure and processes).	

FINANCIAL IMPLICATIONS

Not applicable.

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 resource in a financially sustainable way.

CONCLUSION

The report provides an update on the implementation of the City's Integrated Planning Framework and provides reports on progress at the end of quarter one for the City's services, programs, projects, strategies and plans.

SERVICE PERFORMANCE REPORTING QUARTER 1

No.	Service	Service Description	No.	Sub-Services	Service Status (Q1) ● On-Track ● Delayed/ On Hold ● Off-Track	Service Performance: Comment Quarter 1: July 23 - September 23
COMMUNITY						
01	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.	1.1	Access and Inclusion	On Track	Committee on track. Annual report completed. Advocacy on track
01			1.2	Reconciliation		Committee on track. Annual report completed. Advocacy on track
01			1.3	Youth Services		YAC meetings and activities progressing. Advocacy on track
01			1.4	Homelessness		Hub Connections continues at Morley Library. Vulnerable Communities Interagency Network have not met this quarter. Review delayed to December.
01			1.5	Community Grants		Outreach Services continuing. Grants - using the automated grants portal. Community Event grants changed to opened all year round. Better Bayswater grants round 1 completed. School Chaplaincy Grants direct to schools completed, with name change to Health & Wellbeing School Grants.
01			1.6	Culture		Implementing more through community led and city led events. A stronger alignment with the Events Strategy development, and boost in community grants.
01			1.7	Community Bus		Data collection progressing to include bus review in broader community centre review in next quarter.
02	Community Care and Aged Services	Support aged and vulnerable providing programs and connections at the Morley and Bayswater Community Centres and through collaborative partnerships.	2.1	Community Centre Coordination	On Track	Two community centres operating coordinated with two program officers and volunteers roster to support paid facilitators.
02			2.2	Active Ageing Programs		Age Friendly Strategy priorities for quarter delivered including: EOI for transportation options to centres, McCusker intern and EOI to showcase resident stories, raising awareness of Elder abuse, website information updated.
02			2.3	Age Friendly Ambassador Program		Ambassador program EOI for new members continuing. Applied for grants.
02			2.4	Volunteers		Volunteer risk assessment completed and monitoring controls. Supervisor support, volunteer engagement, training and licences up to date.
03	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.	3.1	Carramar and COB Hostel Residential Care Facilities, Salisbury, Noranda Independent Living Units	On Track	At contract stage, expected to be finalised end of October 2023
03			3.2	Mertome Gardens		Operational matters are continuing as normal, advocacy is progressing at State Government level - detailed report to be provided to Council in due course on future of the site
03			3.3	Riverslea Lodge		No immediate action is required. Lease is in place with Juniper until 2032, opportunity for future divestment is noted in the LTFP
03						
04	Community and 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.	4.1	City-Led Events	On Track	Continued to delivery City led free events and activities in period.
04			4.2	Community-Led Events		Boosted Community-led events with increased funding. Implementing Flourish Festival model, and expanded community content.
04			4.3	Grant Management		Awarded 10 Community event grants (\$38,795). Using automated grants portal.

SERVICE PERFORMANCE REPORTING QUARTER 1

No.	Service	Service Description	No.	Sub-Services	Service Status (Q1) ● On-Track ● Delayed/ On Hold ● Off-Track	Service Performance: Comment Quarter 1: July 23 - September 23
05	Library Services	Provide vibrant, inclusive libraries that support community harmony, lifelong learning and creativity. Provide City access and customer service in local areas.	5.1	Branch Libraries	On Track	key deliverables include: Physical Items Loaned - 76,557; visits - 58,301 (increase 7.4% same quarter 2022); New members processed - 1,113; Customer service transactions - (rates payments, animal registrations/renewals, waste services etc.) - 2,484. loans - 1,997; deliveries - 26; homebound residents delivered to - 460; bulk loans issued to institutions - 14; new registrations for homebound services - 10. 179 sessions conducted across 20 programs (includes the 1:1 Hi Tech program). Attendance 1,317. Loop to Loop extended to Bayswater; Library Information Week program in collaboration with local operators; Homelessness Guest Speaker for Homelessness Week. 12 programs delivered; program attendance 5,420; Better Beginnings bags distributed 1,128; outreach visits 510; Programs such as Sensory Storytime increased by approx. 50%; A partnership with the WE ARE HERE! Foundation delivered "In My Pocket" workshops during school holidays. Online loans - 15,224; Library App downloads - 182; Library App session attendance - 4,024; Public PC sessions - 6,331; WIFI use by community - 5,716.
05			5.2	Library Delivery Services		
05			5.3	Adult library services		
05			5.4	Children and Youth Services		
05			5.5	Library Technology		
05			5.6	Customer Experience and Marketing		
06	Recreation Development	Plan, deliver and manage community recreation infrastructure and assets within public open spaces, in line with strategic direction, industry trends, community expectation and available resources.	6.1	City Projects - Recreation Development	On Track	Continue to plan and deliver a range of asset replacements across the City together with community upskiller opportunities
06			6.2	Leisure Planning		
06			6.3	Club Liaison and Development		
06			6.4	Outdoor / Community Recreation Facility Bookings		
7.1	Recreation Facilities - Bayswater Waves	Provide sustainable and accessible recreation facilities and activities that balance commercial operations with subsidised services, not provided by the market, to maximise community health, social outcomes and City financial outcomes. Operate recreation centres and facilitate recreation activities and programs for the community at Bayswater Waves.	7.1.1	Aquatic Facilities	On Track	The final stage of refurbishment of Bayswater Waves continues with an expected completion of December 2023. Participation in programs and activities remains strong with memberships remaining over 2700 and Swim School enrolments over 2200. This has provided better than budgeted financial outcomes.
7.1			7.1.2	Swim School and Birthday Party Bookings		
7.1			7.1.3	Fitness Facilities		
7.1			7.1.4	Facilities and Room Hire		
7.2	Recreation Facilities - The Rise	Provide sustainable and accessible recreation facilities and activities that balance commercial operations with subsidised services, not provided by the market, to maximise community health, social outcomes and City financial outcomes. Operate recreation centres and facilitate recreation activities and programs for the community at The RISE.	7.2.1	Fitness Facilities	On Track	Participation at the RISE has grown significantly following a number of changes in staffing and reciprocal rights for Bayswater Waves members whilst that facility is undergoing refurbishment. The RISE surpassed previous membership levels this quarter in its own right growing to over 850. Social Sports competitions have been in decline due to availability of officiating staff but external court hire has increased to ensure the courts are well utilised. Function room usage remains strong.
7.2			7.2.2	Sporting and Lifestyle Programs		
7.2			7.2.3	Facilities and Room Hire		
7.2			7.2.4	Manage Additional Space		
7.3	Recreation Facilities - Maylands Waterland	Operate and maintain the Maylands Waterland facility to provide for active aquatic play and social gatherings in a natural setting.	7.3.1	Water Playground	On Track	Maylands Waterland re-opened for the season at the end of the period with utilisation strongly linked to the weather. On days over 25 degrees Celsius utilisation is strong. The kitchenette has proved to be very popular with bookings throughout the Summer season already in place.
7.3			7.3.2	Bookings		
7.3			7.3.3	Playground and BBQ Facilities		

SERVICE PERFORMANCE REPORTING QUARTER 1

No.	Service	Service Description	No.	Sub-Services	Service Status (Q1) ● On-Track ● Delayed/ On Hold ● Off-Track	Service Performance: Comment Quarter 1: July 23 - September 23
7.4	Recreation Facilities - Morley Sport and Recreation	Oversight of the management agreement with external service providers operating Morley Sport and Recreation Centre.	7.4.1	Morley Sport and Recreation	On Track	In July, Council resolved to accept BlueFit's offer to exit the management agreement of the facility. The Morley Sport and Recreation Centre is currently in transition to management by the City.
08	Golf Course - Maylands	Provide sustainable and accessible golf courses, balancing commercial operations with subsidised services, to maximise community health, social outcomes and City financial outcomes.	8.1.1	Contractor Management	On Track	Meeting user and income targets set for Q1 despite prolonged rain impacting usage at times July to September.
08	Golf Course		8.1.2	Golf Course Maintenance		
08	Golf Course - Embleton	Provide sustainable and accessible golf courses, balancing commercial operations with subsidised services, to maximise community health, social outcomes and City financial outcomes.	8.2.1	Contractor Management	On Track	Meeting user and income targets set for Q1 despite prolonged rain impacting usage at times July to September.
08	Golf Course		8.2.2	Golf Course Maintenance		
09	Community Safety	Deliver a 24/7 service that builds a strong sense of community safety and makes the City of Bayswater a safe and welcoming place for people. Provide 24/ 7 compliance, enforcement, emergency management and security services to mitigate hazards and contribute to community safety.	9.1	Emergency Management	On Track	<p>The Local Emergency Management Committee (LEMC) met in September 2023 and conducted a review of the risks associated with hazardous materials (HAZMAT) emergency incidents.</p> <p>Ranger team announced as runner up WA Ranger team of the year; Attended Australian Security Industry Association Ltd conference and exhibition, focused on Artificial Intelligence within the security environment. Worked with WA Police and Galleria Security to mitigate against hoon driving emanating from Galleria Shopping Centre. Attended Neighbourhood Watch WA Board Meeting, Attended Security Agents Institute of WA (SAIWA) Executive Committee Meeting and assisted developed Organised Crime presentation for security industry hosted by Crime stoppers WA and SAIWA. Attended frontline communication training hosted by Crown Security and exploring potential partnership with Crown for ongoing training opportunities at no cost to City. The City changed towage and vehicle storage contractor following Manheim's withdrawing services to Local Governments. ELT approval provided to change Rangers uniform and quotes currently being obtained. Two AI CCTV cameras placed in Birkett Reserve to deter ongoing criminal activity, involving ongoing damage to City property.</p> <p>No offences committed during reporting period. Extensive patrols conducted of public toilets in Noranda resulting in decreased vandalism. OSH risk assessment conducted for staff working alone at night. Security requests attended: 535; Telephone calls received: 8531; Parking tasks created: 702; Parking infringements issued: 1519; Parking warnings issued: 151; ECM reports allocated: 1087; Parking appeals processed: 159; Dog attacks: 34; Dogs impounded: 56 animal related tasks created: 624; Litter tasks: 159; Abandoned shopping trolleys: 187</p>
09			9.2	Animal Management		
09			9.3	Community Rangers		
09			9.4	Parking Enforcement		
09			9.5	Call Centre/Administration		
09			9.6	Crime Prevention		
09			9.7	Community Security Patrol		
10	Environmental Health	Maintain high public health standards through the administration of state and local legislation and codes of practice. Monitor and manage public health to ensure prescribed legislative requirements are being met.	10.1	Environmental Health	On Track	Environmental Health Officers have undertaken 138 food business inspections, 14 public building assessments and attended to 445 customer requests.

SERVICE PERFORMANCE REPORTING QUARTER 1

No.	Service	Service Description	No.	Sub-Services	Service Status (Q1) ● On-Track ● Delayed/ On Hold ● Off-Track	Service Performance: Comment Quarter 1: July 23 - September 23
ENVIRONMENT AND LIVEABILITY						
11	Asset Management and Mapping	The provision of asset management and spatial information management services to support organisational decision-making. Administers the land and property system, surveying systems and real-time emergency management system.	11.1	Infrastructure Asset Management (AM)	On Track	11.1 Historic work flows, procedures and data are under review in preparation for FCWP and new AMIS software. Other activities include: Reporting on 22/23 capital expenditure. Land and Building Valuation, Building and content insurance. Publishing a public list of city owned land and buildings. FCWP consultation is under way with good contributions from all stakeholders. Improvement plan will document issues and concerns raised during the process. 11.2 Almost all process and software have been accessed and can now be managed to keep current system and applications working. The 5 day GIS data and app training week has been very beneficial. Other activities include: Testing integration changes with TechOne, Addressing changes to Property and Rating data. Forward planning for the system including hardware, software and staffing implications. Short term staffing constraints experienced. 11.3 Historic procedures have been amended and are possibly to be amended even further due to clean up required for TechOne move to the cloud. Working closely with Rates and DSS. Short term staffing constraints experienced. 11.4 All equipment has had their annual service. All agreements are up to date. Impact on FCWP still to be discussed with Manager Transport and Buildings. 11.5 Stakeholders have expressed the need for a review of the system. The system is managed on a very reactive basis with the potential for business interruption. Impact on FCWP still to be discussed with stakeholders. Report being prepared for ELT on future management and planning of the system.
11			11.2	Spatial Information Management (GIS)		
11			11.3	Land Tenure Management (Tenure)		
11			11.4	Surveying System Management (Survey)		
11			11.5	Digital Mobile Radio and GPS Enabled Emergency Duress Systems		
12	Building Services	Manage and maintain City-owned buildings and associated infrastructure in line with the City's Asset Management Plan and lease agreements.	12.1	Building Services and Maintenance	On Track	On going meetings with Asset Management team as a result of recent restructure in order to set up better processes. Leasing inspections have fallen behind due to staff changes and the need to employ a Leasing Officer.
13	Building Approvals	Maintain high building standards through the administration of state and local legislation and codes of practice. Provide assessment and processing of building permits, within prescribed timeframes, to ensure that buildings are constructed or demolished to required standards.	13.1	Statutory Building	On Track	Statutory Building staff have processed 258 building permits and 165 swimming pool barrier inspections have been undertaken.
13			13.2	Swimming Pool Inspections		
14	Planning Approvals	Assess and process planning applications in terms of legislated standards and within regulated time-frames, providing recommendations and approvals.	14.1	Development Approvals	On Track	Standard applications which have a 60 days timeframe were, on average determined in 19.7 days and 96% approved within 60 days. Applications which were required to be advertised which have a 90 days timeframe, were on average determined in 36 days with 95% within the 90 days timeframe.
14			14.2	Subdivision Referrals		
14			14.3	Design Review Panel Assessments		

SERVICE PERFORMANCE REPORTING QUARTER 1

No.	Service	Service Description	No.	Sub-Services	Service Status (Q1) ● On-Track ● Delayed/ On Hold ● Off-Track	Service Performance: Comment Quarter 1: July 23 - September 23
15	Transport Infrastructure and Operations	Provide and maintain road Infrastructure in accordance with relevant engineering industry standards and best practice at a service level, appropriate to meet the levels and expectations outlined in the City's Community Strategic Plan 2021-2031.	15.1	Roads	On Track	* Road maintenance and resurfacing are ongoing and near completion for the Noranda precinct. * Carpark audit within the City is ongoing *Completed the construction of Mephan St footpath which was a high priority request from the Safe Routes to School survey
15			15.2	Carparks		
15			15.3	Drainage		
15			15.4	Footpaths and Cycleway		
15			15.5	Other Transport Infrastructure		
15			15.6	Street Lighting		
16	Property (Community)	Responsible management of land and property in ownership or in the control of the City.	16.1	Property (Community)	On Track	The City has engaged Bridge42 to undertake a review of strategic City owned land across the City. The review will enable the City to manage / plan for these properties into the future.
17	Strategic Land-Use Planning	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.	17.1	Local Planning Strategy/Town Planning Scheme	On Track	Updated Policies adopted by Council 25 July 2023 - Car Parking Policies - Heritage Policy - Naming Policy Local Planning Strategy, advertising concluded 19 June 23, high level outcomes of the engagement presented to Council at workshop held 8 August 23. Currently working with the DPLH on the proposed modifications. Scheduled to go to Nov 23 OCM. Maylands Brickworks - currently negotiating on MOU with the Friends of Maylands Brickworks to seek alternative forms of funding. Preparing report for December to address July OCM Outcomes.
18	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.	18.1	Water Quality Monitoring	On Track	Services and projects are being delivered as planned. The City has successfully on boarded Dr Christine Hanson into the role of Catchment Management Officer. Bayswater Brook Catchment Water & Sediment Quality Monitoring Program was successfully undertaken in collaboration with DBCA. Ongoing plan preparation for the Water sensitive Urban Design Projects Bowden and Russel Basins. Dr Christine Hanson has engaged DBCA and the joined the Perth Water Sensitive Transition Network. This will be key in delivering strategic actions that move the City towards a water sensitive City. The Environment Team worked with the community to restore and enhance natural areas by planting endemic tube stock to ensure vital ecological functions are retained. Continued participation in the contact with WALGA and Synergy to supply the City with renewable energy for contestable sites. The Team continued to provide support to the organisation to assist with retrofitting City facilities to ensure they are energy efficient.
18			18.2	Environment Area Maintenance		
18			18.3	Energy Efficiency		

SERVICE PERFORMANCE REPORTING QUARTER 1

No.	Service	Service Description	No.	Sub-Services	Service Status (Q1) ● On-Track ● Delayed/ On Hold ● Off-Track	Service Performance: Comment Quarter 1: July 23 - September 23
19	Waste Management	Provide a quality waste collection and management service to residents and the community. Maximise recovery of waste to minimise landfill costs, emissions and environmental impact.	19.1	Residential Waste Collection	On Track	Services and projects are being delivered as planned. City of Bayswater tonnages breakdown Jul-Sep Domestic and Commercial waste - 2,587.08 Bulk Verge – 724.80 Bulk Verge Greenwaste -217.95 Fogo – 3,153.62 Constitute/Parks 381.06 Baywaste General Waste – 673.79 Baywaste Greenwaste – 143.08 Education – cloth nappy workshops, EMRC clothes swap, make your own personal products, Avon descent waste team education popup, plastic free July, EMRC Redhill tour for residents, milli and Jenny sustainability show, 3 waste team popups in July
19			19.2	Commercial Waste Collection		
19			19.3	Bulk Verge Waste Collection		
19			19.4	Street and Park Bin Collection		
19			19.5	Bayswater Transfer Station		
19			19.6	Waste Education		
20			Parks and Gardens	Support our community by providing quality green spaces, protecting and enhancing the urban forest and considering the natural environment.		
20	20.2	Park Projects				
20	20.3	Landscape Design				
20	20.4	Tree Care				
20	20.5	Streetscapes Maintenance				
20	20.6	Sport Ground Maintenance				
20	20.7	Parks Maintenance				
20	20.8	Civic Gardens Maintenance				
20	20.9	Spraying				
20	20.10	Irrigation				
VIBRANCY						
21	Economic Development	Encourage new development to occur and support prospective and existing City businesses.	21.1	Economic Development	On Track	Morley Market Analysis - outcomes presented to Council at workshop 8 August 23. Updated Bayswater Industrial Sewer Advocacy document to include recent economic benefit assessment details. Developer attraction - sponsored Property Council Breakfast 9 August 23. Have had a number of subsequent conversations with developers interested in the City.

SERVICE PERFORMANCE REPORTING QUARTER 1

No.	Service	Service Description	No.	Sub-Services	Service Status (Q1) ● On-Track ● Delayed/ On Hold ● Off-Track	Service Performance: Comment Quarter 1: July 23 - September 23
22	Place Management and Town Centre Activation	Improve the amenity, function, safety, economic effectiveness and visitation of public spaces and town centres in collaboration with community groups and businesses.	22.1	Place Management	On Track	<p>Maylands - \$15k carried forward by Council, met with local businesses to determine priorities. New bikes have now been installed. Remaining funds to be used on art work for planter boxes and "interactive mural". EOLs for the artist have been prepared but cannot go out until after caretaker.</p> <p>Bayswater - Bayswater town centre businesses have requested a marketing campaign to promote the town centre with the opening of the train station. Current "soft launch" campaign to align with 9 Oct opening, more to occur in Q1 of 2024 when phase 2 opening occurs.</p> <p>Morley - Working with Businesses to create a Morley food festival which will include promotion and marketing of the food offerings and culminate in an event in March 24.</p> <p>PrideFEST - The City has partnered with a number of businesses and community groups to hold events across all town centres to support PrideFEST. These events will occur throughout November 23.</p>
22			22.2	Major Town Centre Events		
22			22.3	Town Centre Soft Activation		
23	Commercial Activities	Responsible management of land and property in ownership or control of the City. Develop commercially focussed opportunities to provide sustainable and accessible community	23.1	Property (Commercial)	On Track	The City has engaged Bridge42 to undertake a review of strategic sites across the City.
23			23.2	Land Acquisition and Disposal		
24	State Projects	Capitalise on the unprecedented opportunities for Bayswater, associated with the considerable level of State investment in the area, to achieve the best outcomes for our community. Manage the City's response to the requirements associated with the major State projects being undertaken within the City.	24.1	Stakeholder Engagement	On Track	This quarter saw the construction of new road, underground drainage and services to be ready for partial opening of the Bayswater Train Station in the next quarter. A number of positive outcomes included the negotiation of the final colour of the road, the extent of new paving within the station precinct for the businesses and development of MOU for the Pocket Park. The design review for all stations are progressing well with the civils, architecture, landscape, infrastructure and public art design packages.
24			24.2	Design Review		
24			24.3	Asset Interface and Construction Liaison		
LEADERSHIP AND GOVERNANCE						
25	Customer Service	Provide a front line, first point of contact for customers wanting to engage with the City for a wide range of business purposes and provide support to other organisational business units.	25.1	External Customer Management	On Track	<p>Customer Relations delivered frontline services and business support. Key deliverables include: Registered Meeting Visitors - 579 Walk into counter Civic - 9,278 Total payments processed in ECR - 2,154 Rates payment receipted - 1,597 Animal Registrations receipted - 150 Plan Search Requests - 216 up 85% Orders and Requisitions - 481 Calls Directly answered Switchboard - 15,837 First Call resolution - 26% Switch Abandoned call rate - 273 Tip Passes Issued - 1,512 Waste Requests e.g." FOGO, bin repairs - 2,550 Snap Send Solve requests - 316 up 115%</p>
25			25.2	Business Support		

SERVICE PERFORMANCE REPORTING QUARTER 1

No.	Service	Service Description	No.	Sub-Services	Service Status (Q1) ● On-Track ● Delayed/ On Hold ● Off-Track	Service Performance: Comment Quarter 1: July 23 - September 23
26	Community Engagement	Embed a culture of engagement and build the organisation's capability in the practice of community engagement, and directly deliver a number of engagement initiatives. Provide advice and mentor project teams in their engagement planning and execution.	26.1	Community Engagement	On Track	<p>This quarter the Community Perceptions Survey Outcomes report has been finalised, a presentation made to ELT, Council and OMT.</p> <p>The engagement team has advised on numerous projects in the quarter, including: Local Planning Strategy Advertising, Brickworks CRG, Naming Register, Hillcrest Needs Assessment, Flourish, Events Strategy, Urban Forest at Riverside Garden, and Maylands Mural at Pride. A number of key City documents are being reviewed and advice on engagement planning has commenced for both the Public Health Plan and the Youth Strategy.</p> <p>Discussions with Community Development have commenced about the Aboriginal Engagement Framework and the incorporation of elements of the process into the Connecting Communities (Dual naming) project.</p>
27	Communication and Marketing	Provide internal and external communications and marketing, including brand awareness.	27.1	Strategy Development	On Track	<p>Managed reputational risk around Embleton Golf Course notice of motion, vaping reform, AI security camera trial, Keeping and Control of Cats Amendment Local Law 2023, Maylands underground power and local government elections.</p> <p>Sponsored a Property Council event to increase awareness of the investment opportunities within the City. Produced a video to be shown at the event which was also shared on LinkedIn. This achieved 1,539 views. Developed and implemented a promotional plan for the City's first Flourish Community Arts Festival, comprising more than 65 events.</p> <p>Across 17 portfolio areas, prepared 16 media releases, responded to 22 media enquiries, produced 53 Facebook posts, 35 Instagram posts and 24 LinkedIn posts, and responded to 51 messages. Produced 1 Bayswater Beat, 7 e-newsletters and 6 CEO catch ups. Completed 122 design projects. Continued to manage the City's website. Implemented accessibility upgrades with web developer Alyka.</p>
27			27.2	Media Management		
27			27.3	Social Media		
27			27.4	Communications/ Publications		
27			27.5	Design and Marketing		
27			27.6	Internal Communications		
28	Procurement	Ensure that the City's tendering and procurement meet the regulatory and policy requirements, and reflect sector best practice	28.1	Tendering	On Track	<p>Central oversight is provided of the tendering function, on-line tender register is now live on the City's website. Policies and management practice have recently been reviewed.</p> <p>Training plan being developed for new system users</p> <p>User manuals have been developed for the new Open Windows CMS, some capacity challenges with deploying the system are being worked through.</p>
28			28.2	Procurement		
28			28.3	Contract Management		
29	Records Management	Ensure the City's electronic document management and record keeping systems are compliant with State Records legislation, audit recommendations and sector best practice.	29.1	Records Management	On Track	<p>City of Bayswater Record Keeping Plan has been Approved by State Records Commission as the City and its recordkeeping systems are compliant with the State Records Act 2000. Next Review is Due in 2027.</p> <p>City is reviewing online Litmos ECM Training to make them more user friendly</p>

SERVICE PERFORMANCE REPORTING QUARTER 1

No.	Service	Service Description	No.	Sub-Services	Service Status (Q1) ● On-Track ● Delayed/ On Hold ● Off-Track	Service Performance: Comment Quarter 1: July 23 - September 23
30	Financial Services	Provides overall strategic and operational responsibility and advice for the City's financial process and planning, budgets, rates and investments.	30.1	Rating Service	On Track	Rates levied as per budget timeframes. Annual Financial Report provided to OAG within legislative timeframes Draft Rating Strategy and Reserve Reviews created
30			30.2	Accounting Services		
30			30.3	Cash Management		
31	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.	31.1	Information Services Administration	On Track	<p>Services and projects identified in branch plan are being delivered as planned.</p> <ul style="list-style-type: none"> - 1379 support requests - Successfully renegotiated Microsoft Licensing agreement - Decommissioned and upgraded unsupported operating platforms - Microsoft Exchange online project currently ongoing - Undertaking of first phases of OneDrive implementation - Consolidated GIS server infrastructure across to the IT Comms Room - Bayswater Waves network upgrades refurbishment on going project - Project Eden implementation ongoing - TechOne ERP online services delivery and business-as-usual maintenance - Network infrastructure upgrades to throughput and disaster recovery capabilities - Backup data to AWS cloud project ongoing - Completed Council chamber audio visual refurbishment - Completed Embleton room audio visual refurbishment - Provide ongoing IT support to multiple systems availability across the City and maintain essential ongoing business as usual support. - Implementation of UPS at outstations to mitigate power surge or failures - CCTV infrastructure maintenance - Currently, there is 753 T1 tickets captured by our service desk system since last financial year; 611 was resolved. - Order from most lodged T1 applications- Core Enterprise Suite (40.44%), Property And Rating (29.12%), Enterprise Contact Management (27.24%) and Enterprise Cash Registering (3.18%). - As part of BSA team's effort to support EDEN, we aim to maintain the current system "as-is" as much as possible by reducing customisation work. - Ensure data integrity (T1 Profile clean-up, user function/authorisation review, name, land and property data) within current T1 environment - Support LGConnect in implementing eServices in production environment - Implementation of ASD essential 8 cyber security controls - Implemented Microsoft Defender for 365 - Implemented SIEM, vulnerability management and threat prevention - Core Firewall upgraded at Civic Centre - Aiops implemented to fine tune firewall rules and policies - Multifactor authentication on servers - Privileged Access Management (Silverfort) implemented to meet security requirements - Data Loss prevention implementation ongoing - Implemented additional security controls at external sites by adding firewalls - Initiated Network Segregation/Segmentation - Implemented Privileged Access Management (PAM)
31			31.2	Information and Communications Technology		
31			31.3	Business Systems		
31			31.4	Cyber Security		

SERVICE PERFORMANCE REPORTING QUARTER 1

No.	Service	Service Description	No.	Sub-Services	Service Status (Q1) ● On-Track ● Delayed/ On Hold ● Off-Track	Service Performance: Comment Quarter 1: July 23 - September 23
32	People, Culture, Safety	Provide support and solutions to ensure the City has adequate people capacity and capability to deliver quality services to the Community.	32.1	Human Resources	On Track	<p>Two Industrial Agreements have been negotiated which will address some of the concerns raised in the Culture Survey as it relates to salary and conditions. Additionally work is continuing in the other areas identified in the survey.</p> <p>Human Resources continue to provide recruitment and employee relations services to the organisation through the business partnering arrangements.</p> <p>Payroll have processed the changes from the Industrial Agreements along with the Managers review and organisational realignment.</p> <p>Work Health and Safety have implemented a random drug and alcohol testing program as well as implemented a number of wellness activities and development of the new WHS reporting system</p>
32			32.2	Payroll		
32			32.3	Organisational Development		
32			32.4	Work Health and Safety		
33	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	33.1	Council Support and Services	On Track	<p>Council Support: The City has received and responded to 325 CHDs during the reporting period. Cr Clarke has completed an online training course on "Introduction to Planning". Six advocacy meetings have been held by the Mayor with various stakeholders. 50 memorandums have been prepared for Elected Members. 5 Council Briefings have been held.</p> <p>Governance: Agendas and Minutes have been prepared for 2 OCMs/ABF, 1 SCM, 1 AGM, and 8 Committee meetings. An Election Induction Program has been developed, as well as an Councillor Induction Handbook. The Keeping and Control of Cats (Amendment) Local Law 2023 was gazetted. The CEO Annual Performance Review was completed by the Council in September. The City's website and FAQs were updated prior to the Election period commencing, and work done to improve the FAQs in relation to the Owner/Occupier role. There have been a number of complaints and queries in relation to the election that have been managed during September.</p> <p>Policy Development: Policy review schedule continues to be implemented as planned and agreed to by the Council with some minor deviations. Six policies were reviewed during Q1 2022/23. The next Policy Review and Development Committee Meeting scheduled for November 2023.</p>
33			33.2	Governance		
33			33.3	Policy Development		

SERVICE PERFORMANCE REPORTING QUARTER 1

No.	Service	Service Description	No.	Sub-Services	Service Status (Q1) ● On-Track ● Delayed/ On Hold ● Off-Track	Service Performance: Comment Quarter 1: July 23 - September 23
34	Organisation Planning and Development	Facilitate integrated strategic and operational business planning, reporting and improvement within the organisation, that is effective and fit-for-purpose.	34.1	Integrated Planning	On Track	<p>A new IPRF Policy and Management Practice have been approved during Q1.</p> <p>A new Corporate Business Plan, developed through a Council-led business planning process was adopted by the Council along with the Annual Budget.</p> <p>During Q1, the reporting system for 2023/24 has been set up. The reporting will be based on the new Corporate Business Plan and include reporting against Services, Projects, Risks, CEO KPIs, Informing Strategic and Plans.</p> <p>A project plan for the business planning process for 2024/25 has been developed, and business planning activities for 2024/25 have commenced.</p> <p>Scoping of service reviews has commenced with two services (Libraries and Parks and Gardens) identified by Council for review during 2023/24.</p> <p>A improvement plan, following the Organisational Self-Assessment has been drafted, and is ready for consideration by the Executive Leadership Team.</p> <p>Work to develop a Corporate Document Framework, which sets out all of the City's key documents, how they are reviewed, and who makes decisions on them, has commenced.</p>
34			34.2	Performance Reporting		
34			34.3	Organisational Improvement Projects		
35	Risk Management and Audit	Ensure the City has sound risk management practices and procedures that are fully integrated and aligned with its strategic objectives, as well as service and project delivery. Enhance organisational improvement and confidence through independent assurance processes.	35.1	Risk Management	On Track	<p>The Compliance Audit has been completed, and will be presented to the November ARMC meeting.</p> <p>The Audit Log Review has also been completed, and will be presented to the November ARCM meeting.</p> <p>Risk Reviews are continuing, with most now completed. Only three branches remain to be completed.</p> <p>The Strategic Risk Register and Appetite has been adopted by the Council.</p> <p>The Integrity Framework has been adopted by the Council.</p>
35			35.2	Internal Audit		
35			35.3	Insurance		
36	Depot Administration	Provide business support services to depot-based operational teams and coordinate depot operations.	36.1	Depot Operations	On Track	Services are being delivered as planned.
36			36.2	Administration Support		
36			36.3	Customer Request Management		
37	Plant, Fleet and Equipment	Manage the City's fleet assets in accordance with, asset management priorities and relevant industry standards.	37.1	Plant, Fleet and Equipment	On Track	Assets are being maintained as per industry standards

CBP OPERATING PROJECTS PERFORMANCE REPORTING QUARTER 1

No.	CBP Services	CBP Operating Project No.	Corporate Business Plan Operating Projects 23-24	Key Outputs Quarter 1	% Complete Quarter 1	Action Status (Q1) <ul style="list-style-type: none"> ● Complete ● On-Track ● Delayed/ On Hold ● Off-Track 	Operating Project Performance: Comment Quarter 1: July 23 - September 23
COMMUNITY							
01	Community Development	1.1-Op	Renew Access and Inclusion Plan	(1) Engagement Plan (2) Review and final report on progress since 2020	0%	Delayed/ On Hold	Q1 progress of foundational documents delayed due to staff changes. Recruitment progressing.
01	Community Development	1.2-Op	Unearthing the Truth: to Dual Naming	(1) Apply for grants (2) Project planning. Meet with stakeholders	20%	On-Track	Grant is no longer available. Project planning and stakeholder engagement progressed. A mutually beneficial partnership has been formed with common goal outputs. RAC engagement resulted in support of project. Recruitment of project support underway due to resource limitations. Relationship building progressing well.
01	Community Development	1.3-Op	Renew Youth Action Plan	Apply for Grant and develop the Engagement Plan	100%	On-Track	Youth Grant application complete. Engagement Plan complete.
01	Community Development	1.4-Op	Review Homelessness Strategy	(1) Review and final report on progress since 2021 (2) Internal engagement review across lead branches (3) Literature industry review (4) Develop recommendations to Homeless Strategy	0%	Delayed/ On Hold	Due to limited staff resourcing Q1 outputs delayed. Recruitment progressing. Likely to send item to OCM in December.
01	Community Development	1.6-Op	Renew Cultural Plan	Apply for Grant and develop the Engagement Plan	40%	On-Track	Development of the engagement plan is progressing.
04	Community and Events	4.1-Op	FLOURISH - City of Bayswater Community Art Festival	NA		On-Track	Completed content resourcing. Activate Arts group and launch of Festival. Acquired project sponsor.
06	Recreation Development	6.1-Op	Project Management Framework Review	Establish project team and review current documentation		Off-Track	Not commenced as higher work priorities has meant this project is unable to be progressed at this time.
06	Recreation Development	6.2-Op	Hillcrest Reserve Needs Assessment	Desktop research and initial one on one meetings with clubs		On-Track	One on One club meetings completed
ENVIRONMENT AND LIVEABILITY							
11	Asset Management and Mapping	11-Op	Review Asset Management Plans	Update inventories, prepare required renewal programs.	25%	On-Track	Progress is slower than anticipated. Inventories are updated, all capital expenditure for 22/23 has been accounted for and work has commenced on FCWP programs. All stakeholders have been contributing to the process and improvement plan will document concerns and issues raised during the process.

CBP OPERATING PROJECTS PERFORMANCE REPORTING QUARTER 1

No.	CBP Services	CBP Operating Project No.	Corporate Business Plan Operating Projects 23-24	Key Outputs Quarter 1	% Complete Quarter 1	Action Status (Q1) <ul style="list-style-type: none"> ● Complete ● On-Track ● Delayed/ On Hold ● Off-Track 	Operating Project Performance: Comment Quarter 1: July 23 - September 23
15	Transport Infrastructure and Operations	15.6.2-Op S	Maylands Underground Power (Western Power & State Government)	Installation commencing August 2023 Goldmead St to Queen Street		On-Track	Installation progressing in the Maylands Area
17	Strategic Land-Use Planning	17.1.1-Op	Local Planning Strategy (current review)	Community engagement on the draft document	10%	On-Track	Local Planning Strategy, advertising concluded 19 June 23, high level outcomes of the engagement presented to Council at workshop held 8 August 23. Currently working with the DPLH on the proposed modifications. Scheduled to go to Nov 23 OCM.
17	Strategic Land-Use Planning	17.1.2-Op	Morley Station Precinct Structure Plan	Background research and technical reports	10%	On-Track	Council awarded the tender to Hames Sharley at 27 June 23 OCM, subject to negotiating a reduced scope of works and cost. The City, DPLH and Hames Sharley have now negotiated the scope to within budget. Inception meeting held 13 Sept 23, Hames Sharley are now commencing the background work.
18	Environmental Sustainability	18.2.1-Op	Lightning Swamp Rehabilitation	Undertake site assessments and species list and order revegetation stock	50%	On-Track	The City of Bayswater hosted a community planting day in consultation with Fo Guang Shan Buddhist Temple WA. The event was attended by over 100 people. Over 5,000 plants have been installed as part of the rehabilitation program, with the site is now being monitored during establishment with monthly watering from December to March.
18	Environmental Sustainability	18.2.2-Op	Plants to Residents	NA	25%	On-Track	The City facilitates this annual initiative, run in partnership with Environment House. The program offers residents 10 native plants for \$5. The Program is run in Q4, with the Environment team working with Environment house to order plants that will assist with biodiversity outcomes in the City.
18	Environmental Sustainability	18.2.3-Op	Fox Control Strategy	NA	0%	On-Track	Foxes have a devastating impact on native wildlife across Australia, currently threatening 14 bird species, 48 mammal species and 12 reptile species. In Australia, the most significant driver of mammal extinctions has been predation by feral cats and foxes. Compounded by inappropriate fire regimes, these feral predators continue to pose a major threat to dozens of surviving mammal species. Cat trapping occurs over 10 days in April, and fox trapping occurs in 2 events over 10 days in February and June.
18	Environmental Sustainability	18.3-Op	Carbon Reporting Platform	Undertake audit and energy use	25%	On-Track	<p>The Emissions Reduction and Renewable Plan enables the City to cost-effectively increase the amount of renewable energy, improve energy efficiency and reduce greenhouse gas emissions at its facilities. As part of this plan the City has set the following ambitious targets:</p> <ul style="list-style-type: none"> •100% renewable electricity for the City's operations, excluding street lighting, by 2025. •100% renewables and/or carbon offsets for all City energy use, including street lighting, by 2030. •Net zero greenhouse gases for the City energy-related and value chain emissions by 2040. <p>In recent years the City has been installing solar PV systems at many of its facilities to decrease the City's reliance on fossil fuels.</p> <p>In order to determine the progress towards our emissions targets it is critical to verify and record the results and returns in performance improvements and savings initiatives. The City is continuing to utilise the Ability platform to track our progress towards net zero.</p>

CBP OPERATING PROJECTS PERFORMANCE REPORTING QUARTER 1

No.	CBP Services	CBP Operating Project No.	Corporate Business Plan Operating Projects 23-24	Key Outputs Quarter 1	% Complete Quarter 1	Action Status (Q1) <ul style="list-style-type: none"> ● Complete ● On-Track ● Delayed/ On Hold ● Off-Track 	Operating Project Performance: Comment Quarter 1: July 23 - September 23
VIBRANCY							
23	Commercial Activities	23.2.2-Op	Les Hansman Redevelopment - Planning	Seek joint venture opportunities	0%	Delayed/ On Hold	This project did not commence. The City negotiated with the DPLH to not require these works to be completed prior to the sale of the property.
LEADERSHIP AND GOVERNANCE							
26	Community Engagement	26-Op	Business Survey	NA	0%	On-Track	No performance required this quarter
26	Community Engagement	26-Op	Community Perceptions Survey	Community Perceptions Survey Outcomes report completed. Presentation made to ELT, Council and at OMT. Report distributed to Council, Directors and Managers as confidential during caretaker.	100%	Complete	
33	Governance and Council Support	33-Op	2023 Ordinary Elections	(1) Confirm with WAEC the appointment of the Returning Officer (2) Prepare Election webpage (3) Prepare communication and promotion plan for Election (4) Review Owner/Occupier Forms and Frequently asked questions (5) Prepare Owner/Occupier Roll for certification (6) Prepare Candidate Information Pack and Hold Candidate Information Session (7) Place relevant public notices as required (8) Prepare induction program for newly Elected Members	75%	On-Track	Election website completed. Communications plan completed. Owner/Occupier FAQs updated. Owner/Occupier role update - additional 60 owner/occupiers added. Candidate info pack prepared and candidate information session held in August. Public notices given. Barry Shelton appointed by WAEC as Returning Officer. Ballot draw for candidate placement on ballots completed. Staff trained to issue replacement packs in September. Induction Schedule being prepared. Councillor induction handbook being prepared. Draft SCM agenda prepared for swearing-in and election of the Deputy Mayor. Report for Committees appointment - draft started.

CBP OPERATING PROJECTS PERFORMANCE REPORTING QUARTER 1

No.	CBP Services	CBP Operating Project No.	Corporate Business Plan Operating Projects 23-24	Key Outputs Quarter 1	% Complete Quarter 1	Action Status (Q1) <ul style="list-style-type: none"> ● Complete ● On-Track ● Delayed/ On Hold ● Off-Track 	Operating Project Performance: Comment Quarter 1: July 23 - September 23
34	Organisational Planning and Development	34-Op	Service Reviews	Prioritisation and selection of services to be reviewed to be completed.	10%	Delayed/ On Hold	<p>This project has been somewhat delayed due to resourcing constraints, and other priority business planning work.</p> <p>Libraries and Parks and Gardens have been selected for review, through a survey sent out to Councillors for feedback.</p> <p>The scoping of these reviews will commence in Q2, with the work to be completed during Q3.</p>
34	Organisational Planning and Development	34-Op	Strategic Community Plan (SCP) - Community Engagement	A completed community engagement project plan.	0%	Delayed/ On Hold	<p>The OPD and Engagement Teams have met, to discuss approaches to community engagement, but an Engagement Project Plan has not been completed, as the OPD team need to first complete an SCP Project Plan and have been unable to do this because of limited capacity and other more urgent work to be completed.</p>

2023-2024 CAPITAL PROJECT PROGRESS REPORT QUARTER 1

No.	CBP Services	CBP Capital Project Plan No.	Budget No.	Project Title	Budget (Incl. PWOHs)	No of Projects	Complete	On-Track	Delayed / On-Hold	Off-Track	Comment
COMMUNITY											
06	Recreation Development	06.1.1-Cap	81175	City Wide - Playspace Redevelopments	450,000	1		On Track			Preparing for Community Engagement late 2023
06	Recreation Development	06.1.2-Cap	81177	Halliday Sports Lighting Renewal	350,000	1		On Track			Tender Prepared and Advertised in Q1
06	Recreation Development	06.1.4-Cap	81173	Gibbney Ball Court Resurfacing	250,000	1		On Track			Funding request submitted to Department of Education for review
06	Recreation Development	06.1.5-Cap	Capital Program	Recreational Park Sport Asset Renewals	486,315	8		8 On Track			Condition assessments completed for cricket synthetic wicket batting. Lightning Park goals identified for replacement. Sporting Reserve fencing ongoing. Preliminary concepts prepared for Upper Bardon Park.
07	Recreation Facilities - Bayswater Waves	07.1-Cap	Capital Program	Bayswater Waves Upgrade and Renewal Program	118,150	4		4 On Track			Meeting with Centre Manager to finalise Scope of Works for roof replacement. Hydro and spa lifting beam including plant and equipment replacements to commence following completion of Waves refurbishment.
7.3	Recreation Facilities - Maylands Waterland	07.3-Cap	81172	Waterland Developments	150,000	1		On Track			Draft Concepts Developed
7.4	Recreation Facilities - Morley Sport and Recreation	07.4-Cap	81191	Pat O'Hara Reserve - Morley Sport and Rec Centre redevelopment (Car Parking)	150,000	1		On Track			Preliminary concepts prepared
08	Golf Course	08.1.1-Cap	81168	Maylands Peninsula Golf Course Upgrade	162,055	1		On Track			Ongoing
08	Golf Course	08.1.2-Cap	81185	Maylands Golf Course - renew depot	150,000	1		On Track			Awaiting outcome from discussions with Special Project Manager and Lessee
ENVIRONMENT AND LIVEABILITY											
12	Building Services	12.0-Cap	81190	Bayswater Bowling & Rec - Accessible Bathroom-Comm Capital Grant	59,091					Off Track	Awaiting meeting with Manager Project Services and Club Representative to finalise Scope of Works for Project
12	Building Services	12.0-Cap	81203	Civic Centre - Replace access system	40,000				Delayed/ On-Hold		Further funds required
12	Building Services	12.0-Cap	Capital Program	Building Capital Works Program	920,591	26	6 Completed	18 On Track	1 Delayed/ On-Hold	1 Off Track	Completed - Bayswater Bowling kitchen upgrade, ECHO security system, Hampton Tennis toilet block, Pat O'Hara Rugby Club, Noranda Family and Bayswater Infant Health. Air conditioner renewal at Civic Centre and Olive Tree House also completed. Projects currently on-track are awaiting Ellis House awning to be installed, Pigeon Club flooring to be installed in November and a site inspection conducted for Crimea Reserve changerooms. Scope of Works are being finalised for other projects and will be released for quotation shortly.
15	Transport Infrastructure and Operations	15.1.1-Cap	81151	Traffic Management General	40,000	1		On Track			Ongoing
15	Transport Infrastructure and Operations	15.1.2-Cap	Capital Program	Roads Capital Program - Arterial Roads	214,000	3		3 On Track			Works are on-track with contractors availability confirmed.
15	Transport Infrastructure and Operations	15.1.3-Cap	Capital Program	Road Capital - MRRG Roads	493,464	3		3 On Track			On-track with contractors availability confirmed.
15	Transport Infrastructure and Operations	15.1.4-Cap	Capital Program	Road Capital Program - Base Road Grant	930,000	18	2 Completed	16 On Track			Rugby and Ivory Streets road resurfacing has been completed with contractors availability confirmed and programmed.
15	Transport Infrastructure and Operations	15.1.5-Cap	Capital Program	Road Capital Program - R2R Roads	563,439	14	9 Completed	5 On Track			Most of the works have been completed with orders raised for the remaining works.
15	Transport Infrastructure and Operations	15.2-Cap	81157	Upgrading and Renewal of ROWS, Cycleways, Drainage	100,000	1		On Track			Orders raised
15	Transport Infrastructure and Operations	15.3-Cap	81102	City Wide - Drainage Grates Renewal Program	80,000	1		On Track			Contractors availability confirmed
15	Transport Infrastructure and Operations	15.4.1	Capital Program	Footpaths and Cycleways Capital Program	1,423,998	5		5 On Track			Contractors availability confirmed and programmed.

2023-2024 CAPITAL PROJECT PROGRESS REPORT QUARTER 1

No.	CBP Services	CBP Capital Project Plan No.	Budget No.	Project Title	Budget (Incl. PWOHs)	No of Projects	Complete	On-Track	Delayed / On-Hold	Off-Track	Comment
15	Transport Infrastructure and Operations	15.5-Cap	Capital Program	Other Transport Infrastructure Bus Shelters	60,000	2		2 On Track			Contractors availability confirmed and orders raised with PTA.
15	Transport Infrastructure and Operations	15.6.1-Cap	Capital Program	Street Lighting Capital Program	170,000	2		2 On Track			Contractors availability confirmed.
18	Environmental Sustainability	18.1.3-Cap	81214	Maylands Lakes - Water Quality Improvements	100,000	1		On Track			Q1 Engineered Efficiency undertook water quality assessment and began preparation of the water mixing trial design.
18	Environmental Sustainability	18.2.1-Cap	81165	Riverside Gardens Urban Forest	1,200,000	1			Delayed/ On-Hold		The Agreement Between Greening Australia and the City was finalised in Q1. Initial Design work commenced in Q1. Project is on track for delivery winter 2024
18	Environmental Sustainability	18.2.2-Cap	81166	Berringa Park - Limestone Path Install	60,000	1		On Track			Quotes sought for bridge in Q1 Form 7 will be provided to DBCA in Q2
18	Environmental Sustainability	18.2.3-Cap	81171	Program - Natural Environment Improvement - Foreshore River Restoration	240,000	1			Delayed/ On-Hold		Project funds need to be confirmed. Resources will be directed at Delivering Foreshore restoration inline with the 10 year project.
18	Environmental Sustainability	18.3-Cap	81183	Emission Reduction and Renewable Energy Delivery	100,000	1		On Track			EV chargers delivered in Morley Sport and Rec. Further opportunities to be identified in Q2
20	Parks and Gardens	20.0-Cap	Capital Program	Parks and Gardens Critical Asset Renewal and Upgrade	315,069	2		2 On Track			Compiling list of priority renewals and upgrades. Priority bore and pumps have been serviced/replaced with the remainder of program undertaken May-June 2024.
VIBRANCY											
22	Place Management and Town Centre Activation	22.0-Cap	81121	Town Centre's - City Led Place Activation	60,000	1		On Track			Maylands - new bike racks have been installed and the City is looking to engage artists for the planter boxes and an LGBTQI+ mural. Bayswater - the City is working with METRONET on an event to encourage visitors back to the town centre now the station is open. Morley - the City is working with businesses to hol a 'feed me More-ly' event to promote the wide variety of dining options.
23	Commercial Activities	23.2.1-Cap	81212	Les Hansman Car Park - land purchase	3,118,500	1		On Track			The City has advertised the formal road closure of the car parking and the outcomes are to be considered by Council at the November OCM. The land purchase is on track to be finalised by January 2024.
LEADERSHIP AND GOVERNANCE											
	Information Services	31.0-Cap	Capital Program	Information Services Renewal and Upgrade	354,019	5		5 On Track			Progressing with renewal and upgrade program.
31	Information Services	31.3-Cap	80870	Enterprise Resource Planning (ERP) Implementation	1,286,000	1		On Track			System integration testing has commenced.
37	Plant, Fleet and Equipment	37-0-Cap	Capital Program	Plant, Fleet and Equipment Capital Program	1,617,000	3		2 On Track			Being procured.
TOTAL					21,687,768						

CEO's KPIs PERFORMANCE REPORTING QUARTER 1

No.	KPI	Key Result / Area Services Area	Informing Strategy or Plan or Project	Deliverable	Measurement	Action Status (Q1) ● Complete ● On-Track ● Delayed/ On Hold ● Off-Track	CEO KPI Progress: Comment Quarter 1: July 23 - September 23	% Complete Q1
1.	Ensure ongoing financial sustainability and equitable rating	• Service No. 30 Financial Services • Service No. 11 Asset Management and Mapping.	• Long Term Financial Plan • Property: Transport; ICT and Fleet, Plant and Equipment Asset Management Plans	• Work with Council to identify, prioritise and rank projects that form the City's Long Term Financial Plan (LTFP), informed by the City's Asset Management Plans. • Prepare a prioritisation matrix to help to support this process.	Updated LTFP ready for Council endorsement by 30 June 2024.	On-Track	Some progress has been made on a new plan and the AM Team have started the Forward Capital Works exercise.	20%
		• Service No. 30 Financial Services	• Long Term Financial Plan	• Ensure, as part of the review of the City's Rating Strategy, that Councillors have the option to introduce differential rates for the 2024-25 financial year.	If supported by Council, final rating strategy adopted by April 2024 and rates ready for advertisement by May 2024.	On-Track	Draft Strategy has been developed	80%
2.	Lead improved organisational change	• Service No. 34 Organisational Planning and Development	• Service Review Project	• Work with the City's Executive Leadership Team to implement and embed a culture of improvement through the implementation of the Organisational Improvement Plan.	Quarterly updates against service against the implementation of the Organisational Improvement Plan.	Delayed/ On Hold	A Capability Plan has been drafted with actions set out for consideration by ELT. These actions need to be prioritised by ELT and then the plan can be deployed for implementation. A workshop with ELT will be arranged for Q2.	25%
3.	Lead property and economic development	• Service No. 21 Economic Development		• Develop and embed the new branch 'Property and Economic Development'.	Quarterly updates against service and project delivery.	On-Track	The City has engaged Bridge42 to undertake a review of strategic sites across the City.	20%
		• Service No. 23 Commercial Activities	• Land Acquisition and Disposal Strategy	• Ensure the ongoing implementation of the Land Acquisition and Disposal Strategy.	Quarterly updates against the delivery of the strategy.	On-Track	Morley Market Analysis - outcomes presented to Council at workshop 8 August 23. Updated Bayswater Industrial Sewer Advocacy document to include recent economic benefit assessment details. Developer attraction - sponsored Property Council Breakfast 9 August 23. Have had a number of subsequent conversations with developers interested in the City.	30%
		• Service No. 21 Economic Development	• Interim Economic Development Strategy	• Develop a new Economic Development Strategy, with a focus on business attraction.	The new Economic Development Strategy is to be presented to Council by 30 June 2024.	On-Track	The City is currently scoping the project with the intent of seeking funding as a part of the mid-year budget review to engage a consultant to undertake the work, to ensure it is delivered on time.	10%
4.	Lead advocacy and the development of partnerships	• Service No. 38 Directorate Administrations	• Advocacy Strategy	• Work with Council to develop a new Advocacy Strategy, supported by the development of a prioritisation matrix. • Ensure that the development of the Advocacy Strategy is integrated into the business planning process.	Delivery of an integrated Advocacy Strategy by 30 June 2024, for implementation in the 2024-25 financial year.	On-Track	Advocacy Strategy was reviewed by Council in the lead up to the 2023/24 business planning and budget adoption process. It was also appended to the CEO's annual performance review that was endorsed by Council on 5 September 2023. Continued progress will be implemented as part of the Council led business planning for the 2024/25 budget cycle.	
		• Service No. 24 State Projects • Other stakeholder engagement across other services	• Advocacy Strategy	• Identify opportunities for future partnerships and build relationships with key stakeholders.	Ongoing implementation with quarterly progress updates by 30 June 2024.	On-Track	Advocacy Strategy was reviewed by Council in the lead up to the 2023/24 business planning and budget adoption process. It was also appended to the CEO's annual performance review that was endorsed by Council on 5 September 2023. Continued progress will be implemented as part of the Council led business planning for the 2024/25 budget cycle.	
5.	Lead quality corporate performance reporting	• Service No. 34 Organisational Planning and Development	• Corporate Business Plan	Ensure quarterly corporate performance reporting is provided to Council as an input for decision making including audit and risk reporting; budget reporting; corporate service and project reporting; and progress reporting against Council approved informing strategies and plans.	Quarterly progress updates	On-Track	Performance reporting for Q1 is currently underway. The reporting system for 2023/24 is based on the newly adopted Corporate Business Plan 2023/24 to 2027/28. This reporting has been expanded to include: Services, Projects, Risk, Audit, CEO targets and Informing Strategies and Plans. Over time, the intention is to start to integrate financial reporting and key performance indicators into the corporate reporting. However, it is important to embed the base line reporting first. At the end of the financial year, reporting on all Informing Strategies and Plans was undertaken, with detailed reporting provided to the Council on where each action contained in these plans is up to. This information will form an input into business planning for 2024/25, to ensure that these plans are prioritised and resourced for delivery. The Annual Report for 2021/22 was presented at an Annual Meeting of Electors in July 2023. The Annual Report for 2022/23 is currently being drafted.	
6.	Prioritise and support the achievement of the City's agreed canopy target	• Service 18 Environmental Sustainability • Service 20 Parks and Gardens	• Urban Forest Strategy Trees on Private Land and Street Verges Policy Urban Tree Planting and Maintenance Policy	• Provide Council with reports and recommendations, as required, to work towards meeting the agreed mid-term specific canopy target of 16% by 2025.	Quarterly progress updates	On-Track	Strategic: The City plans to undertake a LIDAR survey in February 2024 which will provide reliable data regarding the performance of the urban forest, although it is expected that there may be no gains or even a deterioration from the previous survey due to the loss of canopy from State projects and private development. However, significant gains to the canopy are expected in time as the undergrounding of power progresses through the City. The planned Urban Forest project at Riverside Gardens will also provide significant gains in canopy over time. The planned deep dive into Parks and Gardens service levels will assist in determining if current budget allocations are proportionate to program expectations. Council will need to consider and support the planting of trees in the middle of roads as available space in traditional target areas such as parks and verges is nearly exhausted. This will be more costly as installations will require engineering modifications, which will likely lead to less trees being planted although this will be offset by the trees being planted in ideal locations to mitigate heat island effect. Operational: This winter the City has undertaken its largest tree planting program with 5,000 trees being planted throughout the City. Also, the City has been trialling different products to ensure the watering and maintenance programs are cost effective, reduce waste, and are considered industry best practice, an example being the use of Green Wells to reduce water wastage from truck watering of newly planted trees, and increase water penetration into the ground to encourage better root system development. Improvements to the processes of procuring juvenile tree stock have been implemented to ensure sourcing of quality tree stock, which in turn helps to reduce mortality rates.	25%

**Council Adopted Strategies and Plans
Delayed/On-Hold and Off-Track Status Update
Quarter 1: July – September 2023-24**



COMMUNITY

Service 01: Community Development

1	Access and Inclusion Plan 2020-2024	34	1	32	1	0
----------	--	-----------	----------	-----------	----------	----------

Overview of Progress Q1

- The City's Annual Access and Inclusion Plan 2022-2023 was submitted to the Department of Communities (June 30).
- During this quarter the City has progressed 37 deliverables, as submitted to the IDAC in August.

OUTCOME	STRATEGY NO.	STRATEGY	ACTION NO.	IMPLEMENTATION PLAN ACTION	STATUS QUARTER 1	COMMENT
People with disability have the same opportunities as other people in access the services of, and any event organised by the City of Bayswater.	2.1	Improve building accessibility in the planning, design and construction phases.	(e)	Advocate for sheltered parking over accessible bay facilities, in close proximity to Bayswater and Morley Community Centres.	Delayed / On Hold	The City is yet to apply for this funding due to timing, and will prioritise in next quarter.

2	Reconciliation Action Plan 2021-2023	59	1	47	11	0
----------	---	-----------	----------	-----------	-----------	----------

Overview of Progress Q1

- The City delivered 12 outcomes during this period, including the Reconciliation Week flag raising ceremony, and a program for NAIDOC Week.
- RAC members endorsed both Dual Naming and Place Names projects at last meeting.
- City will partner with Spear Foundation to deliver Everlasting Elders Christmas event.
- The City will be requesting to extend the current RAP through the next RAC meeting into the next financial year end.

OUTCOME	STRATEGY NO.	STRATEGY	ACTION NO.	IMPLEMENTATION PLAN ACTION	STATUS QUARTER 1	COMMENT
Relationship	1.1	Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations	(a)	Develop and communicate an Aboriginal and Torres Strait Islander engagement plan in consultation with local Elders to support a clear approach for engaging Aboriginal and Torres Strait Islander stakeholders.	Delayed / On Hold	The City is focussed on progress to build relationships through the RAC and community. Due to staff absence the engagement plan is yet to progress. The City is currently recruiting for a CDO Reconciliation to be employed on a 3 month contract to provide support, within budget.
			(b)	Meet with local Aboriginal and Torres Strait Islander stakeholders to develop guiding principles for future engagement.	Delayed / On Hold	This action has been on-hold due to staff changes/ staff absence. The City Reconciliation Advisory Committee has supported the new Dual Naming/Place Naming Project in partnership with CANWA. The City is building a relationship with Spear Foundation.
	1.4	Promote positive race relations through antidiscrimination strategies.	(a)	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions and future needs.	Delayed / On Hold	Cultural conversations have progressed through management meetings, with the aim to progress in next quarter.
			(b)	Develop, implement and communicate a City of Bayswater Policy for Reconciliation.	Delayed / On Hold	Due to staff resourcing policy development is delayed.
			(c)	Engage with Aboriginal and Torres Strait Islander staff and the Reconciliation Advisory Committee to consult on the City of Bayswater Policy for Reconciliation.	Delayed / On Hold	Due to staff resourcing policy development is delayed.
Respect	2.4	Promote connection to the City's natural and built environment and focus on importance of native fauna	(a)	Identify endemic native plants to the area and continue with existing City native planting programs and restoration of original natural areas and establishment of nature links.	Delayed / On Hold	Progressing with Sustainability including the development of a guidelines.
			(c)	Identify and apply for funding to formally record Aboriginal sacred sites and sites of significance in the City of Bayswater.	Delayed / On Hold	In the past quarter the City has focussed its efforts on planning and endorsement for the Dual Naming project, which will identify sites of significance in the City of Bayswater. As the team's capacity increases, the City will look to identify and apply for relevant grants
Opportunities	3.3	Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	(b)	Utilise and communicate the Aboriginal Business Directory to increase supplier procurement.	Delayed / On Hold	The City investigated the opportunities to receive access to the Directory, although no progress to date to impact supplier procurement.
Governance	4.2	Provide appropriate support for effective implementation of RAP commitments	(c)	Define and maintain appropriate systems to track, measure and report on RAP commitments.	Delayed / On Hold	Due to staff changes, and staff illness the City is not ready to progress to the next Reconciliation Action Plan.

**Council Adopted Strategies and Plans
Delayed/On-Hold and Off-Track Status Update
Quarter 1: July – September 2023-24**

No. of Actions	Complete	On-Track	Delayed/ On-Hold	Off-Track
----------------	----------	----------	------------------	-----------

	4.3	Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally	(d)	Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	Delayed / On Hold	Not progressed due to low staff resourcing.
	4.4	Continue our reconciliation journey by developing our next RAP	(a)	Register via Reconciliation Australia's website to begin developing our next Reconciliation Action Plan- Stretch.	Delayed / On Hold	Due to staff changes and absence, the City is will recommend to the RAC to extend the current plan.

3	The Platform Youth Action Plan 2019-2023				10	3	7	0	0
	<u>Overview of Progress Q1</u> <ul style="list-style-type: none"> City of Bayswater resident, Oscar Knorr (age 19) won the Professional/ Digital category of WA Local Government Association's 2023 Showcase in Pixels exhibition and competition. During this period, the City Youth led the Wear it Purple Day Quiz Lunch and Learn session, recruited more youth into the committee, attended the City's events to engage with young people, and planning activities for Pride Week. The City delivered the Annual High School Principals Forum strengthening the City's relationships and partnerships with schools. 								

4	Local Homelessness Strategy 2021-2025				25	2	20	2	1
	<u>Overview of Progress Q1</u> <ul style="list-style-type: none"> Milestone and achievements. Hub Connections program continues at Morley Library. Caring for our community booklet revised and re-printed. Review of homelessness strategy planned for December 2023. 								

OUTCOME	STRATEGY NO.	STRATEGY	ACTION NO.	IMPLEMENTATION PLAN ACTION	STATUS QUARTER 1	COMMENT
Preventing Homelessness Goal: Contribute to building an informed, resilient an connected community	1.2	Actively encourage changes in community behaviour to prevent family and domestic violence, substance misuse and trauma relapse.	(f)	Partner with service providers and promote campaigns that positively influence, educate and help to change community attitudes and behaviours toward people experiencing homelessness.	Delayed / On Hold	On hold due to lack of budget and resources.
	1.4	Contribute to reintegrating people with lived experience of homelessness with the broader community.	(d)	Investigate the establishment of a Moorditj Yarning Friendship Group for women in the City of Bayswater.	Delayed / On Hold	On hold due to lack of budget and resources.
	1.5.	Increase the knowledge of City of Bayswater frontline staff and volunteers to better understand and respond to people experiencing homelessness.	(b)	Prepare an annual training calendar to increase staff and volunteer knowledge and strengthen the City's ability to refer residents to appropriate support services.	Off-Track	Due to lack of budget and resources

5	Cultural Plan 2019-2024				26	0	26	0	0
	<u>Overview of Progress Q1</u> <ul style="list-style-type: none"> The new Flourish Festival has boosted the City's response to the Cultural Plan by partnering with community arts to produce a 2-month festival of arts activities and events. The City has promoted the Flourish Festival more widely this year to include; Scoop, Perth is Ok, and Perth Happenings. The City has entered into a partnership on Place Naming with CAN WA, and entered in a partnership with the Spear Foundation for an Elders Program at the City. 								

Service 02: Community Care and Aged Services									
6	Age Friendly Strategy 2021-2025				35	0	35	0	0
	<u>Overview of Progress Q1</u> <ul style="list-style-type: none"> The Community Centre Program for Older Adults recorded 4,088 visits to programmed activities this quarter. The Age Friendly Ambassadors attended three pop-ups to distribute the City's Service Directory for Older Adults to the community. The City has engaged with the McCusker Foundation to do the Resident Reflections - Tales of Change project for older adults. Through the Savvy Seniors Program, the City has partnered with external agencies, Paid and unpaid family careers service support and access pathway, and Digital Safety and Information, to deliver information sessions to older adults. The City partnered with the Podiatrist to deliver Live Long Live Strong Program exercise physiology class enhanced with primary health care plans (EPC). The City continued with the Umbrella partnership for the Strengths and Balance. 								

Service 06: Recreation Development									
7	Play Space Strategy 2019-29				9	1	8	0	0
	<u>Overview of Progress Q1</u> <ul style="list-style-type: none"> Currently scoping designs and preparing for engagement. 								

**Council Adopted Strategies and Plans
Delayed/On-Hold and Off-Track Status Update
Quarter 1: July – September 2023-24**

No. of Actions	Complete	On-Track	Delayed/ On-Hold	Off-Track
----------------	----------	----------	------------------	-----------

8	Community Recreation Plan 2022-2032					20	0	19	0	1
	<u>Overview of Progress Q1</u> <ul style="list-style-type: none"> Upper Hillcrest Change room tender advertised and evaluated. Federal Grant Applications submitted. 									
	OUTCOME	STRATEGY NO.	STRATEGY	ACTION NO.	IMPLEMENTATION PLAN ACTION	STATUS QUARTER 1	COMMENT			
	Facility / Infrastructure Planning	-	Develop a Public Toilet Strategy	29	Upgrade public toilets to support community use of parks and reserves.	Off-Track	No progress due to limited staff resources.			

Service 09 Community Safety										
9	CCTV Strategy 2018-2028					10	2	8	0	0
	<u>Overview of Progress Q1</u> <ul style="list-style-type: none"> Rangers and Security Services' have been trialling artificial intelligence (AI) CCTV cameras in Birkett Reserve for the last six months with no single incident reported. 									

Service 10: Environmental Health										
10	Public Health and Wellbeing Plan 2019-2024					30	0	30	0	0
	<u>Overview of Progress Q1</u> <ul style="list-style-type: none"> The outstanding actions are essentially business as usual or operating projects and these are continuing to be implemented. 									

ENVIRONMENT AND LIVEABILITY										
------------------------------------	--	--	--	--	--	--	--	--	--	--

Service 16: Strategic Land-Use Planning										
11	Morley Activity Centre Plan					10	0	10	0	0
	<u>Overview of Progress Q1</u> <ul style="list-style-type: none"> The City is progressing the purchase of the car park adjoining Les Hansman by advertising the road closure for 35 days. The closure of the road is a requirement for the sale to progress in January 2024. Porters Consulting Engineering have progressed the detailed Streetscape design for Russell Street. They have provided the City preliminary designs for comment. 									

Service 18: Environmental Sustainability										
12	Waterwise Bayswater Strategy 2020-2030					38	0	38	0	0
	<u>Overview of Progress Q1</u> <p>In Q1 the Environment Division has undertaken a review of Waterwise Bayswater 2030 and identified key deliverables across the organisation. Accountabilities have been identified and will be provided prior to the budget preparation in Q2 to each service area. During Q1, the City has successfully on-boarded a new Catchment Management Officer and undertaken a review of the Collaborative Arrangement for the Position with DBCA. The following actions were completed in Q1:</p> <ul style="list-style-type: none"> Water monitoring in the Bayswater Brook Catchment; Continued project management of two key WSUD projects (Bowden and Rudloc); Initial review of the delivering WSUD in the City of Bayswater Plan; Active participation in the Water sensitive Transition Network; Collation of data for the Waterwise Council Gold submission; Ongoing data review and project management of Maylands Lakes Water Quality Improvements; and Securing \$450,000 for Maylands Lakes water quality improvements. 									

13	Local Biodiversity Strategy (2008)					29	4	25	0	0
	<u>Overview of Progress Q1</u> <p>The Collective Biodiversity Strategy was developed in 2008. It has been identified as requiring updating as part of the Environment and Liveability Framework. A number of critical actions are complete and ongoing as part of the City's commitment to preserve and enhance biodiversity.</p>									

**Council Adopted Strategies and Plans
Delayed/On-Hold and Off-Track Status Update
Quarter 1: July – September 2023-24**

No. of Actions	Complete	On-Track	Delayed/On-Hold	Off-Track
----------------	----------	----------	-----------------	-----------

14 Environmental Liveability Framework 2021-2045	32	0	30	1	1	
<p><u>Overview of Progress Q1</u> The Organisational Restructure came into effect in Q1. It was identified that the ELF has a number of actions that will need the involvement of a number of departments. In Q2 the Parks and Environment team will reach out to relevant managers and ensure they are aware of their accountabilities within the ELF. Additionally, it should be noted that a number of the actions are ongoing and will be ongoing through the life of the plan.</p>						
OUTCOME	STRATEGY NO.	STRATEGY	ACTION NO.	IMPLEMENTATION PLAN ACTION	STATUS QUARTER 1	COMMENT
The Environment We Create – Parks and Green Spaces	-	Changes required to achieve Strategic Vision	(b)	Implement the Waterwise Bayswater Strategy through the incorporation of its action recommendations into Council's Corporate and Business Plans.	Off-Track	Trees are planted in the City through the Parks team in streetscapes and parkland and natural areas by the City's Natural Area Management Team. The City has made the pledge to the community of a 20% urban tree canopy by 2030. The City's Urban Forest Strategy aims to create a resilient urban forest that is both diverse and vigorous while improving the liveability values for the greater community and for future generations. On 28 June 2022, Council resolved to amend its urban forest canopy target from an aspirational target of 20% coverage by 2025 to a specific target of 20% coverage by 2030. Council also set middle-term specific targets of 16% by 2025 and 18% by 2027. In order to plant 1 million trees by 2050 the City would need to install 37,037 trees per year. The City will focus on planting as many trees as possible.
The Environment We Create – Sustainable Building Design	-	Changes required to achieve Strategic Visions	(a)	Develop a Walkability Strategy.	Delayed / On Hold	A walkable environment is safe, interesting and easy to walk around. It incorporates travel routes and destinations that are lively and attractive. From footpaths to parks and other public spaces, Transport and Buildings to review opportunities and develop the strategy.
15 Urban Forest Strategy 2021	25	8	17	0	0	
<p><u>Overview of Progress Q1</u> This winter, the City has undertaken its largest urban tree planting program with 5,000 trees being planted throughout the City. Also, the City has been trialling different products to ensure the watering and maintenance programs are cost effective, reduce waste and are considered industry best practice. An example being the use of Green Wells to reduce water wastage from truck watering of newly planted trees and increase water penetration into the ground to encourage better root system development. Improvements to the processes of procuring juvenile tree stock have been implemented to ensure sourcing of quality tree stock, which in turn helps to reduce mortality rates. Staff are also exploring new software to record and map tree health, age, species and management issues and actions.</p>						
16 Emission Reduction and Renewable Energy Plan 2021-2040	15	0	15	0	0	
<p><u>Overview of Progress Q1</u> The environment team has secured a community battery to assist with the transition of the grid to enable more solar storage, installed charging stations, secured savings through the WALGA Clean Energy Fund and identified accountabilities for the implementation of the ERRE Plan across the organisation. In Q2 the Parks and Environment team will be contacting divisions with accountabilities identified within the plan to ensure actions are planned and budgeted for the 2024-25 financial year.</p>						
17 Foreshore Area 10 Year Priority Plan	7	0	7	0	0	
<p><u>Overview of Progress Q1</u> The City was successful in securing \$100,000 in funding from DBCA for Bardon Park to produce a Master Plan and detailed design for the site. The City received confirmation of \$1M in funding for the Tranby foreshore design and construct project which is currently underway.</p>						
VIBRANCY						
Service 21: Economic Development						
18 Interim Economic Development Plan	25	4	21	0	0	
<p><u>Overview of Progress Q1</u></p> <ul style="list-style-type: none"> The City partnered with the Property Council in August for a business breakfast held at the Crown Ballroom. The City continues to meet with potential developers and provide information on opportunities created through the 'Open for Business' message. The City debuted its promotional video aimed at attracted investors and developers to talk to us about opportunities. 						

**Council Adopted Strategies and Plans
Delayed/On-Hold and Off-Track Status Update
Quarter 1: July – September 2023-24**

No. of Actions	Complete	On-Track	Delayed/ On-Hold	Off-Track
----------------	----------	----------	------------------	-----------

Service 22: Place Management						
19	Destination Marketing Strategy 2021-2025					14 2 9 1 2
	<p><u>Overview of Progress Q1</u></p> <ul style="list-style-type: none"> The City has partnered with businesses and community groups to promote PrideFEST and Flourish to market the town centres and encourage people to visit. In 2023, the City supported Future Bayswater through a Place Making Grant to run the "Bayswater Shop Keepers" social media campaign. The City promoted the campaign on its social media. The campaign has now concluded. 					
OUTCOME	STRATEGY NO.	STRATEGY	ACTION NO.	IMPLEMENTATION PLAN ACTION	STATUS QUARTER 1	COMMENT
Events Visitation	-	-	21	Develop a partnership with WAYJO and/radio station to stage laneway activations and/or major event.	Off-Track	There are no current plans for WAYJO to hold an event in the town centre. The City is in contact with WAYJO to discuss options.
Relationships	-	-	25	Meet with major partners WA Ballet and WAYJO to identify at least one opportunity a year to join forces with them to leverage their activities.	Off-Track	There are no current plans for WAYJO to hold an event in the town centre. The City is in contact with WAYJO to discuss options.
Events Visitation	-	-	45	Collaborate with Baysie Rollers to launch and promote the Baysie Music and Street Fest through a range of platforms.	Delayed / On Hold	The City is in contact with the Baysie Rollers, however they have not expressed an interest in holding this type of event this year. The City will work with them or any other community group to hold a similar event.
20	Town Centre Activation Plans ('PAPS')					16 2 13 1 0
	<ul style="list-style-type: none"> Noranda Maylands Morley Bayswater 					
	<p><u>Overview of Progress Q1</u></p> <ul style="list-style-type: none"> The City has partnered with businesses and community groups across all the town centres for PrideFEST and Flourish to promote the town centres and attract visitors. The City has installed new bike racks in the Maylands town centre at the request of the local businesses. 					
OUTCOME	STRATEGY NO.	STRATEGY	ACTION NO.	IMPLEMENTATION PLAN ACTION	STATUS QUARTER 1	COMMENT
Maylands Town Centre	-	-	1	A lush, green town centre.	Delayed / On Hold	No greening activities are planned this financial year.
21	Car Parking Management Plans for Morley Activity Centre					7 2 5 0 0
	<p><u>Overview of Progress Q1</u></p> <ul style="list-style-type: none"> The City is working with Porters Consulting Engineering to create detailed designs for streetscape improvements to Russell Street. Porters have completed the preliminary designs for discussion. City officers are providing comment on these designs. The State Government has recently released a standard calculation for payment in lieu of parking for all local governments in WA. In light of this change, the City has finalised new payments in lieu of parking plans for the Morley Activity Centre. 					
22	Town Centre Parking Management Plans for Maylands					14 2 12 0 0
	<p><u>Overview of Progress Q1</u></p> <ul style="list-style-type: none"> The City has identified opportunity to for line marking bays on Whatley Crescent due to the closure of the Caledonian Avenue Level Crossing. The City is working on plans for this area. 					

10 GENERAL BUSINESS

Nil.

11 CONFIDENTIAL ITEMS

Nil.

12 NEXT MEETING

The next meeting of the Audit and Risk Management Committee is proposed to be held on 11 March 2024.

The above meeting date will be confirmed following Council's consideration of its meeting schedule on 21 November 2023.

The Presiding Member, Cr Giorgia Johnson, asked the Committee Members what time they would prefer the meetings to start.

The Committee members agreed that future meetings would start at 5:30pm.

13 CLOSURE

There being no further business to discuss, the Presiding Member, Cr Giorgia Johnson, declared the meeting closed at 5:53pm.