City of
Bayswater

Agenda

Audit, Risk and Improvement Committee

Monday 4 May 2026

Notice of Meeting

The next Audit, Risk and Improvement Committee will take place in the Committee Room, City of Bayswater Civic Centre, 61 Broun Avenue, Morley on ***Monday 4 May 2026*** commencing at ***5:30pm.***

Yours sincerely

JEREMY EDWARDS
CHIEF EXECUTIVE OFFICER

24 April 2026

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1 OFFICIAL OPENING

2 ACKNOWLEDGEMENT OF COUNTRY

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.

3 ATTENDANCE

Presiding Member

Shona Zulsdorf

Deputy Presiding Member

Tony Wittcomb

Members

Mayor Filomena Piffaretti
Cr Cale Black
Cr Calla Loiacono
Cr Donovan MacDonald
Cr Anthony Pittaway

Officers

Jeremy Edwards	Chief Executive Officer
Kym Leahy	Director Corporate Services
Stuart Monks	Manager Financial Services
Karen D'Cunha	A/Manager Governance and Strategy
Tami Cooper	Planning Performance and Risk Manager
Rebecca McKrill	Governance Advisor (minute-taker)

Observers

Duy Vo	Partner – William Buck

Leave of Absence

3.1 Apologies

Amanda Albrecht	Manager Governance and Strategy

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.

5 DELEGATED AUTHORITY BY COUNCIL

The Audit, Risk and Improvement 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 TERMS OF REFERENCE

Purpose

The Audit, Risk and Improvement Committee (ARIC) is established in accordance with section 7.1A of the *Local Government Act 1995* (the Act). The Committee operates in accordance with all relevant provisions of the Act, the *Local Government (Audit) Regulations 1996* and the *Local Government (Administration) Regulations 1996*.

As prescribed in Regulation 16 of the *Local Government (Audit) Regulations 1996*, the Committee is to provide guidance and assistance to Council on matters relevant to its terms of reference. This role is designed to facilitate informed decision-making by Council in relation to its legislative functions and duties that have not been delegated to the Chief Executive Officer (CEO).

Objective

The objective of the Committee is to support Council in fulfilling its governance and oversight responsibilities in relation to financial reporting, internal control structure, risk management systems and audit functions.

Areas of Responsibility

The Committee is to guide and assist Council in fulfilling its governance and oversight responsibilities in relation to financial reporting, internal control structure, risk management systems and audit functions.

The Committee is to guide and assist the Council to fulfil their oversight responsibilities relating to:

- External and Internal Audit activities;
- Financial management processes and controls;
- Risk Management activities;
- Internal control effectiveness;
- Compliance and Integrity; and
- Performance reporting.

Functions

The Committee will operate in accordance with all relevant provisions of the Act, the *Local Government (Audit) Regulations 1996* and the *Local Government (Administration) Regulations 1996*.

As prescribed in regulation 16 of the *Local Government (Audit) Regulations 1996*, the Committee is to provide guidance and assistance to Council on matters relevant to its terms of reference. This role is designed to facilitate informed decision-making by Council in relation to its legislative functions and duties that have not been delegated to the CEO.

The Committee's responsibilities include, but are not limited to:

External Audit

The Committee is responsible for communicating and liaising with the Office of the Auditor General (OAG). This includes understanding the results of financial and performance audits conducted within the City and overseeing whether recommendations are implemented by management.

Internal Audit

The Committee is responsible for guiding and overseeing the activities, resources and structure of the internal audit function.

Financial Management

The Committee oversees the integrity of financial and performance reporting processes within the City.

Risk Management

The Committee oversees the City's system of risk management.

Internal Controls

The Committee oversees the City's system of internal controls. The Committee will monitor and review the effectiveness of the City's systems for internal control, as well as its systems for compliance with laws, standards, legislation and policy, and other requirements.

Compliance and Integrity

The Committee oversees the City's processes to ensure compliance with relevant laws and regulations and for promoting a strong governance culture within the City.

Performance Reporting

The Committee oversees the monitoring of service and performance against the Corporate Business Plan.

Membership

<u>Voting Members</u>

The Committee consists of seven members:

A Presiding Member (Independent)

A Deputy Member (Independent); and

Five Elected Members

The quorum for this Committee is four members, including at least one independent member.

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

7 CONFIRMATION OF MINUTES

The Minutes of the Audit, Risk and Improvement Committee held on 9 March 2026 which have been distributed, be confirmed as a true and correct record.

8 METHOD OF DEALING WITH AGENDA BUSINESS

With the exception of items identified to be withdrawn for discussion, the remaining reports will be adopted by exception (enbloc).

An adoption by exception resolution may not be used for a matter:

(a) in which an interest has been disclosed;

(b) that has been the subject of a petition or deputation;

(c) that is a matter on which a Member wishes to make a statement; or

(d) that is a matter on which a Member wishes to move a motion that is different to the recommendation.

9 REPORTS

9.1 Internal Audit - Food Business Inspections

Responsible Branch:	Governance and Strategy
Responsible Directorate:	Office of the CEO
Authority/Discretion:	Information Purposes
Voting Requirement:	Simple Majority Required.
Attachments:	1. CONFIDENTIAL REDACTED - City of Bayswater Food Business Inspection Draft Report [**9.1.1** - 21 pages]
Officer Declaration:	*The officers involved in drafting and reviewing this report do not have any interests to disclose in the item.*

This item contains one or more confidential attachments that may be dealt with behind closed doors, in accordance with Section 5.23(4) of the *Local Government Act 1995,* sub-section:

(e) information the making public of which would be likely to endanger the security (including cyber-security) of any of the local government's property or operations;

SUMMARY

As part of the 2025/26 Audit Program, the Food Business Inspections internal audit has been completed.

The City's internal auditors identified two observations and made five recommendations. Management has provided responses and timeframes for corrective actions, which are presented to Council for consideration.

OFFICER'S RECOMMENDATION

That Council:

1. **Endorses the Food Business Inspections internal audit report, including management agreed actions as contained in Attachment 1 to this report; and**
2. **Notes that agreed actions are entered into the City's Audit Log Register for progress reporting.**

BACKGROUND

Under the 2025/26 Internal Audit Program endorsed by Council, William Buck was engaged to conduct an internal audit of food business inspection processes.

The objective of the audit was to evaluate the effectiveness and compliance of food business inspections against legislative requirements and food safety standards, ensuring that processes are consistent, resources are used efficiently, and risks to public health are minimised.

Health Services is responsible for monitoring compliance of registered food businesses within the City under the *Food Act 2008* and subsidiary legislation.

EXTERNAL CONSULTATION

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

OFFICER'S COMMENTS

This audit examined whether the City of Bayswater is effectively fulfilling its statutory responsibilities for regulating and overseeing food businesses in accordance with relevant legislation and food safety standards.

The review assessed the adequacy and implementation of the City's risk-based food business inspection framework, including registration processes, risk classification, inspection frequency, planning and resourcing, inspection timeliness, record accuracy, and enforcement and follow-up practices.

The review identified several positive practices, including the application of recognised best practice frameworks and a legislated, risk-based inspection approach aligned with the *Australia New Zealand Food Standards Code*. Food businesses are assessed and risk-rated at registration, inspection outcomes are clearly communicated to operators, and guidance is provided to support compliance.

The maintenance of a comprehensive food business register supports effective planning and oversight, while the provision of free food safety training and other education initiatives demonstrates a strong commitment to improving food safety awareness and compliance across the local business community.

The audit report (**Attachment 1**) identifies two findings and five recommendations for management action.

Management has reviewed the audit report and agreed to actions to address the findings.

No	Finding	Rating
1	Inconsistent documentation and follow-up of food business inspection outcomes	Medium
2	Insufficient controls to ensure completeness of complaint records in the Customer Request Management (CRM) system	Medium

The audit also identified two improvement opportunities to enhance the clarity, transparency, and usability of food business inspection documentation. These opportunities include strengthening legislative guidance for food business operators and improving post inspection communication by expanding contact details on Food Business Assessment forms, such as including an email address.

Improvement opportunities are monitored through the City's risk management process as enhancements to the control environment.

Implementation timelines

Implementation timeframes for recommendations are based on the risk level of the finding; these are as follows:

Extreme: Complete remedial action or reduce the risk within 1 month

High: 3 months

Medium: 6 months

Low or Performance Improvement: 12 months

LEGISLATIVE COMPLIANCE

Local Government Act 1995

RISK MANAGEMENT CONSIDERATION

The table below shows the level of risk for each impact category, if the officer's recommendation is not adopted by the Council.

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	Medium
Strategic Risk	SR07 - Unethical or inadequate governance and/or decision-making.	

FINANCIAL IMPLICATIONS

The cost of this internal audit was $15,400.

STRATEGIC IMPLICATIONS

In accordance with the City of Bayswater Council Plan 2025 – 2035, the following applies:

Key Result Area:	Leadership and Governance
Outcome 5.1	Good Governance
Objective 5.1.1	Provide ethical and accountable governance.

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, Risk and Improvement Committee (ARIC), and subsequently Council 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 ARIC and Council.

9.2 Internal Audit - Fees and Changes

Responsible Branch:	Governance and Strategy
Responsible Directorate:	Office of the CEO
Authority/Discretion:	Information Purposes
Voting Requirement:	Simple Majority Required.
Attachments:	1. CONFIDENTIAL REDACTED - City of Bayswater Fees and Charges [**9.2.1** - 19 pages]
Officer Declaration:	*The officers involved in drafting and reviewing this report do not have any interests to disclose in the item.*

This item contains one or more confidential attachments that may be dealt with behind closed doors, in accordance with Section 5.23(4) of the *Local Government Act 1995,* sub-section:

(e) information the making public of which would be likely to endanger the security (including cyber-security) of any of the local government's property or operations;

SUMMARY

As part of the 2025/26 Audit Program, the Fees and Charges internal audit has been completed.

The City's internal auditors identified two observations and made four recommendations. Management has provided responses and timeframes for corrective actions, which are presented to Council for consideration.

OFFICER'S RECOMMENDATION

That Council:

1. **Endorses the Fees and Charges internal audit report, including management agreed actions as contained in Attachment 1 to this report; and**
2. **Notes that agreed actions are entered into the City's Audit Log Register for progress reporting.**

BACKGROUND

Under the 2025/26 Internal Audit Program endorsed by Council, William Buck was engaged to conduct an internal audit of the City's Fees and Charges processes.

The objective of the audit was to assess the City's compliance with relevant legislation and policies governing fees and charges, and to evaluate the effectiveness of processes for reviewing and communicating these charges to support transparency, accuracy and effective revenue management.

The City of Bayswater manages the establishment, review and implementation of fees and charges through a decentralised service delivery model supported by centralised oversight.

Individual service areas are responsible for setting and implementing fees relevant to the services they deliver. Financial Services provides oversight and coordination of the process, including guidance and advice to ensure governance and legislative requirements are met.

EXTERNAL CONSULTATION

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

OFFICER'S COMMENTS

The scope of this audit covered the following areas:

- Compliance with relevant legislation, regulations, Council policies and delegations governing the end-to-end establishment, approval and application of fees and charges, including alignment with the adopted budget and Council resolutions.
- Processes for the establishment and review of fees and charges.
- Processes to ensure accurate and timely implementation of approved fees and charges following budget adoption, including updates to systems, registers and public-facing information.
- Effectiveness of controls for the application, billing, collection, monitoring and reconciliation of fees and charges revenue
- Processes for introducing or amending fees and charges outside the annual budget process, including approvals, statutory advertising or consultation requirements (where applicable), and communication and implementation of changes

Overall, the audit identified that the City of Bayswater has established sound governance and operational processes for the setting, approval and administration of fees and charges.

Strong controls within the LGS Cloud system support appropriate segregation of duties through independent review and approval prior to implementation and fees and charges are formally adopted by Council through the annual budget process in accordance with the requirements of the *Local Government Act 1995*.

In addition, the City has mechanisms in place to appropriately advertise, communicate and implement new or amended fees introduced outside the annual budget cycle, demonstrating an overall commitment to legislative compliance, transparency and effective financial management.

The audit report (**Attachment 1**) outlines two findings and four recommendations:

No	Finding	Rating
1	Council-adopted fees not implemented by the third-party operator	Low
2	Inconsistent and outdated information published on the City's website	Low

Management has reviewed the audit report and agreed on actions to address the findings.

Implementation timelines

Implementation timeframes for recommendations are based on the risk level of the finding; these are as follows:

Extreme: Complete remedial action or reduce the risk within 1 month

High: 3 months

Medium: 6 months

Low or Performance Improvement: 12 months

LEGISLATIVE COMPLIANCE

Local Government Act 1995

RISK MANAGEMENT CONSIDERATION

The table below shows the level of risk for each impact category, if the officer's recommendation is not adopted by the Council.

Impact Category	Appetite	Risk Rating
Workplace, Health and Safety	Low	Low
Financial	Medium	Medium
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 cost of this internal audit was $16,800.

STRATEGIC IMPLICATIONS

In accordance with the City of Bayswater Council Plan 2025 – 2035, the following applies:

Key Result Area:	Leadership and Governance
Outcome 5.1	Good Governance
Objective 5.1.1	Provide ethical and accountable governance.

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, Risk and Improvement Committee (ARIC), and subsequently Council 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 ARIC and Council.

9.3 Debtors Write-Off

Responsible Branch:	Financial Services
Responsible Directorate:	Corporate Services
Authority/Discretion:	Legislative
Voting Requirement:	Simple Majority Required
Attachments:	1. CONFIDENTIAL REDACTED - Small Balance Write Off List [**9.3.1** - 1 page]
Officer Declaration:	*The officers involved in drafting and reviewing this report do not have any interests to disclose in the item.*

This item contains one or more confidential attachments that may be dealt with behind closed doors, in accordance with Section 5.23(4) of the *Local Government Act 1995,* sub-section:

(b) information relating to the personal affairs of an individual;

SUMMARY

This report requires Council approval to write-off the attached list of bad debts that relates to rates balances.

OFFICER'S RECOMMENDATION

That Council approves the write-off of rate small balances of $3.69, as outlined in Attachment 1.

BACKGROUND

This report provides an overview of bad debts that have been accrued and are recommended for write-off where Council approval is required, in accordance with the *Sundry Debt Collection and Recovery Policy*.

Australian Accounting Standards, together with the provisions of the *Local Government Act 1995* and the Financial Management Regulations, require ongoing assessment of the collectability of debts recognised in the City's accounts.

Sundry debtors are managed in accordance with the *City's Sundry Debt Collection and Recovery Policy*. While all reasonable efforts are made to recover outstanding and aged debts, some debts are deemed uncollectable for practical or economic reasons and therefore require write-off.

Sundry debts may arise from user charges, infringements, fees, charges for services rendered, and rates related charges. The collection process applied depends on the type of debt and the recovery mechanisms available under the relevant legislation.

Section 6.12(1) of the *Local Government Act 1995* permits Council to write off debts. The Chief Executive Officer has delegated authority to write-off individual uncollectable sundry debts of up to $2,000. Accordingly, this report only includes sundry debts exceeding $2,000 per account, or any rates related balances and other related charges, which require Council approval to be written off.

In this case only rates related small balances are recommended for write-off.

EXTERNAL CONSULTATION

Not applicable.

OFFICER'S COMMENTS

Rates Debtors

Council approval is being sought to write-off small balances for rates totalling $3.69 for 17 properties (**Confidential Attachment 1**) as the Chief Executive Officer does not have delegated authority to write off rates debtors other than those charges that are non-rates income, such as penalty interest.

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

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:

Key Result Area:	Leadership and Governance
Outcome 5.2	Stakeholder Leadership
Objective 5.2.1	Communicate and engage effectively to empower civic participation.

CONCLUSION

It is recommended that Council approve the write-off of rates small balances totalling $3.69.

9.4 Quarter 3 - Performance Report - Audit Function

Responsible Branch:	Governance and Strategy
Responsible Directorate:	Office of the CEO
Authority/Discretion:	Information Purposes
Voting Requirement:	Simple Majority Required.
Attachments:	1. Audit Qtr. 3 Dashboard [**9.4.1** - 1 page] 2. CONFIDENTIAL REDACTED - Audit Qtr. 3 [**9.4.2** - 1 page]
Officer Declaration:	*The officers involved in drafting and reviewing this report do not have any interests to disclose in the item.*

This item contains one or more confidential attachments that may be dealt with behind closed doors, in accordance with Section 5.23(4) of the *Local Government Act 1995,* sub-section:

(e) information the making public of which would be likely to endanger the security (including cyber-security) of any of the local government's property or operations;

SUMMARY

This report provides an update on the City's Audit Function for Quarter 3 (January - March) 2025/26.

Key Points

- Qtr. 3 opened with 11 actions
- 23 actions added
- 8 actions closed/discontinued
- 26 actions remain in progress: 1 is overdue and 25 are not yet due

OFFICER'S RECOMMENDATION

That Council:

1. **Receives the Quarter 3 - Quarterly Performance Report – Audit.**
2. **Receives the status of the implementation of audit actions as presented in the Audit Function Dashboard Attachment 1 and Audit Register Confidential Attachment 2 to this report.**

BACKGROUND

This report provides an update on the Internal Audit Program 2025/26 and the Audit Function – Implementation of Recommendations for Quarter 3 (January – March) 2025/26.

EXTERNAL CONSULTATION

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

OFFICER'S COMMENTS

The 2025/26 Internal Audit Program, endorsed by Council on 1 July 2025, includes four projects:

- Regulation 17 CEO Review
- Footpath Maintenance
- Fees and Charges

- Food Business Inspections

All audits for 25/26 are now complete, with the Food Business Inspections and Fees and Charges audit reports included in this agenda for consideration.

Audit Function – 2025/26 Progress to date

The 2025/26 financial year opened with 14 actions; since that time, 26 actions have been added totalling 40 actions. 14 actions have been completed, with 26 remaining to be actioned.

2025/26 STATUS	NO.
2025/26 Period Open	14
Actions Added	26
Total Actions	40
Complete (implemented)	14
Remaining actions	26

Implementation of Recommendations (Confidential Attachment 2)

Audit recommendations are monitored by the Executive Leadership Team (ELT) before being reported to the Audit and Risk Committee (ARIC), which is updated only on overdue and completed actions.

Quarter 3 commenced with 11 actions and closed with 26 actions. During the quarter, 23 new actions were added and 8 actions were completed or superseded. Superseded actions resulted from the OAG - General Computer Controls audit. As part of the review of actions from previous years, auditors identified progress in implementation and identified additional findings. To effectively manage these outcomes, the previous actions were superseded and replaced with new actions.

STATUS	Qtr. 1	Qtr. 2	Qtr. 3	Qtr. 4
Period Open	14	13	11	
Actions Added	3	-	23	
Actions Superseded	-	-	-7	
Actions Complete	-4	-2	-1	
Period Close	13	11	26	

In-Progress Actions

At the close of Quarter 3, 26 actions remain in progress: 1 overdue and 25 not yet due. Any action that has passed its original implementation date is considered overdue, even if an amended due date has been requested or approved. Days overdue are recorded and reported to the ARIC, the implementation status is provided against the amended due date.

<table>
<tr><th colspan="6">Status of In-Progress Actions</th></tr>
<tr><td colspan="6">26</td></tr>
<tr><td colspan="3">Overdue</td><td colspan="3">Not Yet Due</td></tr>
<tr><td colspan="3">1</td><td colspan="3">25</td></tr>
<tr><td>Off-Track</td><td>On-Hold</td><td>On-Track</td><td>Off-Track</td><td>On-Hold/Not Started</td><td>On-Track</td></tr>
<tr><td>1</td><td>-</td><td>-</td><td>3</td><td>1</td><td>21</td></tr>
</table>

Overdue Actions

1 action is overdue this quarter.

	Qtr. 1	Qtr. 2	Qtr. 3	Qtr. 4
Number of overdue actions	7	8	1	

The 1 overdue action pertains to the Community Grants and Sponsorship Management audit. This action is in-progress with the review of the Management Practice complete pending consultation.

LEGISLATIVE COMPLIANCE

Local Government Act 1995

Local Government (Audit) Regulations 1995

RISK MANAGEMENT CONSIDERATION

The table below shows the level of risk for each impact category, if the officer's recommendation is not adopted by the Council.

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

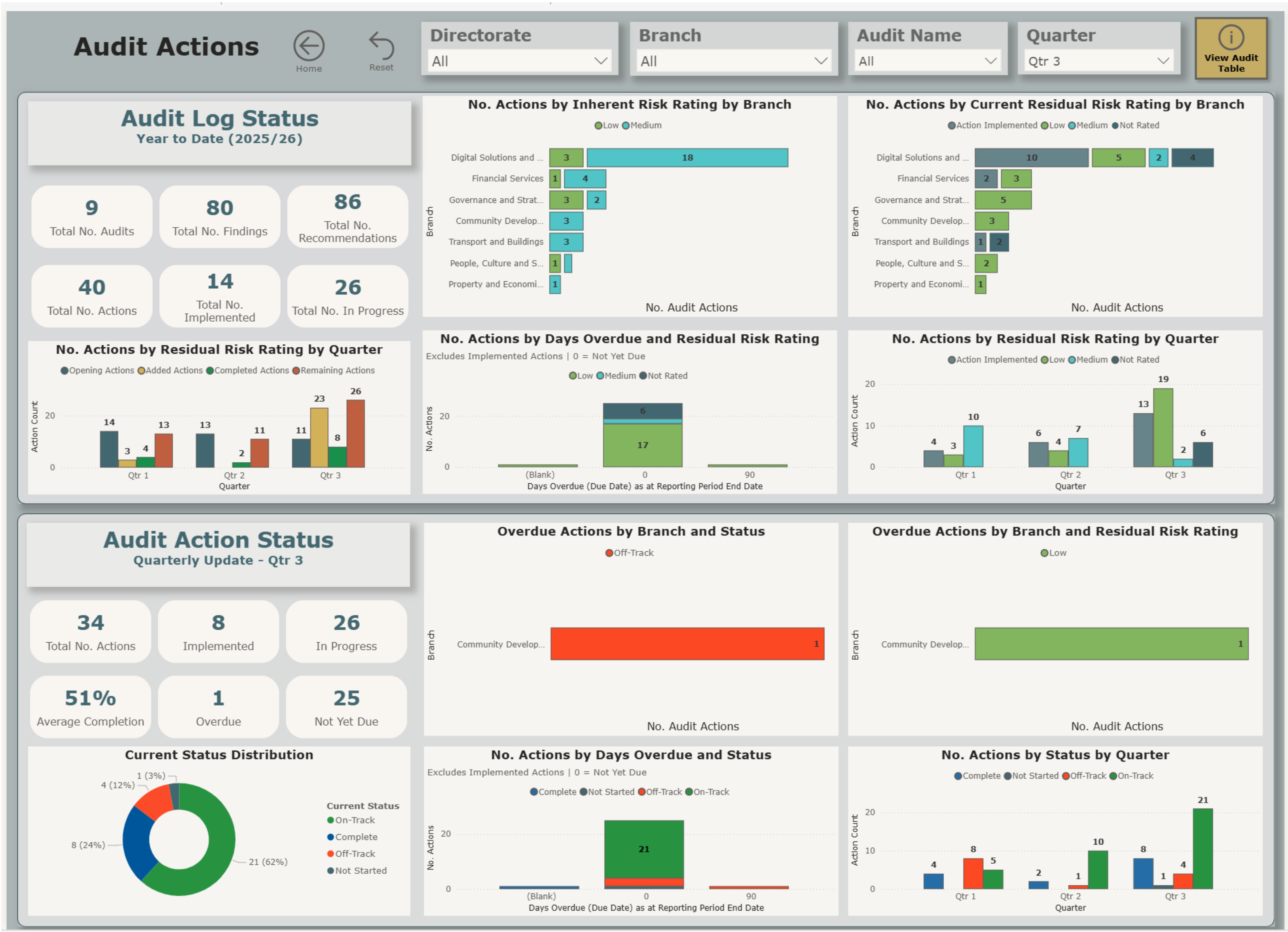
STRATEGIC IMPLICATIONS

In accordance with the City of Bayswater Council Plan 2025 – 2035, the following applies:

Key Result Area:	Leadership and Governance
Outcome 5.1	Good Governance
Objective 5.1.1	Provide ethical and accountable governance.

CONCLUSION

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


Audit Actions
Home
Reset
Directorate
All
Branch
All
Audit Name
All
Quarter
Qtr 3
View Audit Table
Audit Log Status
Year to Date (2025/26)
9
Total No. Audits
80
Total No. Findings
86
Total No. Recommendations
40
Total No. Actions
14
Total No. Implemented
26
Total No. In Progress
No. Actions by Inherent Risk Rating by Branch
Low Medium
Digital Solutions and ...
Financial Services
Governance and Strat...
Community Develop...
Transport and Buildings
People, Culture and S...
Property and Economi...
Branch
No. Audit Actions
No. Actions by Current Residual Risk Rating by Branch
Action Implemented Low Medium Not Rated
No. Actions by Residual Risk Rating by Quarter
Opening Actions Added Actions Completed Actions Remaining Actions
Action Count
Qtr 1
Qtr 2
Qtr 3
Quarter
No. Actions by Days Overdue and Residual Risk Rating
Excludes Implemented Actions | 0 = Not Yet Due
Low Medium Not Rated
No. Actions
(Blank)
0
90
Days Overdue (Due Date) as at Reporting Period End Date
No. Actions by Residual Risk Rating by Quarter
Action Implemented Low Medium Not Rated
Audit Action Status
Quarterly Update - Qtr 3
34
Total No. Actions
8
Implemented
26
In Progress
51%
Average Completion
1
Overdue
25
Not Yet Due
Overdue Actions by Branch and Status
Off-Track
Community Develop...
Overdue Actions by Branch and Residual Risk Rating
Low
Current Status Distribution
1 (3%)
4 (12%)
8 (24%)
21 (62%)
Current Status
On-Track
Complete
Off-Track
Not Started
No. Actions by Days Overdue and Status
Excludes Implemented Actions | 0 = Not Yet Due
Complete Not Started Off-Track On-Track
No. Actions by Status by Quarter
Complete Not Started Off-Track On-Track

9.5 Quarter 3 - Quarterly Performance Report - Risk

Responsible Branch:	Governance and Strategy
Responsible Directorate:	Office of the CEO
Authority/Discretion:	Information Purposes
Voting Requirement:	Simple Majority Required.
Attachments:	1. Operational Risk Overview [**9.5.1** - 1 page] 2. CONFIDENTIAL REDACTED - Risk Actions Dashboard [**9.5.2** - 4 pages] 3. Strategic Risk Register [**9.5.3** - 1 page]
Refer:	Nil.
Officer Declaration:	*The officers involved in drafting and reviewing this report do not have any interests to disclose in the item.*

This item contains one or more confidential attachments that may be dealt with behind closed doors, in accordance with Section 5.23(4) of the *Local Government Act 1995,* sub-section:

(e) information the making public of which would be likely to endanger the security (including cyber-security) of any of the local government's property or operations;

SUMMARY

This report outlines the City's Corporate Risk Management activities and performance for Quarter 3 (January – March) 2025/26, including an update on the operational risk status and treatment action progress.

OFFICER'S RECOMMENDATION

That Council:

1. **Notes the Quarter 3 – Quarterly Performance Report Risk Management and the Operational Risk Overview (Attachment 1)**
2. **Notes the progress of risk treatment actions as detailed in the Risk Actions Dashboard (Confidential Attachment 2)**
3. **Notes the 2025-2026 Strategic Risk Review as detailed in Strategic Risk Register (Attachment 3).**

BACKGROUND

This report provides the Audit, Risk and Improvement Committee (ARIC) with an annual update on strategic risk and a quarterly update on risk management activities, operational risk status, and treatment action implementation.

In line with the Risk Management Framework, risks are monitored, reviewed, and escalated according to the Risk Acceptance Criteria. Detailed reporting is provided quarterly to the ARIC for risks rated High or Extreme, along with the status of treatment action implementation.

EXTERNAL CONSULTATION

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

OFFICER'S COMMENTS

Key Activities Delivered Quarter 3 2025/26

Operational Risk Review Workshops

Workshops were facilitated across the following branches:

- Digital Solutions and Services
- Parks and Environment
- Infrastructure Projects
- Governance and Strategy
- Property and Economic Development
- Community Safety

Business Continuity Planning

- Business Continuity Plans have been submitted to ELT for endorsement.
- Business Continuity plans specific to a low fuel scenario have been prepared in response to the instability in fuel supply.

Strategic Risk

- Facilitated the annual Strategic Risk review process with ELT as part of the Council-led Business Planning and Budgeting process

Operational Risk Overview

At the end of Quarter 3, the City recorded 191 operational risks:

- 13 new risks identified.
- 9 risks re-rated following changes in controls or conditions.

An overview of the operational risk profile is provided in **(Attachment 1)**

Consequence and Likelihood	(5) Almost Certain	(4) Likely	(3) Possible	(2) Unlikely	(1) Rare
(1) Insignificant	0	0	2	3	1
(2) Minor	1	4	26	28	18
(3) Moderate	0	6	21	35	13
(4) Significant	0	0	4	10	3
(5) Severe	0	0	1	0	0

Risks Outside of Appetite

At the end of Quarter 3, 27 risks remain outside the city's risk appetite, primarily relating to:

- Anti-Social behaviour affecting staff and patrons across multiple services
- Compliance issues in statutory building inspections and governance.
- Operational safety concerns in Parks and Gardens, Assets, Events and Community Safety.

Risks Treatment Actions

Quarter 3 opened with 25 identified risk treatment actions. 18 new risk treatment actions were identified and 2 actions were completed.

At the close of Quarter 3, 21 actions remain on-track, 14 are not yet started, 2 are off track and 1 has been discontinued. Progress reporting on the implementation of risk treatment actions is provided in **(Confidential Attachment 2).**

Strategic Risk

In accordance with the Risk Management Framework, the annual Strategic Risk Review was undertaken with the Executive Leadership Team (ELT) as part of the annual business planning cycle to ensure alignment with the Strategic Community Plan.

The review process considered sector-wide and emerging risks, informed by the JLT Public Sector Risk Report, which provides key insights for local government senior leadership and Audit, Risk and Improvement Committees.

Annual reporting on Strategic Risk is provided to the Audit, Risk and Improvement Committee (ARIC) through the Strategic Risk Register (**Attachment 3**).

LEGISLATIVE COMPLIANCE

Local Government Act 1995

Local Government (Audit) Regulations 1996

RISK MANAGEMENT CONSIDERATION

The table below shows the level of risk for each impact category, if the officer's recommendation is not adopted by the Council.

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	Medium
Strategic Risk	SR07 - Unethical or inadequate governance and/or decision-making.	

FINANCIAL IMPLICATIONS

Nil

STRATEGIC IMPLICATIONS

In accordance with the City of Bayswater Council Plan 2025 – 2035, the following applies:

Key Result Area: Leadership and Governance
Outcome 5.1 Good Governance
Objective 5.1.1 Provide ethical and accountable governance.

Key Result Area:	Leadership and Governance
Outcome 5.3	Optimised Performance
Objective 5.3.1	Focus on operational efficiency, effective delivery and innovation to ensure our services are fit for purpose, contemporary and secure.

CONCLUSION

This report provides assurance on the effectiveness of the City's risk management systems and internal controls through quarterly monitoring and reporting. It highlights treatment progress, and areas requiring further attention.

City of
Bayswater

Consequence and Likelihood	(5) Almost Certain	(4) Likely	(3) Possible	(2) Unlikely	(1) Rare
(1) Insignificant	0	0	2	3	1
(2) Minor	1	4	26	28	18
(3) Moderate	0	6	21	35	13
(4) Significant	0	0	4	10	3
(5) Severe	0	0	1	0	0

Strategic Risk Register

Risk Number	Strategic Community Plan link	Risk Description	Current Risk Rating	Previous Risk Rating 2024-2025	Risk Appetite	Risk Strategy
SR_01	Natural	Inability to effectively manage the city's waste.	High	High	Low	Improve Controls
SR_02	Leadership and Governance	Unethical or inadequate council governance and decision-making. Failure to comply with legislation.	High	High	Medium	Accept, Monitor Controls
SR_03	Natural	Inability to meet greenhouse gas targets.	Medium	Medium	Low	Improve Controls
SR_04	Natural	Environmental mismanagement leading to ecological damage, loss of biodiversity and water scarcity.	Medium	Medium	Low	Improve Controls
SR_05	Leadership and Governance	Failure to provide staff safety and support health and wellbeing.	Medium	Medium	Low	Improve Controls
SR_06	Leadership and Governance	City does not have the adequate financial capacity to deliver planned services and maintain assets.	Medium	Medium	Medium	Accept
SR_07	Leadership and Governance	Inability to manage stakeholder expectation through early and ongoing engagement.	Medium	Medium	Medium	Accept
SR_08	Leadership and Governance	Lack of modern, integrated and secure digital environment. Inability to respond to cyber attack. Inability to proactively manage cyber security.	Medium	Medium	Medium	Accept
SR_09	Leadership and Governance	Inability to work collaboratively to engage and partner with the stakeholders to promote and advocate opportunities to live and invest in the City.	Medium	Medium	Medium	Accept
SR_11	Leadership and Governance	Uncertainty and volatility in the economy and global politics could impact the city's ability to meet its goals.	Medium	New Risk	Medium	Accept
SR_12	Leadership and Governance	Ineffective processes and controls to enable the delivery of Strategic objectives.	Medium	High	Medium	Accept
SR_13	Leadership and Governance	Failure to prevent, prepare, respond and recover to incidents, emergencies or major disruptions impacting operations.	Medium	Medium	Medium	Accept
SR_13	Built	Lack of sufficient resources to finance, construct, and sustain essential infrastructure and assets.	Medium	Medium	Medium	Accept
SR_14	Social	Inability to support our local community, business and organisations to be resilient to the physical, social and economic challenges that impact our way of life.	Medium	Medium	Medium	Accept
SR_15	Leadership and Governance	Inability to develop and maintain a competent, capable and culturally aligned workforce.	Low	Low	Medium	Accept
Total						

9.6 Quarter 3 - Quarterly Performance Report - Corporate

Responsible Branch:	Governance and Strategy
Responsible Directorate:	Office of the CEO
Authority/Discretion:	Executive/Strategic
Voting Requirement:	Simple Majority Required.
Attachments:	1. Quarter 3 Performance Report [**9.6.1** - 23 pages]
Officer Declaration:	*The officers involved in drafting and reviewing this report do not have any interests to disclose in the item.*

This item does not contain any information that is considered confidential in accordance with Section 5.23 of the Local Government Act 1995.

SUMMARY

The City of Bayswater produces the Quarterly Performance Report (**Attachment 1**) to provide a clear overview of operational performance and progress in delivering the Corporate Business Plan (CBP) 2025/26–2028/29, with a focus on the 2025/26 financial year.

The Quarter 3 report (January-March) provides updates across key areas including City Services, Operating Projects, Capital Programs and Projects, Informing Plan deliverables, and Corporate Business Plan Measures.

OFFICER'S RECOMMENDATION

That Council notes the Quarterly Performance Review – Corporate Quarter 3 (January - March) 2025-26.

BACKGROUND

The Corporate Business Plan (CBP) 2025/26–2028/29, adopted on 1 July 2025, forms part of the City's integrated Council Plan alongside the Strategic Community Plan. It outlines the services, programs, and projects to be delivered over the next four years and supports best practice accountability and transparency across the organisation's planning and reporting processes.

Under the Integrated Planning and Reporting Framework (IPRF), local governments must report performance to the community. The City's Quarterly Performance Report (**Attachment 1**) provides a high-level update on service delivery and implementation of the CBP, with a specific focus on progress in the first year of the plan (2025/26).

The report reflects the City's commitment to delivering on the social, built, natural, economic, leadership, and governance Key Result Areas of the Council Plan and provides an update on City Services, Operating Projects, Capital Programs and Projects, Informing Plan deliverables, and Corporate Business Plan Measures.

EXTERNAL CONSULTATION

No external consultation was undertaken to prepare this report.

OFFICER'S COMMENTS

The Corporate Business Plan 2025/26 translates the City's services, programs, projects, and Informing Plan deliverables into 288 measurable actions for the year.

Progress against these actions is summarised in the Quarterly Performance Report (**Attachment 1**), structured by Key Result Area to provide a clear overview of implementation status.

Of the 288 actions, 252 are completed or on track. Detailed information on each of these items, including current progress and underlying issues, is provided at the rear of the Quarterly Performance Report.

LEGISLATIVE COMPLIANCE

Local Government Act 1995.

RISK MANAGEMENT CONSIDERATION

The table below shows the level of risk for each impact category, if the officer's recommendation is not adopted by the Council.

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 Council Plan 2025 – 2035, the following applies:

Key Result Area:	Leadership and Governance
Outcome 5.3	Optimised Performance
Objective 5.3.1	Focus on operational efficiency, effective delivery and innovation to ensure our services are fit for purpose, contemporary and secure.

CONCLUSION

The report provides an update on the implementation of the City's Integrated Planning and Reporting Framework and provides reports on progress at the end of quarter 3 for the City's services, programs, projects, strategy and plan actions.

Once noted by Council, the Quarterly Performance Report is published on the City's website to ensure open and accessible reporting to the community.

City of
Bayswater

Performance Report

2025 — 2026

Acknowledgement of Country

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.

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

Inclusivity Statement

The City of Bayswater is committed to providing an inclusive, safe and respectful organisation and work environment, free from discrimination, harassment and racism. We recognise the impacts of inequity and discrimination and strive to remove the barriers these create.

We celebrate diversity as a strength within our community. Supporting diversity and operating in an inclusive and respectful manner is central to our values and principles of providing safe, accessible and welcoming services and facilities for the community.

Accessibility

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

我们可以根据要求以其他格式提供此信息。

Possiamo fornire queste informazione in altri formati su richiesta.

Chúng tôi có thể cung cấp thông tin này ở các định dạng khác theo yêu cầu.

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Il servizio gratuito di traduzione e interpretazione (TIS National) può aiutare chi non parla inglese a comunicare con la città di Bayswater. Per saperne di più, visita il loro sito web **www.tisnational.gov.au** o chiama il **131 450**.

Dịch vụ Biên dịch và Thông dịch (TIS National) miễn phí có thể hỗ trợ những người không nói tiếng Anh giao tiếp với Thành phố Bayswater. Để tìm hiểu thêm, hãy truy cập trang web của họ **www.tisnational.gov.au** hoặc gọi **131 450**.

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Delivering the City's Strategic Community Plan

Key Result Areas:

Social ... 12
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Why we do the Performance Report

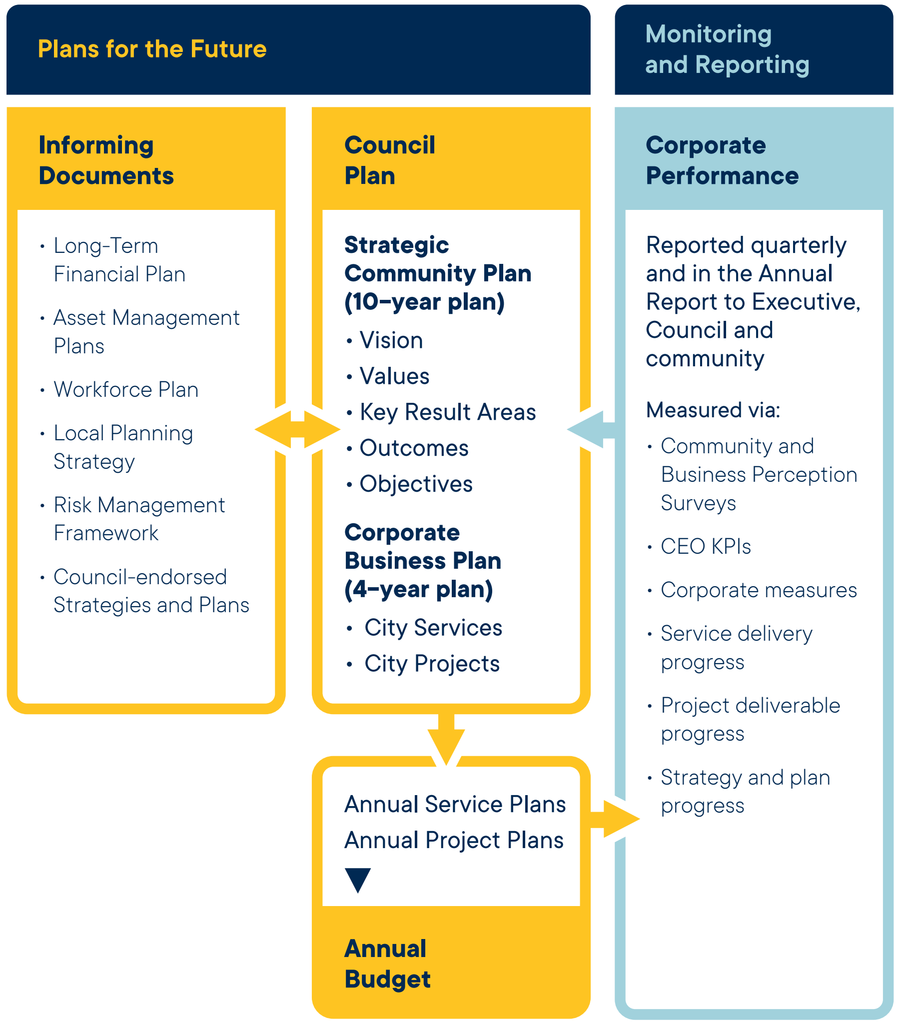
Each quarter, the City of Bayswater Performance Report is presented to Council and published on the City's website. The report provides an update on the key activities contributing to the delivery of the Council Plan, with a particular focus on progress against the Corporate Business Plan.

Quarterly reporting provides an update on the status of the services, projects, informing plan actions, and performance measures identified in the City's four-year Corporate Business Plan. It highlights whether each initiative is tracking as intended and within budget at the end of the reporting period.

Integrated Planning and Reporting Framework

The Integrated Planning and Reporting (IPR) Framework is a legislative requirement for all Western Australian local governments. It guides long-term planning to ensure it is strategic, integrated, and community-focused.

The City of Bayswater Performance Report supports the measurement and reporting components of the IPR Framework by not only demonstrating accountability to the community but also providing a mechanism to assess in-year implementation. This approach supports progress monitoring, achievement of strategic outcomes, and continuous improvement.



How to read our Performance Report

Community-informed and Council-led, our Council Plan sets the direction for progress. It is guided by five Key Result Areas (KRA), which have been developed in alignment with the sustainability pillars. These KRAs provide the strategic structure for planning, delivery and performance monitoring across the organisation:

Social | Built | Natural | Economic | Leadership and Governance

The Performance Report provides an overview for each Key Result Area (KRA). Each KRA cover page includes the KRA Vision, Outcomes and Objectives and initiatives that will make a significant contribution to the goals in the vision areas, including:

- Services
- Operating Projects
- Capital Programs; and
- Informing Plans

Overview

A high-level summary of the City's performance, including progress of key actions, delivery of the capital works program, and total expenditure to date.

Our Performance

An outline of the City's actions and performance measures, presented by Key Result Area (KRA), demonstrating progress towards the achievement of the Council Plan and Corporate Business Plan objectives.

Action Progress

Action progress is reported quarterly by outcome, using a Red, Amber, Green, Black and Blue traffic light system to indicate status across the 2025/26 financial year.

- **Complete**
- **On-track**
- **Not started**
- **Off-track**
- **Discontinued**
- **Data not available**

Actions that are off track or discontinued include a summary explanation of the reason for variance. For full details, please refer to Attachment 1 of this report.

Measures

Performance measures help the City understand how well it is achieving its objectives and support evidence-based decision making. Measures are reported on a quarterly, biannual or annual basis, depending on data availability. The City is currently reviewing its measures, targets, and baseline data, and new measures will be added as they are developed.

Our adopted budget

July 2025 to June 2026

Total operating income

Total income by category	2025/26
Rates	$63,300,000
Operating grants, subsidies and contributions	$3,900,000
Fees and charges	$28,200,000
Interest earning	$5,700,000
Other revenue	$1,100,000
Total	**$102,200,000**

Total operating expenses

Total expenses by category	2025/26
Employee costs	$47,700,000
Materials and contracts	$37,000,000
Utility charges	$4,100,000
Depreciation	$13,300,000
Insurance	$1,300,000
Other finance costs	$858,000
Total	**$105,100,000**

In 2025/26 we will deliver

$5.9M on service delivery (Net Cost)

158 projects
130 actions

$29.3M on Capital Works

Our results – Quarter 3

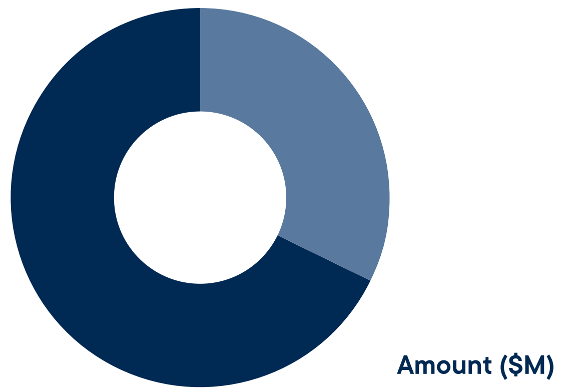
Breakdown of actual Year to Date by Key Result Area

- Social $15.1M
- Economic $668.8K
- Built $21.4M
- Leadership and Governance ($56.9M)
- Natural $12.7M

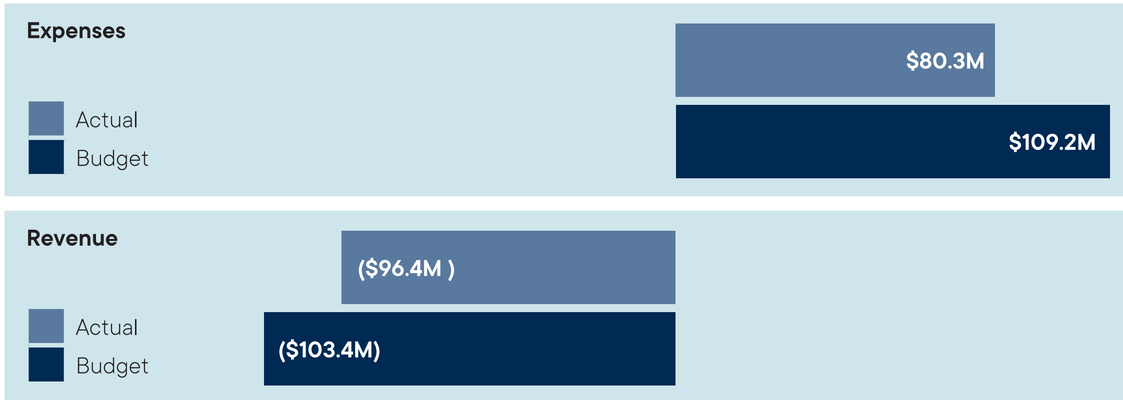
Capital Works Program

$29.3M

Actual YTD **$9.5M**
Budget Remaining **$19.8M**



Service Delivery - Full-Year Budget and Year-to-Date Actuals



The data is organised by grouping services under each Key Result Area (KRA). Negative figures represent revenue items, such as rates or waste services. Since this data reflects Quarter 3, revenue is higher than expenses at this stage.

Corporate Business Plan on a page

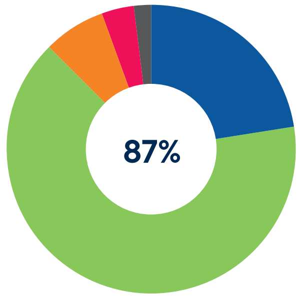
	Services	Operating Projects	Capital Programs
Social	• Arts and Events • Community Strategy and Programs • Library and Community Centres • Emergency Management • Golf Courses • Health Services • Ranger Services • Recreation Services • Safety and Crime Prevention	• Event Grants and Sponsorships • Perth Wildcats Pre-season Game • StrEATS • CCTV System	• ICT – CCTV Infrastructure
Built	• Asset Management and Mapping • Building Approvals • Building Maintenance • Infrastructure Planning • Planning and Building Compliance • Planning Approvals • Project Management • Property (Community) • Strategic Land-Use Planning • Transport Infrastructure and Operations	• Major Recreation Building Masterplan • Local Planning Scheme Review • Town Centre Streetscape Banners	• Buildings – Buildings • Buildings – City Sport and Recreation • Buildings – Community • Parks & Reserves – Parks Built • Parks & Reserves – Playgrounds • Parks & Reserves – Sportsgrounds • Transport – Drainage • Transport – Other • Transport – Pathways • Transport – Roads & Car parks
Natural	• Environmental Sustainability • Parks and Gardens • Waste Management	• Biodiversity Management • Fleet Transition Plan • Maylands Lakes Environmental Restoration	• Parks & Reserves – Bores & Irrigation • Parks & Reserves – Parks Natural
Economic	• Economic Development	• Advocacy Priorities • Implementation of Economic Development Strategy	
Leadership and Governance	• Communications, Engagement and Customer Relations • Digital Solutions and Services • Financial Services • Governance and Executive Services • People, Culture and Safety • Planning, Performance and Risk • Plant, Fleet and Equipment • Asset Management System • Fleet Asset Management System	• Forward Capital Works Management Suite • Digitising Archives • EDEN Project • Information Classification • 2025 Ordinary Council Election • Swimming Pool Inspection Program Enhancements	• Plant & Fleet • ICT – Technology & Equipment

Progress overview

Action progress is reported quarterly using a Red, Amber, Green, Grey and Blue traffic light system, covering Quarter 3 of 2025/26 financial year.

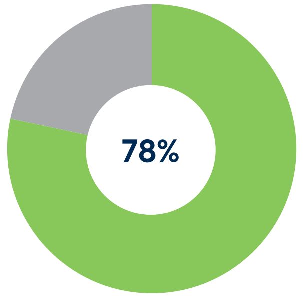
Measures are reported quarterly, annually or biannually, with progress dependant on data availability.

Total actions 288



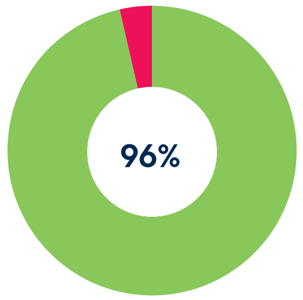
Complete	65
On-track	187
Not started	20
Off-track	11
Discontinued	5
Data not available	-

Total measures 37



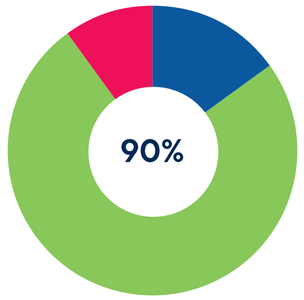
Complete	-
On-track	29
Not started	-
Off-track	-
Discontinued	-
Data not available	8

Services
Total actions 28



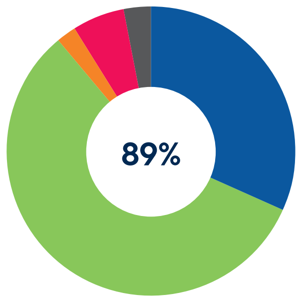
Complete	-
On-track	27
Not started	-
Off-track	1
Discontinued	-
Data not available	-

Operating Projects
Total actions 20



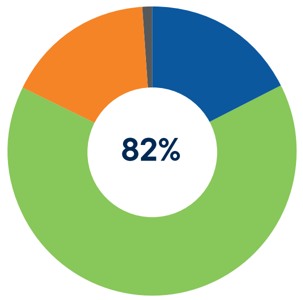
Complete	3
On-track	15
Not started	-
Off-track	2
Discontinued	-
Data not available	-

Capital Works Program
Total actions 138



Complete	44
On-track	79
Not started	3
Off-track	8
Discontinued	4
Data not available	-

Informing Plans
Total actions 102



Complete	18
On-track	66
Not started	17
Off-track	-
Discontinued	1
Data not available	-

Social

Our community is diverse, cohesive and inclusive. We enjoy safe and accessible connections to services, events, activities and recreational spaces that support health, wellbeing and resilience. Our Aboriginal and global cultures and heritage are respected, supported and celebrated.

Outcome	Objectives
1.1 A Connected and Inclusive Community	1.1.1 Enhance our local identity through social and arts programs and events that celebrate our diverse cultures, history and heritage. 1.1.2 Facilitate partnerships and access to services for all community. 1.1.3 Build strong relationships, social connections and inclusive participation with our diverse community.
1.2 A Safe and Resilient Community	1.2.1 Facilitate a safe environment. 1.2.2 Foster community resilience by increasing capability to prevent, prepare for, respond to, and recover from rapid change and disasters.
1.3 An Active and Healthy Community	1.3.1 Strengthen public health and wellbeing through providing, supporting and/or advocating for services that support our community. 1.3.2 Provide welcoming, quality recreational spaces and activities.

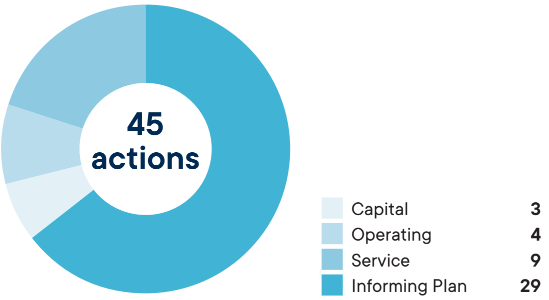
Services	Operating Projects	Capital Programs
• Arts and Events • Community Strategy and Programs • Library and Community Centres • Emergency Management • Golf Courses • Health Services • Ranger Services • Recreation Services • Safety and Crime Prevention	• Event Grants and Sponsorships • Perth Wildcats Pre-season Game • StrEATS • CCTV System	• ICT – CCTV Infrastructure

How we performed

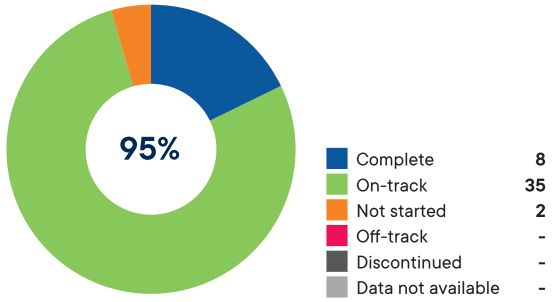
Total actions: 45

Total actions complete or on-track: 43

Action Delivery



Action Status



Performance measure

Measure		Q1	Q2	Q3
Better Bayswater Grants issued. (bi-annual)	Number	Measured biannually	4	**Measured biannually**
	Value	Measured biannually	$11,560	**Measured biannually**
Community service partnership agreements		16	14	**10**
Community Event Grants and City support	Number	9	4	**0**
	Value	$35,223	$19,028	**0**
City-led community events		4	8	**1**
Bayswater residents registered as library members		20.50%	22%	**23%**
Bayswater residents registered as recreation centre members		6%	7%	**6%**
Usage of City's facilities (hours booked/total available hours)	Meeting room	23%	27%	**27.85%**
	Sports courts	51%	41%	**43%**
	Venue hire	44%	47%	**46%**
Customer requests received for Community Safety matters		1,865	2,912	**2,718**

Outcome

1.1 A Connected and Inclusive Community

Services

Service	Sub-Services	Status
Arts and Events	• Arts and Culture • City-led Events • Community-led Events • Grant Management	**On-track**
Community Strategy and Programs	• Community Strategy • Community Programming • Community Grants	**On-track**
Library and Community Centres	• Library Services • Customer Experience • Community Centres	**On-track**

Operating Projects

Project	Status
Event Grants and Sponsorships	**On-track**
Perth Wildcats Pre-season Game	**Complete**
StrEATS	**On-track**

Outcome

1.2 A Safe and Resilient Community

Services

Service	Sub-Services	Status
Emergency Management	• Emergency Management	**On-track**
Ranger Services	• Animal Management • Call Centre/Administration • Community Rangers • Parking Enforcement	**On-track**
Safety and Crime Prevention	• Community Security Patrol • Crime Prevention	**On-track**

Operating Projects

Project	Status
CCTV System	**On-track**

Capital Programs

Program	Number of projects	Status					
		Complete	On-track	Not started	Off-track	Discontinued	Data not available
ICT - CCTV Infrastructure	3	1	2	-	-	-	-

Each Capital Works Program is made up of multiple individual projects. For a detailed breakdown of these projects, refer to Attachment 2 – Capital Works Detail

Outcome

1.3 An Active and Healthy Community

Services

Service	Sub-Services	Status
Health Services	• Environmental Health • Mosquito Control	**On-track**
Golf Courses	• Contractor Management • Golf Course Grounds / Facilities Maintenance	**On-track**
Recreation Services	• Booking Facilities Halls and Reserves • Club Liaison and Development • Recreation Facilities	**On-track**

Informing Plans

Informing Plan	Status					
	Complete	On-track	Not started	Off-track	Discontinued	Data not available
Reconciliation Action Plan 2021 - 2023	-	4	1	-	-	-
Public Health and Wellbeing 2021 - 2025	2	-	-	-	-	-
Cultural Plan 2019 - 2024	-	6	-	-	-	-
Access and Inclusion Plan 2025 - 2029	4	9	1	-	-	-
CCTV Strategy 2018–2028	-	2	-	-	-	-

Built

Our inviting and thriving centres are connected via safe, accessible transport infrastructure and green spaces that enhance liveability. Our attractive neighbourhoods offer diverse and quality housing options. Our assets are well planned and managed for current and future generations, with consideration for the City's heritage.

Outcome	Objectives
2.1 A Connected and Accessible City	2.1.1 Plan for connected, accessible and safe roads, pathways and places. 2.1.2 Create liveable neighbourhoods and centres that include consideration of our built heritage. 2.1.3 Advocate and plan for diverse and quality housing choices utilising a contemporary planning framework that encourages growth.
2.2 Built Infrastructure that Meets Current and Future Community Needs	2.2.1 Improve the amenity of our public spaces and streetscapes. 2.2.2 Ensure accessible connections between the built realm and natural green spaces to relax and recreate. 2.2.3 Plan, build and maintain current and future assets.

Services

- Asset Management and Mapping
- Building Maintenance
- Infrastructure Projects
- Statutory Planning and Compliance
- Property (Community)
- Statutory Building
- Strategic Land-Use Planning
- Transport Infrastructure and Operations

Operating Projects

- Major Recreation Building Masterplan
- Local Planning Scheme Review
- Town Centre Streetscape Banners

Capital Programs

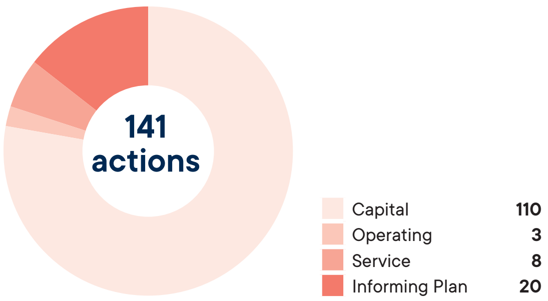
- Buildings – Buildings
- Buildings – City Sport and Recreation
- Buildings – Community
- Parks and Reserves – Parks Built
- Parks and Reserves – Playgrounds
- Parks and Reserves – Sportsgrounds
- Transport – Drainage
- Transport – Other
- Transport – Pathways
- Transport – Roads and Car parks

How we performed

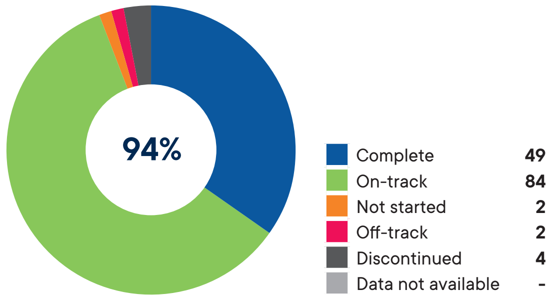
Total actions: 141

Total actions complete or on-track: 133

Action Delivery



Action Status



Performance Measures

Measure	Q1	Q2	Q3
Building applications received	265	266	**239**
Building approval compliance rate within statutory approval timelines	100%	100%	**100%**
Planning applications received	174	145	**133**
Planning approval compliance rate within statutory approval timelines	97%	98%	**83%**
Resolved graffiti incidents	1,330	1,233	**1,469**

Outcome

2.1 A Connected and Accessible City

Services

Service	Sub-Services	Status
Statutory Building	• Building Approvals • Swimming Pool Inspections • Application Liaison	**On-track**
Infrastructure Projects	• Infrastructure Planning • Project Management	**On-track**
Statutory Planning and Compliance	• Statutory Planning • Development Compliance	**On-track**
Strategic Land-use Planning	• Land Planning Strategy / Town Planning Scheme	**On-track**
Transport Infrastructure and Operations	• Car Parks • Drainage • Footpaths and Cycleways • Other Transport Infrastructure • Roads • Street Lighting • Surveying Systems Management	**On-track**

Operating Projects

Project	Status
Local Planning Scheme Review	**On-track**
Major Recreation Building Masterplan	**On-track**

Capital Programs

Program	Number of projects	Status					
		Complete	On-track	Not started	Off-track	Discontinued	Data not available
Transport - Other	3	**1**	**1**	-	-	**1**	-
Transport - Pathways	7	**2**	**3**	-	-	**2**	-
Transport – Roads and Car parks	25	**12**	**13**	-	-	-	-

Each Capital Works Program is made up of multiple individual projects. For a detailed breakdown of these projects, refer to Attachment 2 – Capital Works Detail

Outcome

2.2 Built Infrastructure that Meets Current and Future Community Needs

Services

Service	Sub-Services	Status
Asset Management and Mapping	• Digital Mobile Radio and GPS Enabled Duress Systems • Infrastructure Asset Management • Land and Property Data Management • Spatial Information Management (GIS)	**On-track**
Building Maintenance	• Building Services and Maintenance	**On-track**
Property (Community)	• Property (Community)	**On-track**

Operating Projects

Project	Status
Town Centre Streetscape Banners	**Complete**

Capital Programs

Program	Number of projects	Status					
		Complete	On-track	Not started	Off-track	Discontinued	Data not available
Buildings – Buildings	11	5	5	1	-	-	-
Buildings – City Sport and Recreation Buildings	18	7	11	-	-	-	-
Buildings – Community Buildings	19	8	10	-	-	1	-
Parks and Reserves – Parks Built	8	2	6	-	-	-	-
Parks and Reserves – Playgrounds	3	2	-	-	1	-	-
Parks and Reserve – Sportsgrounds	11	3	7	-	1	-	-
Transport – Drainage	5	-	5	-	-	-	

Each Capital Works Program is made up of multiple individual projects. For a detailed breakdown of these projects, refer to Attachment 2 – Capital Works Detail

Informing Plans

Informing Plan	Status					
	Complete	On-track	Not started	Off-track	Discontinued	Data not available
Bike Plan 2023	1	9	-	-	-	-
Play Space Strategy 2019 - 2029	3	-	-	-	-	-
Community Recreation Plan 2022 - 2032	2	4	1	-	-	-

Natural

Our valued natural environment is biodiverse and resilient to the changing climate. We use our resources wisely, minimise waste and have net zero emissions. Our community enjoys our green open spaces and tree-lined streets.

Outcome	Objectives
3.1 A Climate Resilient City	3.1.1 Reduce the impacts of the changing environment. 3.1.2 Transition to net zero emissions. 3.1.3 Partner with community to build an energy-smart and waterwise City. 3.1.4 Support a circular economy through best practice waste management.
3.2 Sustainable Natural Green Spaces	3.2.1 Preserve and enhance our biodiversity and the health of our river, wetlands and bushland. 3.2.2 Increase tree canopy to shade our pathways and cool our suburbs. 3.2.3 Maintain and protect our inviting green open spaces.

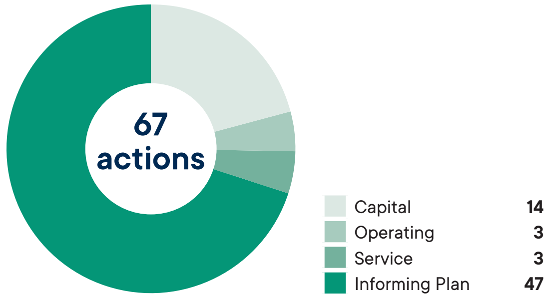
Services	Operating Projects	Capital Programs
• Environmental Sustainability • Parks and Gardens • Waste Management	• Biodiversity Management • Fleet Transition Plan • Maylands Lakes Environmental Restoration	• Parks and Reserves – Bores and Irrigation • Parks and Reserves – Parks Natural

How we performed

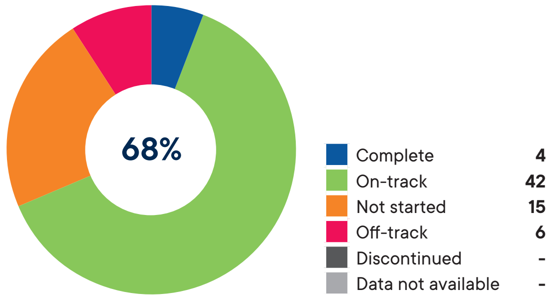
Total actions: 67

Total actions complete or on-track: 46

Action Delivery



Action Status



Performance Measures

Measure	Q1	Q2	Q3
City carbon footprint	Data not available	15,121*	**Data not available**
Native plants planted	1,400	0	**0**
Trees planted	3,200	0	**0**
Tree canopy coverage (measured every three years)	14.48%	14.48%	**14.48%**
Groundwater allocation used	3.17%	22%	**78%**
Waste recovery rate (includes recycling and FOGO)	Data not available (Annual measure)	Data not available (Annual measure)	**Data not available (Annual measure)**

Total emissions data for 2024/25.

Outcome

3.1 A Climate Resilient City

Services

Service	Sub-Services	Status
Environmental Sustainability	• Catchment Management • Natural Area Management • Protecting Biodiversity • Sustainability	**On-track**
Waste Management	• Bayswater Transfer Station • Bulk Waste • Commercial Waste Collection • Residential Waste Collection • Street and Park Bin Collections and Infrastructure • Waste Education	**On-track**

Operating Projects

Project	Status
Biodiversity Management	**On-track**
Fleet Transition Plan	**Off-track**
Maylands Lakes Environmental Restoration	**On-track**

Outcome

3.2 Sustainable Natural Green Spaces

Services

Service	Sub-services	Status
Parks and Gardens	• Irrigation • Landscape Design • Parks Infrastructure • Parks Projects • Planning and Maintenance • Spraying • Tree Care	**On-track**

Capital Programs

Program	Number of projects	Status					
		Complete	On-track	Not started	Off-track	Discontinued	Data not available
Parks and Reserves – Bores and Irrigation	10	1	3	-	6	-	-
Parks and Reserves – Parks Natural	4	-	3	1	-	-	-

Each Capital Works Program is made up of multiple individual projects. For a detailed breakdown of these projects, refer to Attachment 2 – Capital Works Detail

Informing Plans

Informing Plan	Status					
	Complete	On-track	Not started	Off-track	Discontinued	Data not available
Waterwise Bayswater Strategy 2020 - 2030	-	3	7	-	-	-
Urban Forest Strategy 2017	1	5	-	-	-	-
Local Biodiversity Strategy 2008	-	4	3	-	-	-
Emission Reduction and Renewable Energy Plan 2021 - 2040	2	5	2	-	-	-
Environment and Liveability Framework 2021 - 2045	-	6	2	-	-	-
Foreshore Area 10–year Plan 2019	-	7	-	-	-	-

Economic

With diverse opportunities for businesses and investment, our distinctive centres offer multiple uses and attractions. Local businesses are thriving, experiencing growth, benefitting from partnerships and offering a variety of local employment options.

Outcome	Objectives
4.1 Diverse Economic Opportunities	4.1.1 Encourage new businesses and investment opportunities through advocacy and partnerships. 4.1.2 Support mixed-use precincts and developments.
4.2 Distinctive Centres	4.2.1 Facilitate the activation of City and town centres. 4.2.2 Facilitate the promotion of City and town centres and other attractions.
4.3 Sustainable Thriving Businesses and Employment	4.3.1 Actively build relationships to support local businesses and increase local job opportunities.

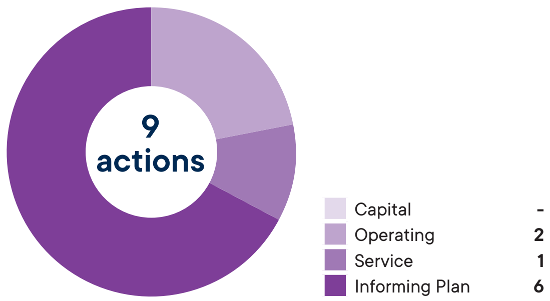
Services	Operating Projects	Capital Programs
• Economic Development	• Advocacy Priorities • Implementation of Economic Development Strategy	

How we performed

Total actions: 9

Total actions complete or on-track: 8

Action Delivery



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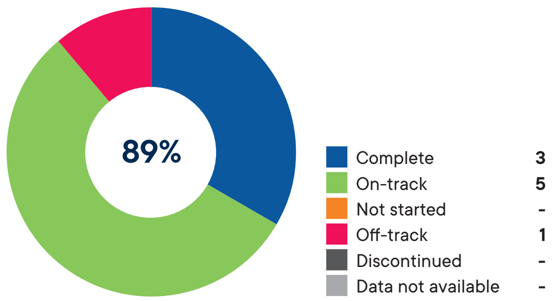


Performance Measures

Measure	Q1	Q2	Q3
Job-to-worker ratio	0.58	0.58	**0.58**
Per capita gross regional product of City of Bayswater	$52,381	$52,381	**$52,381**
Active trading businesses in City of Bayswater	Annual measure	6,424	**6,424**

Outcome

4.1 Diverse Economic Opportunities

4.2 Distinctive Centres

4.3 Sustainable Thriving Businesses and Employment

Services

Service	Sub-Services	Status
Economic Development	• Advocacy • Commercial Activities • Economic Development • Place Management and Town Centre Activation	**On-track**

Operating Projects

Project	Status
Advocacy Priorities	**On-track**
Implementation of Economic Development Strategy	**Off-track**

Informing Plans

Informing Plan	Status					
	Complete	On-track	Not started	Off-track	Discontinued	Data not available
Morley Activity Centre Plan 2018	3	2	-	-	-	-
Maylands Town Centre Car Parking Strategy 2018	-	-	-	-	1	-

Leadership and Governance

Our City is governed with ethical and accountable decision-making to ensure we provide for our current and future generations. We deliver effective and efficient service to our community, with open communication and engagement. We advocate, partner and invest wisely to meet our community's needs.

Outcome	Objectives
5.1 Good Governance	5.1.1 Provide ethical and accountable governance. 5.1.2 Ensure resource sustainability for future generations.
5.2 Stakeholder Leadership	5.2.1 Communicate and engage effectively to empower civic participation. 5.2.2 Provide excellent customer service and ensure the City is easy to do business with. 5.2.3 Advocate and develop partnerships for City benefit.
5.3 Optimised Performance	5.3.1 Focus on operational efficiency, effective delivery and innovation to ensure our services are fit for purpose, contemporary and secure. 5.3.2 Maintain a valued, safe and skilled workforce.

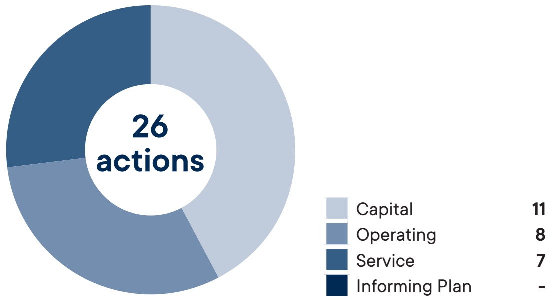
Services	Operating Projects	Capital Programs
• Communications, Engagement and Customer Relations • Digital Solutions and Services • Financial Services • Governance and Executive Services • People, Culture and Safety • Planning, Performance and Risk • Plant, Fleet and Equipment	• Asset Management System • Fleet Asset Management System • Forward Capital Works Management Suite • Digitising Archives • EDEN Project • Information Classification • 2025 Ordinary Council Election • Swimming Pool Inspection Program Enhancements	• Plant and Fleet • ICT – Technology and Equipment

How we performed

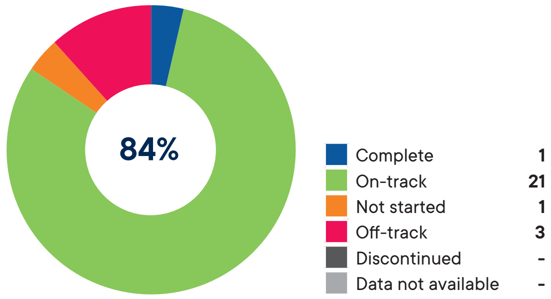
Total actions: 26

Total actions complete or on-track: 22

Action Delivery



Action Status



Performance Measures

Measure		Q1	Q2	Q3
Financial sustainability	Current ratio	Data not available	Data not available	**Data not available**
	Operating surplus ratio	Data not available	Data not available	**Data not available**
	Own-revenue ratio	Data not available	Data not available	**Data not available**
	Debt-service ratio	Data not available	Data not available	**Data not available**
Annual capital budget utilisation		Data not available	Data not available	**Data not available**
Employee turnover rate		13.58%	15.03%	**15.28%**
Lost time injury frequency rate (LTIFR)		37.92	48.37	**43.08**
Visitors to the City of Bayswater website		81,000	91,000	**94,000**
Visitors to the Engage Bayswater portal		19,700	21,300	**18,162**
Social media follower growth		4%	3%	**4%**
Engagement rate of social media content		11%	10%	**13%**

Outcome

5.1 Good Governance

Services

Service	Sub-Services	Status
Financial Services	• Accounting Services • Cash Management • Procurement • Rating Services	**On-track**
Governance and Executive Services	• Executive and Council Support • Executive Leadership • Governance • Policy Development	**Off-track**

Operating Projects

Project	Status
2025 Ordinary Council Election	**Complete**

Outcome

5.2 Stakeholder Leadership

Services

Service	Sub-Services	Status
Communications, Engagement and Customer Relations	• Communications and Marketing • Community Engagement • Customer Relations	**On-track**

Outcome

5.3
Optimised Performance

Services

Service	Sub-Services	Status
Digital Solutions and Services	• Business Systems • Digital Solutions Architecture • Information and Communication Technology • Information Management	**On-track**
People, Culture and Safety	• Human Resources • Organisational Development • Payroll • Work, Health and Safety	**On-track**
Planning, Performance and Risk	• Business Improvement • Insurance • Integrated Planning and Reporting • Internal Audit • Risk Management	**On-track**
Plant, Fleet and Equipment	• Depot Operations • Plant, Fleet and Equipment	**On-track**

Operating Projects

Project	Status
Asset Management System	**On-track**
Fleet Management System	**On-track**
Forward Capital Works Management System	**On-track**
Swimming Pool Inspection Program Enhancements	**On-track**
Information Classification	**Off-track**
EDEN Project	**On-track**
Digitising Archives	**Off-track**

Capital Programs

		Status					
Program	Number of projects	Complete	On-track	Not started	Off-track	Discontinued	Data not available
Plant and Fleet	1	-	1	-	-	-	-
ICT – Technology and Equipment	10	-	9	1	-	-	-

Each Capital Works Program is made up of multiple individual projects. For a detailed breakdown of these projects, refer to Attachment 2 – Capital Works Detail

City of
Bayswater

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facebook.com/bayswatercity instagram.com/cityofbayswater

Attachment 1

Progress of Actions – Off-Track or Discontinued status and comment

Type	KRA	Deliverable	Status	Comment
Capital Project	Built	Pat O'Hara Reserve Rugby Clubrooms and Changerooms Upgrades	Discontinued	Previously discontinued
Capital Project	Built	Riverside Gardens Playground Renewal	Off-Track	Procurement plan being prepared to advertise construction tender
Capital Project	Built	Maylands Tennis Court Redevelopment (CSRFF)	Off-Track	Liaising site power upgrades with Western Power
Capital Project	Built	New Bus Shelter no 16512, TRANBY RD	Discontinued	This bus shelter has been replaced with a shelter on Eighth Av #16494 which is currently in progress by PTA
Capital Project	Built	New pathway (Local Access) - Bellew Way from McGilvray Avenue to 23 Bellew Way	Discontinued	Previously discontinued
Capital Project	Built	New pathway (Local Access)-Wholley Street from Traylen Road to Darby Street	Discontinued	Previously discontinued
Capital Project	Natural	Addlestone Reserve Irrigation System Renewal	Off-Track	pending procurement plan
Capital Project	Natural	Arbor Park Irrigation System Renewal	Off-Track	pending procurement plan
Capital Project	Natural	Bath Street / Tranby Reserve Irrigation System Renewal	Off-Track	pending procurement plan
Capital Project	Natural	Noranda Sporting Complex - Running Track - Soccer Irrigation System Renewal	Off-Track	pending procurement plan
Capital Project	Natural	Pat O'Hara Reserve / Morley Recreation Irrigation System Renewal	Off-Track	pending procurement plan
Capital Project	Natural	Puntie Crescent Reserve Irrigation System Renewal	Off-Track	Project services to deliver, currently initiated 3-month period of design, followed by 3 months install period. As project is off track, looks to be a carry forward.
Informing Plans – Maylands Town Centre Car	Economic	Mark parking bays on Whatley Crescent where road width allows.	Discontinued	The Main Roads Maylands Town Centre Streetscape Masterplan includes improvements along Whatley Crescent. The City continues to advocate for the State Government to fully fund the Masterplan. Due to

Attachment 1

Progress of Actions – Off-Track or Discontinued status and comment

Type	KRA	Deliverable	Status	Comment
Parking Strategy 2018				conflict with the Masterplan, the City is no longer completing this action.
Service	Leadership and Governance	Governance and Executive Services	Off-Track	The City has continued to implement the new legislative reforms; however, this has placed additional pressure on business-as-usual activities. Capacity constraints have limited the pace of policy and procedure reviews and the development of training and guidance materials for staff. The PRIS project is progressing and will address the core requirements; additional time will be needed to embed the new requirements across the organisation. Local law reviews are behind schedule; however, the City remains compliant with legislative requirements.
Operating Project	Leadership and Governance	Digitising Archives	Off-Track	The project scope is significant (including digitising approximately 85,000 hardcopy building plans). The project is currently resourced by one part-time employee (20 hours per week). Work is underway with the IM team to confirm whether additional project support can be made available, or whether other project priorities can be adjusted to provide capacity.
Operating Project	Leadership and Governance	Information Classification	Off-Track	Information Classification has progressed, with timing impacted by changes in resourcing, affecting continuity of project oversight and familiarity with systems and processes

9.7 Quarter 3 - Performance Report - CEO KPI

Responsible Branch:	Governance and Strategy
Responsible Directorate:	Office of the CEO
Authority/Discretion:	Information Purposes
Voting Requirement:	Simple Majority Required.
Attachments:	1. CEO KPI Qtr. 3 [**9.7.1** - 5 pages]
Officer Declaration:	*The officers involved in drafting and reviewing this report do not have any interests to disclose in the item.*

This item does not contain any information that is considered confidential in accordance with Section 5.23 of the Local Government Act 1995.

SUMMARY

This report provides an update on the Chief Executive Officer (CEO) Key Performance Indicators (KPIs) for Quarter 3 (January - March) 2025-26.

OFFICER'S RECOMMENDATION

That Council receives the Quarter 3 - Performance Report - CEO KPIs

BACKGROUND

Section 5.38 of the *Local Government Act 1995* requires that the performance of the Chief Executive Officer (CEO) be reviewed at least once each year. In accordance with this requirement, and in line with the City's CEO Performance Review Policy, the Chief Executive Officer Review Committee works collaboratively with the CEO to establish Key Performance Indicators (KPIs) for the upcoming year. These KPIs are then submitted to Council for approval.

The KPIs are intended to be balanced, strategic, and aligned with the City's Council Plan. In particular, the KPIs are designed to reflect the deliverables identified through the Council-led Business Planning and Budgeting process, which informs the development of the Corporate Business Plan (CBP).

The CEO KPIs for the 2025/26 financial year were adopted by Council at the Ordinary Council Meeting held in September 2025.

EXTERNAL CONSULTATION

No external consultation was undertaken to prepare this report.

OFFICER'S COMMENTS

Quarter 3 progress reporting against the below approved CEO KPIs for 2025/26 is provided in **Attachment 1**.

KPI	Deliverable(s)
1. Lead improved organisational change	**1.1 Community Building Contract Management** 1.1.1 Complete a comprehensive review of the City's current community building contract management processes and conditions. 1.1.2 Develop and present draft service level agreements for community building contracts. 1.1.3 Implement a process to monitor and manage contract compliance.

KPI	Deliverable(s)
	1.2 Community Lease Management 1.2.1 Conduct a full review of the City's lease processes and conditions. 1.2.2 Identify and document improvement opportunities with recommended actions. 1.2.3 Develop and implement a lease compliance monitoring process, ensuring leases are regularly reviewed and compliance monitored.
2. Support delivery of the Economic Development Strategy	**2.1 Advocacy** 2.1.1 Lead strategic opportunities for the City as approved through the City Advocacy Strategy / Approach **2.2 Place Management - Grants** 2.2.1 Complete a review of the current place-based grants process, identifying and documenting opportunities for improvement. 2.2.2 Develop a plan to implement identified improvements **2.3 Business Support** 2.3.1 Establish and document actions aligned with the Economic Development (ED) Strategy for the 2025–2027 period. 2.3.2 Report progress on the implementation of these actions through the corporate reporting process 2.3.3 Prepare and submit funding requests through the Annual Business Planning and Budgeting process to resource the development and implementation of a Local Business Empowerment Plan.
3. Support delivery of the Land Acquisition and Disposal Strategy	**3.1 Land Acquisition and Disposal Strategy** 3.1.1 Identify and present strategic land opportunities (acquisition or disposal) to Council that support the Land Acquisition and Disposal Strategy and the City's long-term growth.
4. Support delivery of the Urban Forest Strategy	**4.1 Urban Forest** 4.1.1 Provide and promote initiatives for the community that contribute to increasing the City's tree canopy, including the development and delivery of educational campaigns to promote the benefits of tree canopy 4.1.2 Further analysis of tree canopy data and development of further detail into the City's Urban Canopy Implementation Program, including considering alignment with the State's canopy strategies. 4.1.3 Development of tree planting projects and seek funding opportunities for its delivery.
5. Lead the implementation of Project EDEN.	**5.1 Project EDEN** 5.1.1 Lead and complete the planning phase of Project EDEN related to Property and Rating.
6. Oversee the development of the Waste Business Model	**6.1 Waste Business Model** 6.1.1 Development of the City's Waste Business Model that will enable the consideration of the future of the City's waste service to ensure the service is contemporary, relevant and meets the community expectations.

KPI	Deliverable(s)
7. Strengthen partnerships and advocate for the City	**7.1 Partnerships and Advocacy** 7.1.1 Complete a full review and update of the City's Advocacy Plan 7.1.2 Manage partnerships and source commitments from State and Federal stakeholders to support the City's strategic advocacy priorities.
8. Maylands Lakes	**8.1 Maylands Lakes** 8.1.1 Substantially progress the implementation of Phase 1 of the Maylands Lakes Environmental Restoration Master Plan, with ongoing community engagement; and 8.1.2 Continue to advocate the State and federal governments for funding of the remaining phases of the Master Plan.

LEGISLATIVE COMPLIANCE

Local Government Act 1995 – section 5.38(1) and section 5.39

Local Government (Administration) Regulations 1996 – Regulation 18FA, Schedule 2, Division 3 – Standards for Review of Performance of CEO's

RISK MANAGEMENT CONSIDERATION

The table below shows the level of risk for each impact category, if the officer's recommendation is not adopted by the Council.

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	Medium
Strategic Risk	SR07 - Unethical or inadequate governance and/or decision-making.	

FINANCIAL IMPLICATIONS

Nil.

STRATEGIC IMPLICATIONS

In accordance with the City of Bayswater Council Plan 2025 – 2035, the following applies:

Key Result Area:	Leadership and Governance
Outcome 5.1	Good Governance
Objective 5.1.1	Provide ethical and accountable governance.

CONCLUSION

It is a requirement under the *Local Government Act 1995* that the CEO's KPIs are made publicly available. The City meets this obligation by publishing the KPIs on its website. In addition, the Quarterly Performance Reporting process provides regular updates on progress against these KPIs. This ongoing reporting forms a key part of the evidence base used to assess the CEO's performance, in alignment with the relevant legislative.

2025/26 CEO KPI: QUARTERLY REPORTING					Reporting For: Qtr 3 - FY25/26	
CEO KPI No.	**CEO KPI / Goal**	**Deliverable No.**	**Deliverable / Outcome**	**Deliverable / Action**	**Current Quarter Status**	**Current Quarter Comment**
1	**Lead improved organisational change**	1.1	**Community Building Contract Management**	1.1.1 Complete a comprehensive review of the City's current community building contract management processes and conditions.	On-Track	This KPI has been achieved, with a comprehensive review of the City's community building contract management processes completed in February–March 2026. The review examined existing service documentation, processes and asset data, including service levels, contract structures, contract management practices and performance reporting. The review identified opportunities to better align service delivery with asset needs, such as refining maintenance frequencies based on site conditions. It also provides a clear framework for improving consistency and efficiency through the development of updated processes, procedures and forms, to be centrally managed via the Nintex platform.
1	**Lead improved organisational change**	1.2	**Community Building Contract Management**	1.1.2 Develop and present draft service level agreements for community building contracts.	On-Track	Progress against this KPI is on track, with draft service level agreements currently being revised and further developed for community building contracts. A matrix linking buildings to applicable service levels is also being prepared to support consistent and appropriate application across the City's portfolio. Integration of these service levels into the Nintex platform commenced in April and is expected to be completed in May 2026. This will provide a structured and centralised approach to managing service levels and supporting future contract implementation.
1	**Lead improved organisational change**	1.3	**Community Building Contract Management**	1.1.3 Implement a process to monitor and manage contract compliance.	On-Track	Progress against this KPI is on track, with existing contract compliance processes and forms reviewed and improvements underway. This includes the development of schedules for routine compliance checks, updated processes and forms to verify task completion, and the establishment of structured corrective action procedures. New forms are being finalised to streamline compliance monitoring, with integration into the Nintex platform anticipated during May. This will provide a more consistent and centralised approach to managing contract compliance across the City.
1	**Lead improved organisational change**	2.1	**Community Lease Management**	1.2.1 Conduct a full review of the City's lease processes and conditions	On-Track	Progress against this KPI is substantially complete, with a review of the City's lease processes and conditions undertaken between September 2025 and January 2026. The review covered leasing processes, lease terms and conditions, and annual compliance and audit practices. Full completion of the KPI is dependent on the Council review of the Community Facility Lease and Licence/User Agreement Policy, which is expected to be finalised beyond the KPI timeframe. As a result, officers are able to deliver the review and associated outcomes, with the exception of policy-related components pending Council consideration.
1	**Lead improved organisational change**	2.2	**Community Lease Management**	1.2.2 Identify and document improvement opportunities with recommended actions.	On-Track	This KPI is on track, with improvement opportunities identified through the review process and corresponding actions being developed. Key process enhancements are being implemented through the Nintex platform to improve consistency, transparency and monitoring. Examples include the development of annual audit documentation to track compliance and follow-up actions, a structured annual building inspection process, and a formalised breach of lease management process. These initiatives will strengthen governance and support more effective management of the City's leasing portfolio.
1	**Lead improved organisational change**	2.3	**Community Lease Management**	1.2.3 Develop and implement a lease compliance monitoring process, ensuring leases are regularly reviewed and compliance monitored.	On-Track	This KPI is on track, with lease compliance monitoring processes developed and being implemented through the Nintex platform. These include processes for annual audits of community leases, annual building inspections, and the management of lease breaches. Once finalised and embedded, these processes will form part of business-as-usual operations, ensuring leases are regularly reviewed and compliance is consistently monitored across the City's portfolio.

2025/26 CEO KPI: QUARTERLY REPORTING					Reporting For: Qtr 3 - FY25/26	
CEO KPI No.	**CEO KPI / Goal**	**Deliverable No.**	**Deliverable / Outcome**	**Deliverable / Action**	**Current Quarter Status**	**Current Quarter Comment**
2	**Support delivery of the Economic Development Strategy**	1.1	**Advocacy**	2.1.1 Lead strategic opportunities for the City as approved through the City Advocacy Strategy / Approach	On-Track	The City has re-engaged Purple Communications to support its advocacy priorities. Ongoing stakeholder management includes regular communications to Local Members, keeping them informed of these priorities. Additionally, the City continues to engage with local communities affected or impacted by advocacy initiatives.
2	**Support delivery of the Economic Development Strategy**	2.1	**Place Management - Grants**	2.2.1 Complete a review of the current place-based grants process, identifying and documenting opportunities for improvement.	On-Track	The 2025/26 Round of Placemaking grants is due to open in Q4. The officer is currently reviewing and updating information as the process goes into cycle. Collected data and feedback will be used for final review.
2	**Support delivery of the Economic Development Strategy**	2.2	**Place Management - Grants**	2.2.2 Develop a plan to implement identified improvements	On-Track	The delivery of 2025/26 grant round will gather feedback on the process and provide opportunity to identify any gaps and rooms for improvement to use when developing a plan.
2	**Support delivery of the Economic Development Strategy**	3.1	**Business Support**	2.3.1 Establish and document actions aligned with the Economic Development (ED) Strategy for the 2025–2027 period.	On-Track	As part of the 2026/27 Council-led Business Planning process, the implementation of actions is being prioritised.
2	**Support delivery of the Economic Development Strategy**	3.2	**Business Support**	2.3.2 Report progress on the implementation of these actions through the corporate reporting process	On-Track	The City has entered into an agreement to be the major sponsor for the Mother's Day in Maylands campaign. Forecast.ID is updated and publicly accessible. Training opportunities were available for staff and businesses. The quarterly Business Newsletter continues to provide details of free training and other important information and opportunities for local businesses. A supplier has been engaged to install accessibility tools and translation assistance for the City's website. This will benefit businesses and residents to make full use of the information provided on the website.
2	**Support delivery of the Economic Development Strategy**	3.3	**Business Support**	2.3.3 Prepare and submit funding requests through the Annual Business Planning and Budgeting process to resource the development and implementation of a Local Business Empowerment Plan	On-Track	A new Operating Project has been submitted for consideration as part of 2026/27 Council-led Business Planning to develop a Local Business Empowerment Plan, to increase the number of new businesses and retain established businesses within the City.
3	**Support delivery of the Land Acquisition and Disposal Strategy**	1.1	**Land Acquisition and Disposal Strategy**	3.1.1 Identify and present strategic land opportunities (acquisition or disposal) to Council that support the Land Acquisition and Disposal Strategy and the City's long-term growth.	On-Track	The City is in the process of negotiating a Development Management Agreement for 154 Leake St. The City is also seeking Expressions of Interest (EOIs) for the lease of 14 King William St and has engaged a licensed valuer to undertake a valuation of 23C Redgum Way.

2025/26 CEO KPI: QUARTERLY REPORTING					Reporting For: Qtr 3 - FY25/26	
CEO KPI No.	**CEO KPI / Goal**	**Deliverable No.**	**Deliverable / Outcome**	**Deliverable / Action**	**Current Quarter Status**	**Current Quarter Comment**
4	**Support delivery of the Urban Forest Strategy**	**1.1**	**Urban Forest**	4.1.1 Provide and promote initiatives for the community that contribute to increasing the City's tree canopy, including the development and delivery of educational campaigns to promote the benefits of tree canopy	**On-Track**	Progress against the KPI is on track, with strong delivery of initiatives that increase tree canopy and promote community awareness. The Waterwise Native Verge Program continues to achieve measurable outcomes, with 43 verges converted in 2025 and the 2026 program already supporting approximately 28 properties since opening on 1 April. These initiatives have been actively promoted across multiple channels, with strong digital engagement. The upcoming Plants to Residents program (1 May 2026) will further support canopy growth through the distribution of approximately 11,000 subsidised native plants. Educational and community-based initiatives remain a key focus, led through the Environment House partnership, which has delivered 39 workshops and events to approximately 730 participants, alongside school programs and volunteer engagement. Community planting programs have also contributed significantly, with 42,000 plants installed in Winter 2025 and a further 47,500 planned for Winter 2026. While the majority of planting and peak program delivery occurs in Q4 and Q1 due to seasonal conditions, current activities ensure canopy initiatives remain visible and well-supported in advance of these periods. The recent appointment of an Urban Forest Officer (commenced 20 April 2026), following an extended recruitment process to secure a suitable candidate, is expected to strengthen delivery and act as a force multiplier for existing programs. While this process has delayed some elements of delivery, it positions the City to achieve the KPI with enhanced outcomes moving forward, particularly during peak planting seasons.
4	**Support delivery of the Urban Forest Strategy**	**1.2**	**Urban Forest**	4.1.2 Further analysis of tree canopy data and development of further detail into the City's Urban Canopy Implementation Program, including considering alignment with the State's canopy strategies.	**On-Track**	Progress against this KPI has been impacted by the timing of recruitment, with the Urban Forest Officer commencing on 20 April 2026 following an extended process to secure a suitably qualified candidate. While this has delayed aspects of detailed canopy analysis and implementation planning, it was considered critical to ensure the right expertise is in place. The appointment is expected to accelerate delivery and act as a force multiplier for existing initiatives. Notwithstanding this, solid progress has been made in strengthening the City's canopy data and systems. The implementation of Tree Plotter as the primary tree data platform has improved mapping, field data access and integration, with ongoing consultant engagement to address remaining data gaps. Integration with Intramaps is underway, which will enhance internal planning and provide a pathway for future public-facing canopy mapping. These improvements have established a more reliable evidence base and support further refinement of the Urban Canopy Implementation Program, including alignment with State canopy strategies.
4	**Support delivery of the Urban Forest Strategy**	**1.3**	**Urban Forest**	4.1.3 Development of tree planting projects and seek funding opportunities for its delivery	**On-Track**	Progress against this KPI is on track, with several tree planting projects underway and multiple external funding sources secured or being pursued. The Riverside Gardens Urban Forest project is progressing, with Lotterywest funding secured and an application submitted on 31 March 2026 to the federal government currently under assessment. A detailed project plan has been developed and on-ground planting has commenced. The City has also secured approximately $250,000 in SCRUF funding for the Maylands Foreshore Riverpark project, which includes planting over 150 advanced native trees and contributes directly to increasing canopy cover. Additional funding has been obtained through three Water Corporation grants and four Community Rivercare grants, supporting weed control and revegetation initiatives across multiple sites. The Community Rivercare Iconic Project (Urban Forest Stage 1A) is nearing completion, further contributing to canopy outcomes. Overall, these projects demonstrate strong progress in both project delivery and the successful attraction of external funding.

2025/26 CEO KPI: QUARTERLY REPORTING					Reporting For: Qtr 3 - FY25/26	
CEO KPI No.	**CEO KPI / Goal**	**Deliverable No.**	**Deliverable / Outcome**	**Deliverable / Action**	**Current Quarter Status**	**Current Quarter Comment**
5	**Lead the implementation of Project EDEN.**	**1.1**	**Project EDEN**	5.1.1 Lead and complete the planning phase of Project EDEN related to Property and Rating	On-Track	Three work packages are currently being delivered to support the transition from Ci to CiA: 1) Ci CRM to CiA Request Management 2) Ci paper-based Leave to CiA Leave via Employee Self Service (ESS) 3) Stage 1b transition from Ci to CiA, covering the following modules: i) Animals, ii) Infringements, iii) Sundry Debtors, iv)Transfer of associated functionality to the CiA eServices equivalent, DXP These work packages are at varying stages of delivery: 1) CiA Request Management is currently in User Acceptance Testing (UAT). 2) CiA Leave is currently in System Integration Testing (SIT). 3) Stage 1b P&R is currently in the discovery phase, with the environment being built.
6	**Oversee the development of the Waste Business Model**	**1.1**	**Waste Business Model**	6.1.1 Development of the City's Waste Business Model that will enable the consideration of the future of the City's waste service to ensure the service is contemporary, relevant and meets the community expectations	On-Track	Progress against this KPI is on track, with the development of a comprehensive Waste Business Model to support evaluation of future service options. The model is spreadsheet-based and enables financial comparison of multiple service scenarios against the City's current waste services baseline. It currently incorporates nine service models, each assessing revenue and expenditure, and includes clearly defined assumptions to ensure transparency and consistency in analysis. The model has been designed to support informed decision-making and long-term financial planning, with flexibility to adjust key variables such as service levels, waste volumes, contract rates, growth assumptions and operational costs. It also demonstrates the direct relationship between service delivery and the Annual Waste Charge (AWC), allowing users to test AWC adjustments required to achieve cost recovery. Overall, the model provides a robust and adaptable framework to ensure the City's waste services remain contemporary, financially sustainable and aligned with community expectations.
7	**Strengthen partnerships and advocate for the City**	**1.1**	**Partnerships and Advocacy**	7.1.1 Complete a full review and update of the City's Advocacy Plan	On-Track	A briefing was held 7 April 2026 on current and future advocacy priorities. A review of the Advocacy Plan will take place following the Council-led business planning and budget process. The review will incorporate Councillor discussions and assess current advocacy projects, with the view to tailoring an approach to maximise potential in the lead up to the next election cycle.
7	**Strengthen partnerships and advocate for the City**	**1.2**	**Partnerships and Advocacy**	7.1.2 Manage partnerships and source commitments from State and Federal stakeholders to support the City's strategic advocacy priorities.	On-Track	The City and advocacy consultants Purple continue to engage with, and facilitate meetings with, State and Federal stakeholders. The Mayor met with Frank Paolino MP on 21 January and 6 February, and Deputy Premier Rita Saffioti MLA on 31 March. A briefing with Council was held 7 April 2026 to clarify advocacy priorities in the context of the coming election cycles. Purple have prepared and is maintaining a running log of activities and priorities. Purple is also preparing a regular engagement briefing note document to be shared with local members.

2025/26 CEO KPI: QUARTERLY REPORTING					Reporting For: Qtr 3 - FY25/26	
CEO KPI No.	**CEO KPI / Goal**	**Deliverable No.**	**Deliverable / Outcome**	**Deliverable / Action**	**Current Quarter Status**	**Current Quarter Comment**
8	**Maylands Lakes**	**1.1**	**Maylands Lakes**	8.1.1 Substantially progress the implementation of Phase 1 of the Maylands Lakes Environmental Restoration Master Plan, with ongoing community engagement	**On-Track**	Progress against this KPI is well advanced, with multiple Phase 1 projects either completed or underway. Key milestones include completion of ground and bathymetric surveys, delivery of algaecide and Phoslock dosing (with early monitoring results indicating positive water quality improvements), and finalisation of the Midge Management Plan, which has significantly reduced midge numbers. Design work is progressing on major components including the Brickworks Biofilter, water recirculation system and landscape redesign, with the latter informed by community consultation and scheduled for Council consideration in June 2026. While some timelines have shifted, including a delay to the biofilter tender due to geotechnical investigations, overall delivery remains on track. Community and stakeholder engagement has continued alongside project delivery, including community sessions, Council briefings and regular updates via Engage Bayswater. Some risks remain, including potential cost and timing impacts from geotechnical conditions for the biofilter, finalisation of power supply requirements for the water recirculation system (pending confirmation from Western Power), and uncertainty regarding Aboriginal engagement processes due to limited response from Whadjuk Aboriginal Corporation, now being addressed with DBCA. Landscape design refinements are also underway to better align with water quality objectives, with Council endorsement anticipated. Overall, Phase 1 implementation is substantially progressed, with risks identified and being actively managed.
8	**Maylands Lakes**	**1.2**	**Maylands Lakes**	8.1.2 Continue to advocate the State and federal governments for funding of the remaining phases of the Master Plan.	**On-Track**	Progress against this KPI is ongoing, with continued advocacy to State Government agencies and Ministers regarding funding and future responsibility for the remaining phases of the Master Plan. The Mayor and senior officers have engaged with the Department of Planning, Lands and Heritage, the Department of Biodiversity, Conservation and Attractions, and relevant Ministers through formal meetings and correspondence. The City has emphasised the scale and complexity of the project, noting it extends beyond typical local government responsibilities for Crown land, and has advocated for a collaborative approach, including consideration of alternative funding or governance arrangements. The State has acknowledged the significance of the project and the City's commitment in allocating $2.4 million to fully fund Phase 1. While no funding commitment has been secured to date, the State has expressed interest in the project outcomes and has requested to be kept informed as Phase 1 progresses. The results of this phase will provide an evidence base to inform future advocacy and discussions regarding subsequent stages. This project remains a key priority within the City's advocacy agenda.

9.8 OAG - Performance Audit - Local Government Management of Gifts and Benefits

Responsible Branch:	Governance and Strategy
Responsible Directorate:	Office of the CEO
Authority/Discretion:	Information Purposes
Voting Requirement:	Simple Majority Required.
Attachments:	1. Report-11 Local- Government- Management-of- Gifts- and- Benefits [**9.8.1** - 36 pages]
Officer Declaration:	*The officers involved in drafting and reviewing this report do not have any interests to disclose in the item.*

This item does not contain any information that is considered confidential in accordance with Section 5.23 of the Local Government Act 1995.

SUMMARY

In early 2025, the City of Bayswater was one of six local governments selected to participate in the Office of the Auditor General's *Local Government Management of Gifts and Benefits* audit, alongside the Cities of Fremantle, Kwinana, Mandurah and Perth, and the Town of Cambridge.

The Auditor General's performance audit report *Local Government Management of Gifts and Benefits* was tabled in Parliament on 18 March 2026.

This report is presented to Council for information, including the actions the City has committed to in response to the audit recommendations.

OFFICER'S RECOMMENDATION

That Council:

1. **Notes the Auditor General's performance audit report *Local Government Management of Gifts and Benefits* (Attachment 1); and**
2. **Notes the agreed actions the City has committed to in response to the Auditor General's recommendations.**

BACKGROUND

On 28 October 2017, the *Local Government Amendment (Auditing) Act 2017* was proclaimed, expanding the mandate of the Auditor General to include performance audits of Western Australia's local governments.

In March 2026, the Auditor General tabled the performance audit report *Local Government Management of Gifts and Benefits* (**Attachment 1**). The audit assessed whether selected local governments had effective policies, registers and processes to manage gifts and benefits, and whether conflicts of interest arising from accepted gifts were appropriately identified, managed and documented.

The audit also considered the effectiveness of guidance provided to the local government sector to support consistent and compliant practices.

The Auditor General's report confirmed that local governments are generally meeting legislative requirements for the disclosure of gifts and benefits, while identifying opportunities to strengthen governance practices through enhanced education, clearer guidance and more consistent monitoring of conflicts of interest.

EXTERNAL CONSULTATION

No public consultation has been undertaken in relation to this item.

Participation in the performance audit was a requirement under the *Local Government Amendment (Auditing) Act 2017*. The City cooperated with the Office of the Auditor General (OAG) throughout the audit process, including providing information, documentation and responses as requested.

OFFICER'S COMMENTS

The Auditor General's performance audit made two recommendations aimed at strengthening the management of gifts and benefits across the local government sector, with a particular focus on education, guidance and the monitoring of conflicts of interest.

In its response relating to the City of Bayswater, the Office of the Auditor General found that the City demonstrates a strong level of compliance with legislative and policy requirements and has effective arrangements in place for the disclosure and publication of gifts and benefits. Overall, the findings for the City were positive, while identifying opportunities to further strengthen practices, particularly to ensure the consistent recognition and recording of gifts received in the course of official duties.

In response to the Auditor General's recommendations, the City has committed to the following improvement actions.

OAG Recommendations

To enable the effective management of gifts and benefits, entities should:

1. Provide education and guidance that clearly sets out entity expectations and supports staff and Council Members in decision-making by:
    - implementing clear and up-to-date policies and procedures outlining acceptable gifts (with good practice limiting these to token gifts);
    - requiring both accepted and declined gifts from commercial entities to be declared;
    - clearly identifying gifts that are prohibited; and
    - implementing regular training and education programs to ensure policies, procedures and codes of conduct are understood and consistently applied in practice.

City of Bayswater Response to the OAG

The City will review and update its processes and training to provide enhanced education and guidance on the management of gifts and benefits.

Agreed Action

To support staff in meeting their obligations relating to the identification, disclosure and management of gifts and benefits, the City will review and update its relevant policies and processes, including the Code of Conduct.

Targeted training will be developed and implemented to increase awareness of impartiality, integrity and expected standards of conduct. In addition, the City will develop and communicate its policy position to stakeholders, suppliers and clients through the preparation of a statement of business ethics.

Due Date: 31 December 2026

2. Implement fit-for-purpose, risk-based monitoring and reporting mechanisms to:
   - proactively oversee the declaration of gifts and benefits;
   - analyse information across the entity to identify undeclared gifts, verify that controls are operating effectively, and identify any emerging trends or patterns of concern;
   - support the identification and management of perceived and actual conflicts of interest, including consideration of gifts and benefits; and
   - consider the use of a centralised complaints register to highlight non-compliance with controls and identify systemic risks.

City of Bayswater Response to the OAG

The City will implement a risk-based approach to monitoring the recording and reporting of gifts and benefits.

Agreed Action

The City will implement regular, risk-based monitoring and reporting to provide management with enhanced oversight of gift and benefit declarations, assess the effectiveness of existing controls, and identify emerging patterns or areas of increased risk.

These actions will strengthen the City's existing governance arrangements and support its ongoing commitment to ethical conduct, accountability and maintaining public confidence in decision-making.

Due Date: 31 December 2026

LEGISLATIVE COMPLIANCE

Local Government Amendment (Auditing) Act 2017

RISK MANAGEMENT CONSIDERATION

The table below shows the level of risk for each impact category, if the officer's recommendation is not adopted by the Council.

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	Medium
Strategic Risk	SR07 - Unethical or inadequate governance and/or decision-making.	

FINANCIAL IMPLICATIONS

Nil

STRATEGIC IMPLICATIONS

In accordance with the City of Bayswater Council Plan 2025 – 2035, the following applies:

Key Result Area:	Leadership and Governance
Outcome 5.1	Good Governance
Objective 5.1.1	Provide ethical and accountable governance.

CONCLUSION

The City has committed to implementing the agreed actions outlined in this report to address the Auditor General's recommendations. Implementation of these actions will be monitored through the City's audit register log, with progress reporting provided to Council through the Audit, Risk and Improvement Committee.

Office of the Auditor General
Serving the Public Interest

Report 11: 2025-26 | 18 March 2026

PERFORMANCE AUDIT

Local Government Management of Gifts and Benefits

Office of the Auditor General
for Western Australia

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

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

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WESTERN AUSTRALIAN AUDITOR GENERAL'S REPORT

Local Government Management of Gifts and Benefits

Report 11: 2025-26
18 March 2026

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THE PRESIDENT
LEGISLATIVE COUNCIL

THE SPEAKER
LEGISLATIVE ASSEMBLY

LOCAL GOVERNMENT MANAGEMENT OF GIFTS AND BENEFITS

This report has been prepared for submission to Parliament under the provisions of sections 24 and 25 of the *Auditor General Act 2006*.

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

This audit assessed if six local government entities are effectively managing gifts and benefits registers. It also assessed if the Department of Local Government, Industry Regulation and Safety is providing effective guidance to the sector.

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

Caroline Spencer
Auditor General
18 March 2026

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Auditor General's overview

Ratepayers and the public have a right to expect that when local government entities make decisions, they are made based on merit and are free from undue influence. This requires entities to have effective policies and practices over gifts and benefits to ensure that there is transparency and that any resulting conflict of interest is appropriately managed. This is a particularly challenging area for council members, whose responsibilities to represent, advocate and build relationships within the community often expose them to offers of gifts and benefits. This audit identified that the range and number of gifts indicates that staff at all levels, not just council members and CEOs, are exposed to the risk of inappropriate influence.

Having complete and accurate gift registers allows scrutiny of who is offering gifts, who is accepting them and whether potentially inappropriate relationships are being cultivated. Our review of the publicly available registers identified that between 2019 and 2024, entities reported over 2,500 gifts valued at approximately $664,000. Event tickets and food and beverages were the most common gifts.

Given some high profile media reporting in recent years, we expected to identify systemic non-compliance with policies and procedures and incomplete recording of gifts and benefits. This was not the case as almost all entities have a gift register and we found evidence of good practice and diligence in the reporting and disclosure of gifts and benefits. Our e-discovery procedures revealed over 900 emails offering gifts and, from that, our detailed review only identified nine gifts above the reporting threshold which were accepted but not recorded within a two-and-half-year period. While there were a further 54 instances where we could not conclusively determine whether a gift was accepted because the staff were no longer employed by the entity, these results highlight the concerted effort entities are taking to transparently disclose gifts and benefits.

Diligent disclosure is important, but so too is managing the conflicts of interest created by gifts and benefits. Significant improvement is needed here as we found many instances where conflicts of interest were not appropriately managed. Across the six entities we audited, 79 individuals had received a gift or benefit from a supplier and had then inappropriately participated in tender assessments, been involved in procurement decisions or overseen contracts with suppliers. This creates unacceptable conflicts of interest which undermine decision-making.

We found that 70% of the gifts at the six entities were accepted by staff and almost half of these were related to events and hospitality. Given this, there is a need for strong controls and clear guidance directed at staff. Entities need to make it clear to potential and current suppliers to not offer gifts, and to staff, that they should decline gifts from current and potential suppliers and proponents.

There is more that the Department of Local Government, Industry Regulation and Safety can do to support entities in meeting their obligations. The six entities we audited all indicated that guidance could be improved, with some seeking independent legal advice to properly understand and meet their obligations. Clear guidance targeted to staff as well as council and CEOs, will help avoid these unnecessary costs being passed onto ratepayers.

Gifts and benefits are a risky and complicated area not just in local government but for all public officials and entities. It is important for all entities to review the findings, recommendations and better practices in this report to ensure that they have strong controls which promote a culture of transparency, impartiality and effective management of conflicts of interest.

Executive summary

Introduction

Following a sector-wide review of publicly available gifts and benefits registers, this audit assessed if the following six local government entities are effectively managing gifts and benefits:

- City of Bayswater
- City of Fremantle
- City of Kwinana
- City of Mandurah
- City of Perth
- Town of Cambridge.

We also assessed if the Department of Local Government, Industry Regulation and Safety (LGIRS) is actively monitoring entity compliance with gifts and benefits regulations and is providing effective guidance to the sector.

Rationale for undertaking the audit

Gifts and benefits can create real or perceived conflicts of interest, impacting integrity and public trust in local government decision-making. Strong governance, clear policies, and effective oversight are essential to manage these risks.

Recent media reports have raised concerns about gift acceptance practices in local governments, including high-value trips funded by external entities. Similar issues have been highlighted in other jurisdictions[1], with audit findings recommending improvements to risk management, policy frameworks and compliance monitoring.

This audit provides transparency over gifts and benefits practices in local government entities, with a detailed examination at six entities.

Background

Managing gifts and benefits is essential for maintaining integrity, accountability and public trust. It helps to prevent conflicts of interest and ensure decisions are made based on merit and not influenced by personal interests.

A gift is something of value given to someone without receiving equal value in return.[2] This can include money, goods, property, travel and hospitality. Benefits are often intangible and include any preferential treatment, privileged access, favours or other advantages offered to an officer above their normal salary or engagement entitlements.[3] Unlike gifts, benefits often

[1] Tom McIlroy, 'Salesforce slammed for lavish gifts meals with NDIA', *Australian Financial Review*, 26 June 2024, accessed 6 August 2024.

[2] A gift is defined within the *Local Government Act 1995 (s5.57)* and includes a conferral of a financial benefit (including disposition of property) made by a person in favour of another person without adequate consideration in money or a travel contribution.

[3] Government of Western Australia, *Managing the Risks of Gifts Benefits and Hospitality*, WA.gov.au website, 15 January 2025, accessed 24 October 2025.

lack a clear monetary value, but they can still create risks, particularly if they appear to offer a private advantage connected to someone's public role.

Gifts and benefits create a connection between the person who gave it and the person receiving it. This might influence how decisions are made, or the perception of how decisions are made. This risk and perception apply to all gifts and benefits, not just those that are required by the *Local Government Act 1995* (LG Act)[4] to be declared.

Although offers of gifts are often provided with positive intentions to recognise working relationships, they can create perceived or actual conflicts of interest and need to be managed based on clear principles that focus on:

- ensuring gifts are declared to provide transparency and enable scrutiny of who is giving and receiving gifts, and why
- considering who benefits from a gift when individuals accept or decline an offer
- declining most offers, particularly those from suppliers or other entities with commercial relationships with the entity
- identifying and managing conflicts of interest to maintain and demonstrate the integrity of decision-making
- good record keeping and active oversight of compliance.

Managing gifts and benefits well relies on individuals being able to do the right thing and make informed decisions. They need support in doing this in the form of codes of conduct, policies and procedures, and training. Gifts can vary widely, from token to substantial. They may be one-off or repeated and may be offered to many people or targeted at individuals. Depending on the context, they may all present a risk and accepting any gift requires careful consideration.

The LG Act regulations require council members and chief executive officers (CEOs) to declare any gift received in their capacity as a council member or CEO valued at $300 or above (or the cumulative value of gifts from one donor if they exceed $300 in a 12-month period) within 10 days of receipt. Council members and CEOs must also manage associated conflicts of interest. The CEO must maintain an up-to-date version of the register and publish it on the entity's official website.

When a council member or CEO receives a gift and the council is discussing a matter related to the donor, the council member or CEO cannot take part in the discussion or decision unless the council or the Minister for Local Government gives them permission to do so. This requirement does not apply to excluded gifts[5].

Mayors, Shire presidents, council members and CEOs are required to represent and promote the interests of their community. This can involve being offered gifts and benefits, particularly invitations to attend events. To manage this, entities under the LG Act are required to have a specific policy covering council member and CEO attendance at events. This policy supports decisions on whether attendance at events should be declared as a gift or whether it is in accordance with the entity's events policy and therefore does not need to be declared.

[4] *Local Government Act 1995* ss 5.87A, 5.87B and 5.87C.

[5] Excluded gifts are prescribed under s.5.62(1B) of the *Local Government Act 1995* and includes gifts offered to staff to attend events in accordance with local government rules and policies, gifts offered by other government departments, other local governments or member bodies such as Western Australian Local Government Association and Local Government Professionals Australia.

Local government staff also receive gifts and benefits. However, the requirements for staff differ from the requirements for council members and CEOs. The LG Act regulations prohibit staff[6] from accepting gifts which exceed a $300 threshold in a 12-month period. For gifts below this amount, the regulations require entities to set their own threshold for recording, storing and disclosing gifts accepted by staff in their codes of conduct. This provides flexibility to entities to determine their own reporting requirements for staff.

Given that entities maintain a broad range of commercial or other beneficial relationships, situations may arise that increase the risk of conflicts of interest. It is therefore important that the gifts and benefits staff receive are declared and any associated conflict of interest is managed, although this is not specifically prescribed under the LG Act.

Conclusion

Entities were generally effective in disclosing gifts and benefits, but they need to improve how they manage conflicts of interest from accepted gifts and more support and guidance is needed from the LGIRS. Addressing these weaknesses will help to ensure that decisions are free from undue influence and assist entities in managing their obligations in an efficient and transparent way.

Most entities demonstrated transparency in reporting gifts received by council members, CEOs and staff. All except two of the 147 entities had a published gift register and our e-discovery procedures for unrecorded gifts and benefits at six entities indicated that registers were mostly complete. This transparency is important in maintaining public trust and confidence and helps to ensure accountability in decision-making.

While gift registers were mostly accurate and complete, entities were not effectively managing conflicts of interests arising from accepted gifts. At the six audited entities, there were 79 individuals who accepted gifts from current or future suppliers and were involved with procurement, purchasing or contract management decisions. If conflicts of interest arising from accepted gifts are not managed, decisions may not be free from undue influence.

Current guidance from LGIRS focuses on council members and CEOs, but at the six entities, 70% of gifts were accepted by staff. In addition, current legal and regulatory requirements are out of step with the public sector more broadly, with the thresholds for reporting gifts being high and the timeframes for disclosing gifts being too tight. Clear and appropriate guidance will not only help entities manage their obligations efficiently, but it will also improve the transparency for ratepayers.

[6] For the purposes of regulations 19AB and 19AC of the Local Government (Administration) Regulations 1996, staff are all employees excluding the CEO.

Findings

Overall, entities are providing transparency around gifts and benefits

Almost all entities had gift registers, but some were incomplete or had not been updated, limiting the monitoring of risks and compliance

Although most entities had published gift registers, 78 (53%) entities' registers did not have any information or had information that had not been recently updated (Table 1). Where no gifts or benefits have been accepted, it is important for entities to publish a nil declaration on the gifts and benefits register during the reporting period. Transparency enables the community's ability to scrutinise potential conflicts of interest or undue influence in decision-making.

	Number of entities	Percentage
Did not have published register	2	1%
No data in published register	24	16%
No new data since 1 July 2022	35	24%
No new data since 1 July 2023	17	12%
Published register with current data	69	47%
Total entities	**147**	**100%**

Source: OAG based on public entity data July 2024

Table 1: Review of published entity gift registers

We found that 75% of the registers did not record whether a gift or benefit had been accepted or declined. LGIRS guidelines and Form 4 – Register of gifts (Appendix 1)[7] provided within the regulations to assist entities, does not require this information to be recorded as this is not required by the LG Act and regulations. Tracking both accepted and declined gifts can reveal patterns of attempted influence requiring further oversight.

We note that entities receive many gift offers, including those from community organisations and groups they support. However, declaring declined gifts from commercial entities seeking to benefit from interactions with local governments will help to identify conflicts of interest risks and bring entities more in line with State and Australian entities that report declined gifts.

Decisions to accept gifts and benefits often lack clarity about who the intended beneficiary is. Council members, CEOs and staff did not consistently document details that show consideration of the nature of gifts being offered, why they were offered and in what capacity they were being accepted (for example for official representation, ceremonial purposes or whether personally accepted by staff). Documenting these details and outlining the reasons for accepting or declining gifts or benefits within registers is key. They help individuals demonstrate whether a gift is for their personal benefit, for the benefit of the gift giver, or for the entity they represent. Without these details, ambiguity can lead to inconsistent practices, misinterpretation of regulatory obligations and difficulty in enforcing policies around gift acceptance.

[7] This form is applicable to council members and CEOs.

Entities do not always have the controls and processes to declare gifts within 10 days of receipt as required by the LG Act. Ninety per cent of the registers we reviewed did not record the date the gift declarations were recorded in the register. The absence of this date impairs entities and LGIRS monitoring of compliance with the 10-day rule. This is because most entities are using the Form 4 – Register of gifts (Appendix 1) provided by LGIRS that does not capture this information.

All audited entities are reporting gifts and benefits within their registers, however all indicated that reporting within 10 days of when a gift is received is onerous and impractical. The Australian Government requires its agency heads to report in its registers within 31 days of when a gift is received.[8] We consider this timeframe is more reasonable to allow entities to identify, record and properly communicate decisions and related actions within its registers, whilst continuing to meet public expectations.

Gift registers at the six audited entities were generally complete, providing transparency and allowing for public scrutiny

Dealing with gifts and benefits can be complex, particularly for council members, as their roles in representing, advocating for, and build relationships with the community and stakeholders can lead to offers of gifts and hospitality. Lack of clarity in decision-making can lead to risks, including perceived or actual conflicts of interest, undermining public confidence in the integrity of an entity's operations. While some individuals may assume they are acting appropriately, without a clear framework and principles (Figure 1), policy and code of conduct requirements may not be met, which can unnecessarily damage the reputations of people who aim to uphold high standards in public office.

Source: OAG

Figure 1: Key components of a gifts and benefit framework

Our e-discovery identified just over 900 emails offering gifts and benefits, and from this review we found nine instances where staff accepted gifts that did not match any declaration recorded in the gift register. This reflects a sample of council members, CEOs and staff at

[8] Australian Public Service Commission, *Guidance for Agency Heads - Gifts and Benefits*, ASPC.gov.au, 20 October 2023, accessed 14 July 2025.

each audited entity over a two-and-a-half-year period, and indicates that gifts and benefit registers were generally complete, with three entities having no identified undeclared gifts and benefits. This greatly assists entities to identify, assess and manage conflicts of interest.

The six audited entities confirmed (Table 2) that:

- 48 of the offers were gifts that had been accepted
  - 39 of these were below the $300 threshold limit defined by the LG Act and regulations, or relevant limit for staff[9] and therefore were not required to be declared
  - the remaining nine non-declared gifts have been added to audited entities' gift registers following our enquiries
- a further 197 offers were accepted under the entities event attendance and related policies. These were either paid for by the staff member and therefore not treated as gifts or benefits, or the entity itself paid for them.

Entity	Total number of offers	Gifts that had been accepted	Below the reporting threshold	Above thresholds and now added to the gift register
City of Bayswater	81	27	24	3
City of Fremantle	219	13	13	0
City of Kwinana	106	4	0	4
City of Mandurah	147	0	0	0
City of Perth	294[10]	4	2	2
Town of Cambridge	54	0	0	0
Total	**901**	**48**	**39**[11]	**9**

Source: OAG based on entity data

Table 2: e-discovery results (1 July 2022 to 31 December 2024) identifying offers and accepted gifts by audited entities

In total, the audit resulted in 18 gifts (2%) being added to entity gift registers. Nine of these were above the threshold for reporting and had to be disclosed, another nine were below the threshold but were disclosed voluntarily.

There were another 54 instances (6%) across the audited entities where it could not be determined if the gift or benefit had been accepted or declined because the staff were no longer employed by the entity. In these instances, it is not known if disclosure requirements have been met. However, even if these were all accepted and not disclosed, the level of non-compliance would be low at 63 (7%). The remaining offers were either declined or the entities had paid for the individual to attend an event where a benefit to the entity was identified.

[9] The relevant limit for staff will be the limit prescribed in each entities' code of conduct as required by Regulation 19AC of the Local Government (Administration) Regulations 1996.

[10] Due to the large number of offers, we recommended that the City of Perth focus their review on entries which could raise possible conflicts of interest if accepted. Of the 294 offers identified, 237 lower risk category offers have not been reviewed at the time of this report.

[11] Of these gifts, there were nine that entities voluntarily added nine to the register after the audit.

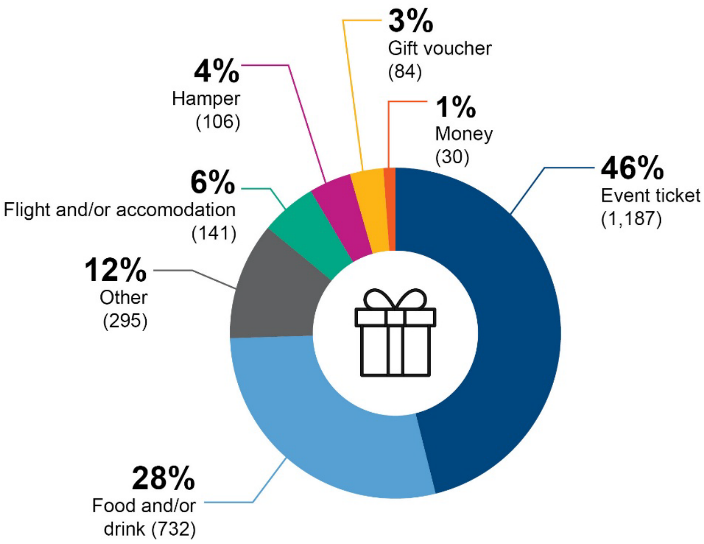
While most of the 48 accepted gifts were work-related and included conferences, hospitality and business-related activities, a small number were accepted for personal benefit. These included a small number of complimentary tickets to VIP sections and corporate suites for sporting events, as well as hospitality (including meals and alcohol). Gifts were accepted from a range of organisations including sport clubs, entertainment/event organisers, professional bodies, mining and IT companies, contractors and suppliers. Accepted gifts and benefits have the potential to create a conflict of interest, even if they are work-related, when they are not identified and managed. This reinforces the need for declarations to detail decision-making to aide with transparency.

The range and number of gifts indicates that staff at all levels, not just council members and CEOs, are exposed to the risk of inappropriate influence

Gifts and benefits are offered and accepted across operational and decision-making roles within entities and by council members and CEOs. While mayors, council members and CEOs receive gifts, staff involved in decision-making areas such as procurement, leasing and property approvals are also offered and accept gifts. These staff are at higher risk of conflicts of interest because of the decisions they make in their roles.

Across the six audited entities, 70% of gift declarations were made by staff. Even though staff have lower reporting thresholds, which can lead to more declarations, receiving gifts still increases the risk of real or perceived conflicts of interest. This shows why strong controls and clear processes for managing gifts are important. These controls and processes should apply at all levels of entities, particularly to high-risk positions.

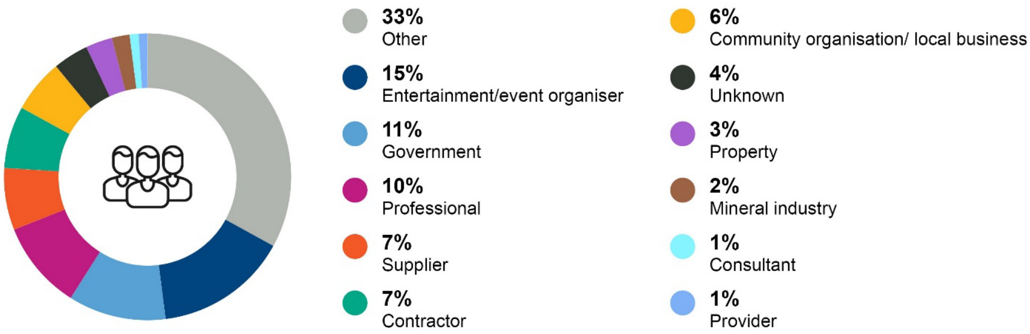
Our review of the publicly available registers of all entities found that between 2019 and 2024 the total number of gifts reported by entities was over 2,500 with a total value of approximately $664,000. Event tickets and food and drink were the most common type of gifts offered, with 10% of all gifts being alcohol and 4% being money or gift vouchers (Figure 2). Gifts of flights and accommodation included 23 instances of international travel.



Source: OAG using publicly available information

Figure 2: Types of gifts recorded in entities' publicly available gift registers between 2019 and 2024

These gifts and benefits were offered by many providers with almost 13% recorded in registers as received from current suppliers and contractors of the entity (Figure 3).



Source: OAG using publicly available information

Figure 3: Sources of gifts recorded in entities' publicly available gift registers between 2019 and 2024

The receipt of gifts and benefits may also be covered by other entity policies and procedures. In accepting gifts, the recipient needs to be mindful of those to ensure compliance with both policies. For example, some member entities of the Perth South West Metropolitan Alliance recorded overseas travel to the United States of America in September 2024 as a gift in their registers and others did not. Where entities have recorded this travel within their gift and benefits registers this provides transparency for council and ratepayers. Entities should still ensure acceptance of gifts and recording of these within gift registers does not substitute for complying with their overseas travel policy requirements.

Entities are not effectively managing conflicts arising from accepting gifts

Conflicts of interest created by accepting gifts are not effectively managed increasing the risk of inappropriate influence

Even when accepted gifts are declared and transparent, we found that the resulting conflicts of interest are not effectively identified or managed. A conflict of interest is created by gift recipients accepting gifts and benefits from current or potential suppliers seeking to obtain work with the entity. We found examples in all audited entities where gifts had been accepted and declared from suppliers but some of these individuals had been involved in procurement decisions or contract management with the supplier. Although in these instances there was a level of transparency about the gifts, because conflicts of interest were not managed, the risk of inappropriate influence was not mitigated.

There were almost 700 instances of accepted gifts or benefits from organisations on the supplier master file for all the audited entities. Of these:

- 79 individuals who had accepted gifts and benefits were then involved in procurement as panel members of tenders, approving procurement decisions and/or purchase requisitions, or overseeing contracts with suppliers
- only five of these individuals (6.3%) had disclosed a conflict of interest risk when participating in a procurement decision relating to the entity providing the gift
- for two of the five individuals, even when a conflict of interest had been declared, we were unable to find any documented strategies to mitigate the risk of influence.

Case study 1 where offers of gifts and benefits from suppliers were accepted by staff. Although the value of the gifts were sometimes small in value, they create a concerning trend as they were identified across the audited entities and resulted in a perceived or actual conflict of interest. If these are not managed, they can lead to the perception of improper influence of decisions made by entities.

Case study 1: Examples of inappropriate gifts offered by suppliers and accepted by staff participating in procurement decisions

- In 2019, a staff member was on the evaluation panel that awarded a contract to a supplier for approximately $111,000. The staff member subsequently managed the contract. Six months before the contract was renewed, the contract manager accepted tickets to watch an AFL game at Optus Stadium. This contract manager was also a panel member during the contract renewal process which saw the contract successfully renewed and increase in value to almost half a million dollars.
- A staff member received three bottles of 12-year-old whisky from a property company valued under $300 after the awarding of a tender for an estimated value of $19.2 million over a five-year period. These gifts were surrendered by the staff member to their social club, and therefore still retained by the entity. The offering and acceptance of such gifts is inappropriate, even after the awarding of contracts, as it is intended to build relationships that may bias future decisions.
- At another audited entity, three staff accepted gifts which included alcohol from a current supplier. Two of the staff were on a tender evaluation panel for that supplier and did not declare any conflict of interest in relation to the gifts. The supplier was the successful tenderer and awarded a contract to the value of $400,000. Those staff have also been involved in approving purchase orders for the supplier.
- At one audited entity the following conflicts of interest were identified and not declared:
    - two staff members accepted a bottle of alcohol each, valued at $50 per bottle from a supplier. One of the staff members approved purchase orders for the supplier and was the nominated representative overseeing the contract, currently valued at $185,000
    - a staff member accepted a bottle of whisky valued at $120 from a supplier and approved purchase orders and purchase amendments from this supplier
    - a staff member received a $50 gift card from a supplier and then went on to approve purchase orders and a contract extension for a further one year for this supplier.
- Thirteen staff at another entity received various $50 gift vouchers in 2019 from a supplier. Four of the staff were involved in the tender process where the gift giving organisation was successful with a contract value of approximately $1.4 million.

All audited entities' policies required panel members to declare conflicts of interest during procurement processes. However, none of them asked panel members when assessing tenders or making procurement decisions to consider whether receiving a gift or benefit may create a conflict. Instead, procurement processes focused primarily on conflicts from personal relationships, proximity, or financial interests, which are better understood by staff and still need to be managed. Staff involved in procurement and commercial activities need to understand conflict of interest risks related to receiving gifts or benefits and when to declare a conflict of interest. By excluding gift-based conflict of interest consideration, entities risk overlooking a key source of influence that can affect decision-making as evidenced in Case study 1.

Conflicts of interest are not considered when recording gifts and benefits, limiting entity oversight of risk and staff compliance with policies

Most audited entities do not require staff to consider the risks from gift acceptance. Five of the six entities' gift registers did not require recipients to consider conflict of interest risks. The City of Mandurah was the only entity that explicitly asked recipients to assess perceived and actual conflict of interest, including whether accepting a gift could lead to a future conflict of interest. Staff are required to consider and document whether the acceptance of the gift creates an impression that the staff member will favour the provider when carrying out their duties. The register also requires declarations to detail information considered in decisions made in accepting or declining gifts, including whether their supervisor or manager has been informed of the gift to aide with oversight, representing good practice.

The City of Mandurah's register is supported by guidance requiring staff to decline the receipt of gifts or benefits from suppliers where conflicts of interest arise and defines which gifts may be acceptable and which are prohibited. Prohibited gifts include:

- any token gift over the value of $50
- any cash or equivalent
- training over $300
- ticket to an event valued over $300
- ticket to an event not related to professional development valued over $50
- any gift of alcohol
- prizes of any value.

Low value gifts can create a perception of bias or preferential treatment if received frequently from parties with vested interests, even when staff are following policies.

The gift registers across the six audited entities showed instances where suppliers and stakeholders offered frequent, low-value gifts such as hospitality, promotional items, and event invitations. While suppliers may wish to showcase the value of their products and services, this should occur through fair and competitive procurement processes – not through gifts. Although low-value gifts often fall below disclosure thresholds and may seem harmless and considered gestures of goodwill, if repeated they can gradually build familiarity and influence over decision-makers. Entities should demonstrate that there is a clear benefit to the entity and not to individuals before accepting the gift.

Some entities have statements of business ethics to help prevent suppliers offering gifts

To minimise staff exposure to the risks from supplier gifts, three of the audited entities have a statement of business ethics (City of Perth, City of Mandurah and Town of Cambridge). A statement of business ethics sets out entity expectations of suppliers in conducting business with them, including not providing or offering gifts and incentives, and provides staff guidance in declining gifts and benefits when offered. At one entity, the implementation of a statement of business ethics resulted in a decline in gift offers from suppliers. A statement of business ethics supports staff to minimise the risk of organisations seeking to influence decisions through gifts and benefits.

However, a statement of business ethics on its own will not always prevent gifts from suppliers. Improvements in policy and procedures, training and monitoring is required to manage the risks of gifts and benefits appropriately.

Audited entities are not using all information to mitigate risks arising from accepting gifts

None of the six audited entities have processes to review information in their gift registers to identify patterns or trends in gifts offered or accepted. This means they are not analysing data that could reveal risks such as offers targeting particular positions, repeated offers from the same company, or conflict of interest risks associated with gift providers. As a result, they are less equipped to identify and address emerging risks.

Further, not all audited entities were using other information they have such as supplier masterfile information, tender registers, lease registers and complaint registers that would help them identify whether controls for gift-based conflicts are working. The City of Kwinana introduced a centralised complaints register, but this has not been implemented long enough to identify trends in conflicts of interest or information which may indicate that there are undeclared gifts and benefits. The other entities could also use complaints information to help identify concerns that relate to fair and transparent decisions. However, these entities did not have centralised complaints information because complaints are dealt with in individual business areas. This siloed approach makes it harder to use the information to identify where there has been at least a perception of a conflict of interest that may be linked to gifts and benefits.

The audited entities rely heavily on staff knowing when to declare gifts and following codes of conduct. Consistent oversight is needed to help entities manage gift declarations. While all the audited entities used an electronic system to manage gift and benefit declarations, there were gaps in recording and ensuring compliance. Two of the audited entities are not fully utilising system functionality with one entity manually recording information between their register and system and the other using their system to only manage council members and CEO declarations. Improving system functionality will help entities ensure the information they have is robust and allow them to use this information for effective oversight of gift and benefit declarations and identify and manage conflicts of interest.

There were six instances across two entities where advice from governance staff to declare gifts was not acted upon, reducing transparency and increasing risk. All audited entities had governance teams providing advice and promoting compliance. In one entity, governance advised staff to return gifts offered by current suppliers, demonstrating proactive support but also highlighting ongoing risks in procurement-related roles. Council members, CEOs and staff are encouraged to seek governance advice when unsure about accepting gifts and leadership teams should support and reinforce the advice governance teams provide. Not following governance advice can undermine transparency and weaken controls designed to ensure compliance and reduce risk.

Entities have policies, procedures and training on gifts and benefits but more support is required

Policies and procedures exist but some are outdated and lack details on what is expected of council members and staff

All six audited entities have policies and procedures to help staff recognise and avoid situations where personal interests could influence, or appear to influence, professional decisions. These policies and procedures are supported by codes of conduct that outline disclosure requirements, but most procedures require improvements to help manage the risks inherent in offers of gifts and benefits.

Four of the six entities' gifts and benefits policies lack clear guidance on when gifts and benefits should be declined, with some being outdated. These entities do not clearly outline examples of prohibited gifts, including not accepting gifts from current or potential suppliers.

This limits their usefulness in helping staff make sound decisions when faced with offers of gifts or benefits and protect the entity from perceptions of bias.

At each of the six audited entities, we saw gifts and benefits being declined by staff, which helps demonstrate that staff do assess and decline gifts when benefits to entities are not clear. Gifts and benefits declined included invitations to sporting events, hospitality that included networking with food and alcohol and gifts offered from suppliers. Some audited entities declined gifts and subsequently chose to pay where a work-related benefit was determined for example where a staff member attended professional development courses. These instances demonstrate staff awareness and the majority try to do the right thing and comply with policy positions.

Policies and procedures clearly define the circumstances when it is appropriate or not to accept gifts or benefits and explain the processes to follow where a perceived or actual conflict of interest exists. The City of Mandurah has published a decision-making tool on its intranet to help convey expectations and guide staff in their decisions and declarations of gifts and benefits. This tool is clear, practical and easy to understand and represents good practice made available by the Public Sector Commission[12] (Figure 4). Guidance to staff also includes the Public Sector Commission's 6Ps and 6Rs Tools[13] for managing conflicts of interest.

G – Giver

Who is providing the gift, benefit or hospitality and what is their relationship to me?

Does my role require me to select contractors, award grants, regulate industries or determine government policies?

Could the giver (person or organisation) benefit from a decision I make?

I – Influence

Is the giver seeking to influence my decisions or actions?

Is the gift, benefit or hospitality being offered to me publicly or privately?

Is it a courtesy, token of appreciation or highly valuable?

Does its timing coincide with a decision I am about to make?

F – Favour

Is the giver seeking a favour in return for the gift, benefit or hospitality?

Is the gift, benefit or hospitality being offered honestly?

Has the giver made several offers to me or people in my business area over the last12 months?

Would accepting it create an obligation on me to return a favour?

T – Trust

Will public trust be enhanced or diminished?

Could I publicly explain why I am accepting the gift, benefit or hospitality?

What would my colleagues, family, friends and associates think?

Have I made good records on accepting the gift, benefit or hospitality in accordance with reporting and recording procedures?

Declining a gift can be as simple as saying "Thank you for your offer however as a public officer it is not appropriate for me to accept gifts".

Source: City of Mandurah

Figure 4: Prompts for City of Mandurah staff to consider when offered a gift (using public sector guidance – decision-making tool)

[12] Government of Western Australia, *Decision-making tool: GIFT test*, WA.gov.au website, 3 November 2021, accessed 25 January 2025

[13] The 6Ps and 6Rs tools help authorities and public officers identify and manage conflicts of interest.

Training is available, but it is often limited to the induction process rather than regularly reinforced to help embed desired behaviours

All the audited entities have formal training covering gift and benefits policies and procedures, but for most audited entities training is provided to council members and staff only during onboarding. The City of Mandurah and the City of Perth provide regular training to staff members, which includes some coverage of gifts and benefits. A lack of regular training reduces the likelihood that the behaviours laid out in policies and procedures are embedded in the culture of entities.

In the absence of regular refresher training, most audited entities rely on seasonal or informal reminders to reinforce gift declaration requirements. These typically occur around festive periods, such as Christmas, or during staff briefings. While helpful, this ad-hoc approach may not provide sufficient guidance for staff to consistently apply policies throughout the year.

LGIRS support and guidance on gifts and benefits is not fully effective

There is limited guidance to the sector for entity staff, leaving entities to develop their own guidance, increasing the risk of inconsistent practice across the sector. LGIRS guidance, last reviewed in 2022, is targeted only to council members and CEOs as they are explicitly covered by the LG Act and regulations. LGIRS supports entities and responds to specific individual queries on gifts and benefits but does not proactively communicate these more broadly to enable shared learning.

In some areas the LGIRS guidance has not been sufficient, resulting in different interpretations by entities. Some entities were obtaining their own independent legal advice, at the cost of ratepayers, to help them meet their compliance requirements. In one instance LGIRS recommended an entity seek their own legal advice if they had any doubt on LGIRS interpretation of a query they raised with them. This query was in relation to the timing of exactly when a gift was accepted. Without clear guidance, inconsistent practice can lead to limited transparency and make monitoring of compliance by LGIRS difficult.

All the audited entities told us the guidance provided by LGIRS is not sufficient to meet their needs. For instance, the current disclosure requirements do not require declarations of declined gifts and the disclosure threshold of $300 is higher than that set for the WA State and Australian government entities ($50 and $100 respectively). This can restrict transparency and may not reflect community expectations. All audited entities have independently set lower value thresholds than those required, indicating the $300 threshold does not meet their risk tolerances.

Recommendations

To enable effective management of gifts and benefits, entities should:

1. provide education and guidance that sets out entity expectations and assists staff and council members in making decisions by:
    a. implementing clear and up to date policies and procedures that outline gifts that are acceptable (good practice limits these to token gifts)
    b. requiring accepted and declined gifts from commercial entities, be declared
    c. specifically outline gifts that are prohibited
    d. implement regular training and education programs to ensure staff understand and apply policy, procedure and code of conduct, in practice and when making decisions.

    Implementation timeframe: December 2026

    Entity response: Entities generally accepted the recommendations but noted that there is currently no legal or regulatory requirement to disclose declined gifts.

2. Implement fit for purpose, risk-based monitoring and reporting mechanisms to:
    a. proactively oversee gift and benefit declarations
    b. analyse information across the entity to identify undeclared gifts, check that controls are working and identify any concerning trends or patterns
    c. manage perceived and actual conflicts of interest, requiring these declarations to consider the receipt of gifts and benefits
    d. consider a centralised complaints register to highlight where controls and processes have not been followed and identify systemic risks.

    Implementation timeframe: December 2026

    Entity response: Recommendation supported.

To enable effective oversight of compliance requirements and in supporting the local government sector, LGIRS should:

3. review regulatory requirements and guidelines to consider:
    a. reducing the $300 threshold or explaining why it remains appropriate (noting state entity requirements of $50 or Australian Government requirements of $100)
    b. increasing the timeframe for updating gift registers from 10 days to better reflect the tempo and nature of senior attention, decision-making and compliance reporting processes, (noting 31 days is the Australian Government timeframe)
    c. amending the Form 4 template to record both the date the gift was received as well as the date the gift register was updated to allow regulatory compliance to be monitored.

    Implementation timeframe: December 2026

    Entity response: Recommendation to be considered as part of review of potential legislative reform and updates to guidelines.

4. Issue updated guidance and templates to the sector to:
    a. extend guidance beyond elected members and CEOs to include all entity staff
    b. require entity gift registers to disclose accepted gifts and benefits and declined gifts from commercial entities to:
        - improve transparency – listing all offers improves trust that declined gifts have not been accepted informally and staff have not been subject to influence
        - improve compliance - declined gifts can help identify patterns where repeated offers from the same person or company are being offered or identify situations requiring further oversight
        - help protect staff by officially recording declined gifts demonstrating compliance and maintaining trust.

Implementation timeframe: December 2026

Entity response: LGIRS accepts the recommendation.

Response from the City of Bayswater

The City of Bayswater thanks the Office of the Auditor General (OAG) for its comprehensive report. We acknowledge the complexity of this audit and appreciate the significant effort involved in reviewing extensive information to develop recommendations that support local governments in managing gifts and benefits effectively.

The report confirms that local governments are generally complying with legislative requirements. The data reflects robust governance practices and strong adherence to these requirements, providing confidence in overall compliance across the sector.

Three gifts were identified as accepted by City of Bayswater employees, but not recorded in the City's Gift Register. Two related to an Economic Development Breakfast and one to an Awards Ceremony where the City was nominated for an award. Employees were requested to attend these events as part of their official duties and therefore did not perceive or identify them as gifts.

The City acknowledges there is always room for improvement. While the findings confirm a strong commitment to integrity and sound governance practices, the City of Bayswater values the recommendations and remains committed to continuous improvement and maintaining high standards of accountability.

Response to Recommendations:

Finding 1: The City will review and update its processes and training to provide enhanced education and guidance on the management of gifts and benefits.

Due Date: 31 December 2026

Finding 2: The City will implement a risk-based approach to monitoring the recording and reporting of gifts and benefits.

Due Date: 31 December 2026

Response from the City of Fremantle

Recommendation 1

All newly elected Council Members at the City of Fremantle are required to complete an induction and mandatory training following the election. The City's induction process includes a presentation from WALGA or City Officers, outlining their role and responsibilities as an Elected Member, this includes gifts and interest disclosure requirements. They are also provided with an induction manual, which includes various information regarding gifts and disclosure of interest requirements. The induction manual also includes operational guidelines published by the Department, Council policies and procedures. In 2025, the city also introduced an internal intranet site for Elected Members to provide them with direct access to up-to-date information relevant to their role.

Officers at the City are required to complete mandatory Code of Conduct training, which includes important information in relation to gifts, and specifically outlines that gifts over $300 are prohibited. Information regarding disclosure of interest relating to gifts has also been included in the City's new procurement policy, guidelines and mandatory training. Officers are reminded that they are required to disclose any interests relating to a supplier when undertaking any procurement process such as an RFQ or Tender. Online and in person Governance training has been implemented to ensure staff are aware of their requirements relating to gifts, and regular reminders and information is also published on the City's internal intranet site.

Elected Members and staff are required to disclose gifts in accordance with the requirements of the Local Government Act and these disclosures are recorded within a gift register which is published on the City's website. The City has not implemented the requirement to disclose gifts that have been declined, as this is not a requirement of the Act. However, staff are required to record this information in the City's records keeping system for future reference.

Recommendation 2

In addition to the annual Compliance Audit Return review, the City undertakes regular internal Governance audits, to monitor gift disclosures and compliance. When non-compliance occurs, the matter is reviewed and appropriate action is taken. This may include mandatory training relating to gift and interest disclosures, or if the matter is serious or repeated, disciplinary action may be taken and the matter is reported to the Department and CCC. If non-compliance is related to an Elected Member or the CEO, this is reported to the Department and CCC as required.

Disclosure of declined gifts

Whilst the City makes every effort to ensure Staff and Elected Members are aware of their requirements relating to gifts, and gift disclosures are made to ensure compliance and transparency, in the City's opinion, the disclosure of gifts that are declined is not required for the following reasons:

The Local Government Act 1995 establishes disclosure obligations for gifts that are received by the CEO and Council Members. Section 5.87A(1) requires disclosure only for gifts that have been received. The term "received" implies acceptance and possession of the gift. Where a gift is declined, it is never taken into possession and therefore does not meet the statutory condition of being "received". As such, a gift that is offered but not accepted, in the City's opinion, does not fall within this definition.

The intent of disclosure provisions is to ensure transparency regarding benefits that may influence decision-making. If a gift is declined, no benefit is conferred, and therefore no potential for undue influence exists. Recording declined gifts as disclosures could create unnecessary administrative burden and misrepresent the nature of interactions, as no actual transfer of value occurred. Therefore, a gift that has not been accepted should not be disclosed, as it does not meet the legislative requirement of being "received," nor does it present any risk of influence or conflict of interest.

Gifts received electronically by email

A gift offered via email is not considered "received" until formal acceptance occurs. The City's interpretation is based on the following principles:

Section 5.87A of the Act requires disclosure of gifts that are received. The term "received" implies both acceptance and possession. An emailed offer is merely an invitation; until the recipient formally accepts, no transfer of benefit has occurred. The intent of the legislation is to ensure transparency regarding benefits that may influence decision-making. If a gift remains unaccepted, there is no actual benefit conferred, and therefore no potential for undue influence.

Formal acceptance provides a clear, auditable point in time when the gift becomes a reportable item. This prevents ambiguity about whether an offer constitutes a received gift and supports consistent governance practices. Treating emailed offers as "received" without acceptance could lead to unnecessary disclosures and misinterpretation of interactions. Requiring formal acceptance ensures that only genuine transfers of value are recorded.

In conclusion, a gift offered by email should only be considered “received” once formal acceptance has been given, as this aligns with the statutory wording, legislative intent, and best practice for transparency and accountability.

Concluding remarks

As a result of this Audit, the City has commenced a review of the information, processes and training provided to staff and Elected Members relating to gift and disclosures of interest, to ensure improvement. Various initiatives as outlined in the responses above have already been implemented, and additional improvements are being considered by the City, with the intent to be implemented as actions as a result of this audit. These actions will be reported to the City’s Audit, Risk and Improvement Committee for consideration and adopted by Council.

Response from the City of Kwinana

The City of Kwinana (City) appreciates the Office of the Auditor General’s (OAG) report on local government management of gifts and benefits and supports the recommendations provided. The City values the OAG’s review and acknowledges the importance of robust compliance practices in relation to gifts, benefits and conflicts of interest. The findings and insights outlined in the report will assist the City in further strengthening its ongoing commitment to transparency, integrity and public trust in decision-making.

The report highlights that legislative change alone may not always achieve all governance outcomes as intended. It reinforces that compliance with minimum statutory requirements does not necessarily equate to best practice. The City recognises the OAG’s encouragement for local governments to exceed baseline standards, including consideration of measures such as declaring declined gifts and recording supplementary information in the Form 4 register. While the City acknowledges the value of enhanced disclosure, the inclusion of additional information is not currently within the scope of the legislatively prescribed form. Accordingly, the City suggests that any expansion of reporting requirements be supported by formal legislative amendment and that proposed changes be clearly communicated to all local governments to ensure consistent application.

The City is committed to supporting its Governance and Legal team in the implementation of required changes arising from the OAG’s recommendations. The Leadership team will play a key role in proactively promoting clear information and encouraging adherence to updated processes and procedures, ensuring that all staff are well-informed and equipped to comply effectively. The City also notes its support for the recommendations directed to the Local Government Integrity Reporting System (LGIRS).

Since the OAG audit commenced in November 2024, the process has already prompted improvements to the City’s internal practices concerning gifts, benefits and conflicts of interest. The City has initiated a comprehensive review of relevant processes and is progressively implementing necessary changes. A detailed project plan has been developed to guide the coordinated implementation of all recommendations. Progress reports will be provided to the City’s Audit, Risk and Improvement Committee for ongoing oversight and monitoring.

The City will continue to implement these improvements with the objective of maintaining best practice standards in the management of gifts, benefits and conflicts of interest. The

City thanks the Office of the Auditor General for its audit and constructive recommendations and is confident that the actions underway will further enhance governance, accountability and community confidence.

Recommendation 1

The City acknowledges and accepts the recommendations outlined for the effective management of gifts and benefits, and conflicts of interest within Local Government entities. Since the commencement of the OAG audit, the City has proactively begun implementing changes to its approach.

Recommendation 2

The City acknowledges and accepts the recommendations regarding the implementation of fit for purpose, risk-based monitoring and reporting mechanisms. The City would like to note it has completed recommendation 2(d) by establishing the City's "Feedback Register" in August 2023.

Response from the City of Mandurah

The City of Mandurah (the City) has established controls in place that address the OAG recommendations. These controls are reviewed annually to assess their effectiveness and to support continuous improvement.

Through the City's control environment, employees are required to carefully assess the appropriateness of accepting any gift or benefit, particularly where they are involved in procurement activities, grant assessments, or the exercise of delegated authority.

Employees are reminded that the acceptance of a gift must not compromise, or be seen to compromise, their impartiality or the integrity of the City. Decisions must be made on merit, free from undue influence. Where there is any doubt, employees are required to decline the gift and/or seek guidance in accordance with the City's Code of Conduct requirements.

The City has a number of controls to proactively oversee gifts and benefit declaration, including quarterly and annual reporting.

The City will improve its current reporting to the Chief Executive Officer to include a three-year trend analysis that will identify: number of gifts received; number of gifts offered and declined; individuals repeatedly receiving gifts; business units repeatedly receiving gifts; suppliers repeatedly offering gifts and categories of gifts received. Where there a trends observed, the City will utilise this information to provide:

- further education for individuals or teams;
- improvement to controls, such as procedures and guidelines;
- contact City suppliers regarding their obligations under the Statement of Business Ethics, i.e. do not provide gifts to City employees.

The City will further strengthen its employee gifts and conflict of interests training, including identifying and managing any actual, potential or perceived conflict of interest arising from it. This requirement will apply particularly where employees are:

- Undertaking procurement and tender evaluation processes
- Assessing or recommending grant funding
- Exercising delegated or statutory authority

- Training materials, guidelines and procedures will be updated to reinforce these obligations and ensure consistent understanding and application by City officers.

The City will continue to reinforce these obligations through, training, guidelines and ongoing awareness initiatives to ensure consistent and ethical decision-making across the organisation.

Response from the City of Perth

The City of Perth is committed to continuous improvement and feedback and has welcomed the opportunity to participate in the OAG's Local Government Management of Gifts and Benefits Audit.

The City has a range of policies and guidance in place for both staff and elected members to support them in meeting their obligations relating to the declaration of gifts and benefits. This also provides additional guidance and oversight in the management of any related interests.

Based on the two recommendations in this report the city will further enhance its education and training on gifts and benefits and interests' management.

Recommendation 1

The City of Perth believes it already has clear and up to date policies in place. However, the City will review its gifts management framework to ensure currency and promote best practice. The City will also continue to encourage its Elected Members to declare all gifts.

The City is developing additional training (face to face) to further support employee understanding of gifts management at the City. Additional training (face to face) is expected to be implemented in the first quarter of 2026.

Recommendation 2

The City of Perth will review its gifts management framework to ensure currency and promote best practice as suggested in this report. Noting that Employee and Elected Member complaint registers will continue to be kept separately.

Response from the Town of Cambridge

The Town of Cambridge is committed to continuous improvement and has welcomed the opportunity to participate in the OAG’s management of gifts and benefits performance audit. The Town acknowledges the overall findings and recommendations and supports the better practice guide.

The Town has maintained strong internal controls in relation to the acceptance of gifts and benefits. In addition, our outward facing Statement of Business Ethics clearly establishes the Town’s expectations in relation to the conduct of business with the Town, including not offering gifts.

The Town will look to incorporate the better practice system of controls detailed in the report as part of a future review of the Town’s policy and procedures in relation to the acceptance of gifts and benefits.

Response from the Department of Local Government, Industry Regulation and Safety

Recommendations 3 and 4

Suggested legislative reform would need to be considered as part of the larger reform program and would be subject to stakeholder consultation and decisions of Government.

LGIRS acknowledges the Auditor General's observation and supports the need for clear and practical guidance to assist local governments in managing integrity risks.

Our current guidance is directed at council members and CEOs, as they are explicitly covered by the regulations. Gift disclosure and reporting requirements for local government employees that are not CEOs should be included in each individual local government employee code of conduct. LGIRS recognises that additional guidance may assist local governments in supporting staff to meet the requirements of their codes of conduct.

The Local Government Regulatory Approach outlines LGIRS' commitment to fostering best practice and supporting compliance across the sector. Consistent with this approach, LGIRS issued a Local Government Alert – Guidance on managing gifts, benefits and hospitality on 4 September 2025, encouraging all local governments to review their codes of conduct and consider additional policies. LGIRS will continue to engage with the Western Australian Local Government Association and the Local Government Professionals WA to review its guidance materials and to explore opportunities for further sector support, including joint training initiatives by 31 December 2026.

LGIRS notes that the Local Government Inspector formally commenced on 1 January 2026. This represents a significant change in the State Government's regulatory approach for the local government sector, and accordingly, the Local Government Inspector will play a central role in shaping the future compliance framework and approach to proactive monitoring. LGIRS will liaise with the Local Government Inspector to hand over this recommendation for consideration as part of the Inspector's compliance monitoring plan. LGIRS will also engage with the Inspector regularly to assist with monitoring.

Audit focus and scope

This audit was conducted with an initial review of published gifts and benefits registers from all 147 entities with results informing our more in-depth work at six metropolitan entities.

The objective of this audit was to assess whether entities effectively manage gifts and benefits.

We based our audit on the following criteria:

- Are entities complying with their gifts and benefits policies and procedures?
- Are entities recording all offers of gifts and benefits?
- Are entities' decisions for accepting or declining gifts and benefits appropriate?
- Are entities recording and managing all conflicts of interests in relation to gifts and benefits?
- Is LGIRS actively monitoring compliance with the regulations and providing adequate guidance to entities?

The audit reviewed gifts and benefits registers and the recording and management of conflict of interests at each audited entity over the period 1 July 2019 to 30 June 2024.

We assessed each entity's policies and procedures against legislative requirements, LGIRS' operational guidelines and our better practice guidance in Appendix 1. At each entity, we also:

- reviewed policies, procedures and processes relating to gifts and benefits
- examined records and processes for monitoring conflicts of interest
- reviewed all entity / regional council entities' gifts and benefits register for council members, CEO and council
- conducted e-discovery procedures on the email correspondence of selected key decision makers for undeclared gifts and benefits to test the completeness of gift and benefit declarations
- e-discovery procedures used defined terms of common offers of gifts and benefits we identified through our initial review of published gifts and benefits registers of all entities. Our results are restricted to these terms meaning not all offers of gifts and benefits to selected risk positions can be identified
- where e-discovery procedures identified offers of gifts and benefits, these have been assessed by entities. They have updated their registers to record and make transparent gift offers that have been accepted and notified external entities where compliance obligations were not met
- reviewed tender and procurement contracts
- met with key staff from governance, procurement, contracts and finance areas.

We did not assess electoral gifts as they fall under different rules and regulations and are only relevant for a specific period (during elections).

It is outside the scope of this audit and our remit under the *Auditor General Act 2006* to, and we did not, conduct any investigation of:

- the conduct of any individual member of staff in accepting gifts or benefits or the appropriateness of each individual decision to accept a gift or benefit
- the appropriateness of decisions made by staff after accepting gifts or benefits
- the conduct of any commercial supplier; or
- whether there was any direct or deliberate attempt to influence any particular procurement by offering gifts or benefits to entity staff or seek to identify any direct inappropriate influence on any specific procurement.

As this was our first audit into gifts and benefits for local government entities, we are not naming individuals and have relied on the sampled entities to update their gift registers and report non-compliance appropriately. However, we may change this position in future audits if we again find instances where gifts and benefits are accepted, but not disclosed.

This was an independent performance audit, conducted under section 18 of the *Auditor General Act 2006*, in accordance with Australian Standard on Assurance Engagements ASAE 3500 *Performance Engagements*. We complied with the independence and other ethical requirements related to assurance engagements. Performance audits focus primarily on the effective management and operations of entity programs and activities. The approximate cost of undertaking the audit and reporting was $690,000.

Appendix 1: Form 4 – Register of gifts

Local Government Act 1995

Local Government (Administration) Regulations 1996

REGISTER OF GIFTS

Name of person making disclosure	Description of gift	Name and address of person who made gift	Date gift was received	Estimated value of gift at time it was made	Nature of relationship between person who made gift and person who received gift	For a gift that is a travel contribution — description and date of travel	For an excluded gift under s. 5.62(1B)(a) — the date of the approval referred to in s. 5.62(1B)(a)(ii) and the reasons for the approval

Source: Local Government (Administration) Regulations 1996

Form 4 – Register of gifts within the Regulations to be used by entities to manage risks associated with the receipt of gifts and benefits highlighted weaknesses.

Appendix 2: Gifts and benefits better practice guidance

Entities need to have gifts and benefits policies and procedures that are up-to-date and accessible to staff. These policies and procedures should include key controls for the declaration of gifts and benefits, the management of conflict of interests created from accepting gifts and benefits and regular review and monitoring.

The table lists the key elements of a system of controls for effective gifts and benefits management, which guided our audit.

Key elements / Framework component[14]	Outcome	What we expect to see
Policies and procedures	Comprehensive, approved and up-to-date policies and procedures to provide all local government staff with guidance on their obligations	• clear and easy to understand policy and procedures that detail prohibited gifts • code of conduct signed at start of employment and annually thereafter • clear and specific definitions of gifts and benefits to aid in decision-making and limit ambiguity, providing examples relevant to entity operations • set out overarching entity expectations reinforcing policy, procedures and code of conduct messages • management of gifts and benefits considered in the context of ethical conduct, impartiality, honesty, transparency and accountability • evidence of periodic review.
Declaration of all gifts and benefits	Consistent expectations	• all gifts and benefits are declared regardless of value or acceptance • standardised declaration forms, ensuring consistency of information recorded and decision-making process • consider whether the receipt of gifts and benefits results in a conflict of interest that needs to be identified and managed • gift registers should detail where there are nil returns to ensure they provide transparency and date of update of registers should be evident
Making appropriate decisions	Clear decision-making framework	• to minimise risk, the entity's policy position should be communicated to stakeholders, suppliers and clients – his could include sharing the statement of business ethics • guidance to aid staff with decision-making and when the acceptance of gifts may be considered appropriate • guidance be clear in setting out processes for avoiding and managing conflicts of interest to

[14] Refer to Figure 1 Key components of a gifts and benefits framework

Key elements / Framework component[14]	Outcome	What we expect to see
		consider who benefits from the acceptance of the gift or benefit • decisions be based on risk assessment that consider potential, perceived and actual conflicts of interest • provide clear guidance on declaring conflicts of interest, managing (with documented mitigation strategies) and reviewing these • guidance to support staff in declining gifts and benefits.
Training and education	Training to increase awareness of impartiality, integrity and conduct expectations	• regular codes of conduct, fraud awareness and integrity training (yearly) • regular reminders to council members, CEO and staff to make sure there is awareness and understanding of compliance obligations • advanced integrity training for staff in areas identified as high risk of influence (e.g. procurement, recruitment, finance, binding decision makers).
Oversight	Regular monitoring and reporting to provide management with insights into use and the effectiveness of controls, and to address shortcomings in a timely manner Identification of patterns, areas of increased risk Evidence of reviews should be retained	• reports from monitoring and reviews made available to leadership and audit committee periodically • all accepted and declined gifts or benefits reported to a central member of management to allow for effective oversight • monitor for repeat offers and cumulative value as these may flag risk where there is an intention to influence decisions that require further scrutiny, as well as monitor acceptance of repeat token gifts that may otherwise go undetected.

Key components of a gifts and benefit framework

Identify and record gifts and benefits

Identify and manage conflicts of interest

Use information to monitor and oversee risk

Source: OAG

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Auditor General's 2025-26 reports

Number	Title	Date tabled
11	Local Government Management of Gifts and Benefits	18 March 2026
10	Controls Over Portable Assets – State Entities	6 March 2026
9	Microsoft 365 Security Controls – State Entities	6 March 2026
8	Status of Local Government Audits 2025	28 January 2026
7	State Government 2025 – Information Systems Audit Results	3 December 2025
6	State Government 2025 – Financial Audit Results	3 December 2025
5	Valuation of Property Held by the Public Education Endowment Trust	3 December 2025
4	WA's Progress to Implement the National Principles for Child Safe Organisations (arising from the Royal Commission into Institutional Responses to Child Sexual Abuse)	27 November 2025
3	Maintaining Regional Local Roads	12 November 2025
2	Gold Corporation – Trade Applications	29 October 2025
1	Management of Housing Maintenance Information	6 August 2025

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9.9 Project Eden Update - May 2026

Responsible Branch:	Digital Solutions and Services
Responsible Directorate:	Corporate Services
Authority/Discretion:	Information Purposes
Voting Requirement:	Simple Majority
Attachments:	1. Project Eden Status Update [**9.9.1** - 16 pages] 2. Project Eden Provisional Roadmap [**9.9.2** - 4 pages] 3. Project Eden Initiation Document for Property and Rating [**9.9.3** - 33 pages] 4. Timesheet Analysis [**9.9.4** - 7 pages]
Office Declaration:	*The officers involved in drafting and reviewing this report do not have any interests to disclose in the item.*

This item does not contain any information that is considered confidential in accordance with Section 5.23 of the Local Government Act 1995.

SUMMARY

This report provides Council with an update of Project Eden, the upgrade of the City's Enterprise Resource Planning (ERP) software and the Project Eden provisional roadmap.

OFFICER'S RECOMMENDATION

That Council notes the Project Eden update as contained in Attachment 1, the Eden Roadmap as contained in Attachment 2, the Project Initiation Document for Property and Rating in Attachment 3, and the Timesheet Analysis document in Attachment 4, to this Report.

BACKGROUND

The City's ERP solution was rapidly approaching end of life with no new features (and only critical fixes applied from October 2023) and support for the on-premise hosted solution ceased in October 2024.

This key business risk is being managed by moving from an on-premise hosted solution to a Software as a Service platform and to the latest version (CiA Live).

Project status updates are provided through the Audit, Risk and Improvement Committee (ARIC) through to Council.

EXTERNAL CONSULTATION

No external consultation has taken place.

OFFICER'S COMMENTS

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

The team is progressing with:

- Discovery phase of Property & Rating 1b, covering transition from Ci to CiA for Animals, Infringements, and Sundry Debtors, as well as the replacement of these components with eServices (24/7 online transactions). The environment has been built to enable execution of the transition tool;
- Execution phase of Property & Rating 1a, including testing Request Management and DXP Knowledge Management modules; and

- Testing Leave functionality via CiA Employee Self Service module.

The ARIC report was intended to be enhanced with dashboard-style statistical graphs appended to the end of the pack, presenting metrics on Risk Impact (High / Medium / Low), Issue Severity (High / Medium / Low), and Action Status (On Track / At Risk / Overdue). Due to competing workload priorities, this enhancement has been deferred and aims to be incorporated into the next ARIC report scheduled for 10 August 2026.

At the last ARIC meeting, a request was made to explore timesheet processes used by other Band 1 local governments, and Cities of Stirling and Swan were mentioned. City of Stirling does not use TechnologyOne for payroll processing and at the time of preparing this report staff were unable to confirm the process and system used for timesheets. City of Swan delivers timesheet and payroll processing through an integrated enterprise approach using the TechnologyOne payroll platform. In this situation, most employees have their contracted hours paid automatically, with timesheets primarily used to record variations such as overtime, allowances, and additional hours, all of which are subject to managerial approval. Where required, time and pay data is processed through an external award interpretation system to ensure compliance and payment accuracy. The research also found that operational field-based employee groups continue to use manual, paper timesheets (often called timecards or job cards), which are approved by supervisors and manually interpreted by payroll staff prior to entry into the payroll system. The research supports that effective payroll processing relies on tightly integrated systems and controls rather than standalone timesheet applications.

Project Eden is a 'like for like' Technology One transition from Ci to CiA. This has been completed for Core Enterprise Suite (Finance, Procurement, HR and Payroll). The remaining transition is for Property and Rating modules that will take another 2.5 years to finalise. The City would need to consider whether to implement timecards amongst other business priorities, and resource separately and in addition to Project Eden.

Project Eden Provisional Roadmap

The provisional roadmap (**Attachment 2**) has been developed for the following purposes:

- Identify all outstanding work packages which need to be performed to complete the agreed scope of work.
- Identify the estimated duration of each of these work packages.
- Present a logical sequencing of the work given identified business priorities and dependencies.
- Identify the business readiness change window – Subject Matter Experts and testers available and backfilled, business dependency artefacts ready (Process Maps, Work Instructions, Test Scenarios).
- Outline key strategies to progress Eden given the City's organisational readiness and risk appetite.
- Identify key assumptions, dependencies and constraints made in developing the roadmap.
- Identify criteria which should be met for Eden to be considered complete.
- Identify the estimated date of completion and close-out of Eden.
- Provide a process for the ongoing review and refinement of the Eden Roadmap.

LEGISLATIVE COMPLIANCE

Nil.

RISK MANAGEMENT CONSIDERATION

The table below shows the level of risk for each impact category, if the officer's recommendations is not adopted by the Council.

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

Attachment 1 provides further details of the cost breakdown.

STRATEGIC IMPLICATIONS

In accordance with the City of Bayswater Council Plan 2025-2035, the following applies:

Key Result Area:	Leadership and Governance
Outcome 5.3	Optimised Performance
Objective 5.3.1	Focus on operational efficiency, effective delivery and innovation to ensure our services are fit for purpose, contemporary and secure.

City of
Bayswater

Project Eden – ARMC Briefing

4 May 2026

City of Bayswater

Contents

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

City of Bayswater

Abbreviations

Abbrev.	Description
PID	Project Initiation Document
CES	Corporate Environment Suite (Modules – Finance / Procurement / Payroll / HR)
SCM	Supply Chain Management
HR	Human Resources
TechOne	TechnologyOne
BPO	Business Process Owner
FIN	Finance
PAY	Payroll
HRP	Human Resources & Payroll
SME	Subject Matter Experts
ERP	Enterprise Resource Planning
ECR	Enterprise Corporate Receipting
SIT	System Integration Testing
Ci	Connected Intelligence (TechOne non-browser version)
CiA	Connected Intelligence Anywhere (TechOne browser version)
CRM	Ci Customer Request Management
XLOne	Reporting Tool based on an Excel Spreadsheet add-in
ETL	Extract Transform & Load (Program used in the backend of TechOne)
DXP	TechOne's Digital Experience Platform (replaces eServices to internet transaction processing)

1. Program Status Overview

City of Bayswater

CES Objectives – As outlined in the CES Project Initiation Document

1) Consolidate all functional components of TechOne onto the CiA platform
2) Target, prioritise and deliver business process improvements, primarily within Supply Chain Management
3) Deliver a more robust security model that meets business requirements, addresses any shortcomings identified by the OAG, is sustainable for BAU support and is scalable for downstream Property & Rating implementations
4) Maximise the use of standard shipped functions, workflows and security components as much as possible i.e. minimise customisation
5) Maintain the currency of the software to ensure the City maximises its access to new features and bug fixes
6) Minimise and manage the impact of any unforeseen changes to TechOne modules arising from the upgrade, including no adverse impact on Payroll processing
7) Develop and enhance the awareness and capabilities of both the Eden Team and the Business for downstream implementations of Property & Rating within CiA

City of Bayswater

PID Constraints, Assumptions, and Dependencies

Constraints

C1	The project will be constrained to the budget approved by the Executive Sponsor.
C2	The CES upgrade should be implemented no later than 30 October 2025 to avoid disruption to End of Financial Year readiness and avoid disruption to Payroll new EA initiatives starting.
C3	Availability of Business Process Owners and Subject Matter Experts to attend workshops, demonstrations, make business decisions, review business requirements, solution designs, testing plans and change management materials, while they continue to deliver business as usual.
C4	Availability of Subject Matter Experts and SuperUsers to participate in the detailed planning and execution of User Acceptance Planning
C5	Availability of Business Systems Analysts within the Business Solutions Team to contribute to the planning and execution of SIT and UAT activities, including a parallel payroll run
C6	Current resourcing levels of the Project Eden Team
C7	TechOne convert all the CI to CiA conversions as advocated in their CiA Live contract and subject to the TechOne questionnaire

Assumptions

A1	That business decisions can be made promptly by Business Process Owners to support the upgrade timelines
A2	That cross BPO conflicts can be resolved in a prompt manner to support the upgrade timelines, while not diluting the business objectives
A3	Any additional Eden Project Team resourcing required can be sourced within the upgrade timelines and within the approved budget
A4	That the deployment 2 Carry Forward Work Packages of eServices will run to plan and not create resource or other conflicts with the upgrade

Dependencies

D1	Sufficient Business Unit engagement and participation in the project life cycle
D2	Sufficient support and collateral from TechOne to complete the design, configuration, conversion and testing activities

Cost	Schedule	Risk

Program Status Overview

Headline Activities

- Two environments were refreshed and configured to support the Payroll Leave implementation and testing, aimed at eliminating manual, paper-based processes
- The LivePro Knowledge Management system was successfully scraped into Digital Experience Portal (DXP)
- Implementation of TechOne's Centralised User Access Management was implemented into production which is a dependency for the DXP implementation
- CiA request management test scenarios were created and tested successfully by the Subject Matter Experts (276 scenarios with 2,454 test steps) and approval granted to move the User Acceptance Stage Gate
- Payroll leave System Integration Testing in progress
- Planning and environment build is in process for the Property & Rating Stage 1b, covering the implementation of Animals, Infringements, Sundry Debtors, and the replacement of eSevices with (DXP)
- Project Initiation Document for Property & Rating was endorsed by the Eden Board
- City of Swan Timesheet analysis document

City of Bayswater

RAID Breakdown

Breakdown of Risks, Actions, Issues and Decisions (RAID), Opportunities

New Risks

Rsk-039 - Project delivery may be delayed if the solution cannot be handed over to the Business Systems team due to difficulties attracting and retaining technically skilled TechnologyOne resources.

Rsk-040 - Request management system missing sub-categories and Access Management components Impacting Statutory Reporting, and Sensitive Image Security that cause reputational and legal impacts for the City.

Rsk-041 - The Payroll Leave implementation planned for May 2026 may be subject to delay due to competing testing demands due to the release of 2026a, Admin Staff unavailable in April-26 and OAG audit requirements.

Rsk-042 - Re-deployment of Business Systems Analysts (BSAs) from the 1B implementation to support critical Request Management activities (reporting, Business Process Alignments, and Access Management) may result in delays to the 1B implementation timeline.

Rsk-043 - There is a risk that insufficient early involvement of a Parks & Gardens Subject Matter Expert may result in reduced quality of the Request Management implementation, leading to rework and a solution that is not fit for purpose.

Rsk-044 - The CiA request management process may identify gaps in system readiness or user capability, requiring additional testing or training to ensure effective request handling.

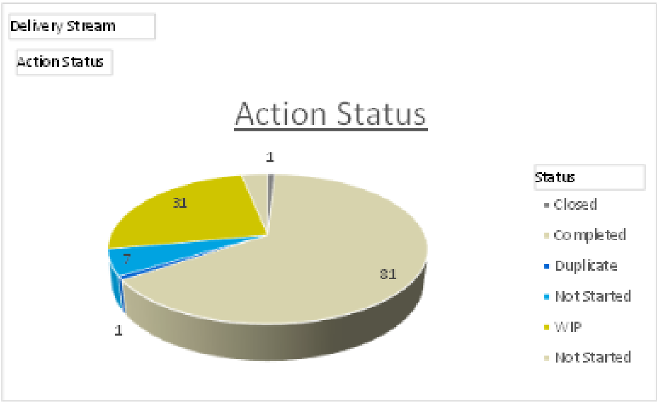
New Issues

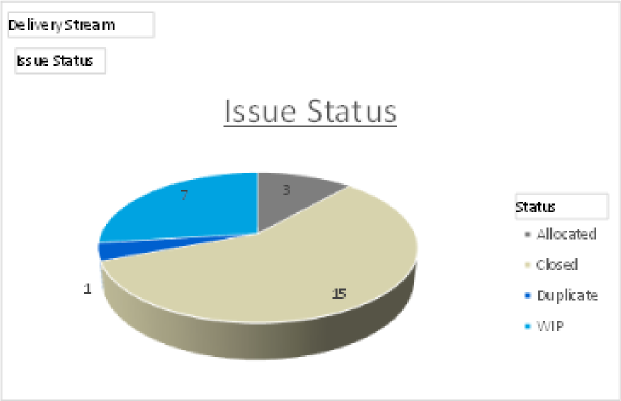
IR024 - RSK-040 has resulted in an Issue: During System Integration Testing (SIT), two architectural defects were identified. These defects would result in the City being unable to meet its Statutory Reporting requirements and may also pose a potential psychological risk due to inappropriate access to photos associated with Health & Ranger services and unauthorised staff viewing complaint-related images.

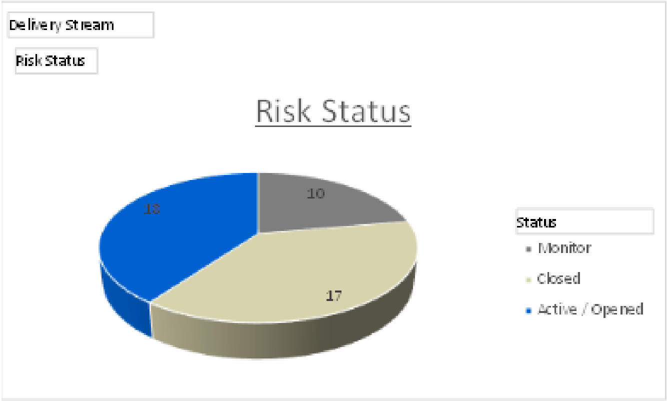
IR025 - During Request Management System Integration Testing, it was identified that not all GIS assets are configured within TechOne, resulting in embedded maps displaying incomplete or missing physical locations (e.g. Morley Recreation Centre and Community Centres).

IR026 - Risk RSK-044 has materialised into an issue. During User Acceptance Testing (UAT), it was identified that end users require a higher level of training support for the CiA Request Management solution than originally planned. Many users demonstrated limited familiarity with completing tasks and managing workflow-driven processes.

Statistical Dashboard







City of Bayswater

2. Timeline

City of Bayswater

Key Milestones Apr-26

ID	Milestone	Responsible	Due Date	Status	Notes
1	Centralised User Access Management	Project Team & SMEs	19 March 2026	Completed	19/2/26 - Lessons learned conducted with Canning and South Perth Cities.
2	1a P&R Request Management System Integration Testing (includes Test Scenarios creation)	Project Team & SMEs	6 March 2026	Completed	14/7/25 - system integration testing to be scheduled 4/11/25 - Test scenarios are being built based on confirmation of TechOne that changed to the CDD are endorsed that were sent to them on the 4/11/25. 19/2/26 - the City took on the remainder time slippage of the TechOne Build to learn inhouse to support the Request Management System going forward. Date has been revised from 18/12/25 to 6/3/26. 9/4/26 - TechOne have difficulties creating the environment, and have advised the environment will be available for running the transition tool. TechOne have advised a transitional tool is required to be run advising all the updates that need to be added before the testing can commence. This timeline is pushed out two months to enable this process to run.
3	1a P&R Request Management User Acceptance Testing Planning	Project Team, SMEs & Business Units	17 April 2026	WIP	14/7/25 - user acceptance testing to be scheduled 5/11/25 - waiting on confirmation of CDD to be endorsed by TechOne and then signed off by the City so that the build can commence. 19/2/26 - due to slippage of System Integration has affected downstream activities. This activity has moved from due at the 13/2/26 to 13/03/26. 9/4/26 - UAT was rescheduled following issues identified during System Integration Testing (SIT). SIT determined that statutory reporting requirements and access management controls would not be fully met, requiring remediation prior to proceeding with UAT.
4	DXP Knowledge Management Scraping of LivePro	Eden Project Manager	27 March 2026	Completed	9/4/26 - the scrape has been completed
5	1a P&R Request Management Training	Eden Project Manager	TBD	WIP	9/4/26 - User Acceptance Testing (UAT) has identified the need for more comprehensive training in addition to eLearning. UAT participants required approximately four hours of training prior to commencing UAT activities, with the UAT phase then extending over two days. The CiA Request Management system introduces new functionality, including Tasks and Workflow, which were not available in the previous system. These features require detailed training planning, preparation, and delivery to ensure effective adoption. Planning is required to outline timelines.
6	1a P&R Request Management & DXP Knowledge Management - Implementation	Eden Project Manager	24 April 2026	WIP	9/4/26 - TechOne have scheduled the golive of DXP for the 24/4/26. 9/4/26 - Request Management will be delayed pending UAT and Change Management planning. The intent is to promote DXP to production this month to support Customer Services.
7	Connected Content Plan	Eden Project Manager	29 May 2026	WIP	5/11/25 - Work is currently underway to engage a consultant to perform a health check and provide recommendations on the optimal approach for implementing Connected Content. Feedback from other Councils has indicated the importance of completing an ECM health check prior to proceeding with Connected Content implementation. 19/2/26 - due to resourcing in the Eden Dec-25 Board meeting it was agreed to start planning for Connected Content after the implementation of Request Management as the BSA active on Request Management has the ECM prequisit skills for the Connected Content requirements.
8	1b P&R Animals / Infringements /Sundry Debtors / eServices replacement to CiA DXP - Discovery	Eden Project Manager	29 May 2026	WIP	9/4/26 - the build of the 1b environment is currently underway to enable the discovery of the components in CiA.

Summary

- Request Management 1a of Property & Rating User Acceptance Testing is in progress
- Property & Rating 1b has commenced with the team in the discovery phase of implementing TechOne's Digital Experience Platform

City of Bayswater

Key Milestones Apr-26

ID	Milestone	Responsible	Due Date	Status	Notes
9	Integration Testing	Eden Project Manager	24 April 2026	WIP	9/4/26 – SIT is currently in progress.
10	Payroll Leave Testing – User Acceptance Testing	Eden Project Manager	7 May 2026	WIP	9/4/26 – UAT scenarios are being created.
11	Payroll Leave Training	Eden Project Manager	15 May 2026	WIP	9/4/26 – planning is underway for Leave Training.
12	Payroll Leave Implementation	Eden Project Manager	22 May 2026	WIP	Planning is underway.
13	1b P&R Animals / Infringements /Sundry Debtors / eServices replacement to CiA DXP – Implementation placeholder	Eden Project Manager	29 May 2026	WIP	9/4/26 – Placeholder for the implementation of Item 1b, pending business clarification on blockout periods and subject to TechOne resource availability post-UAT.

Summary

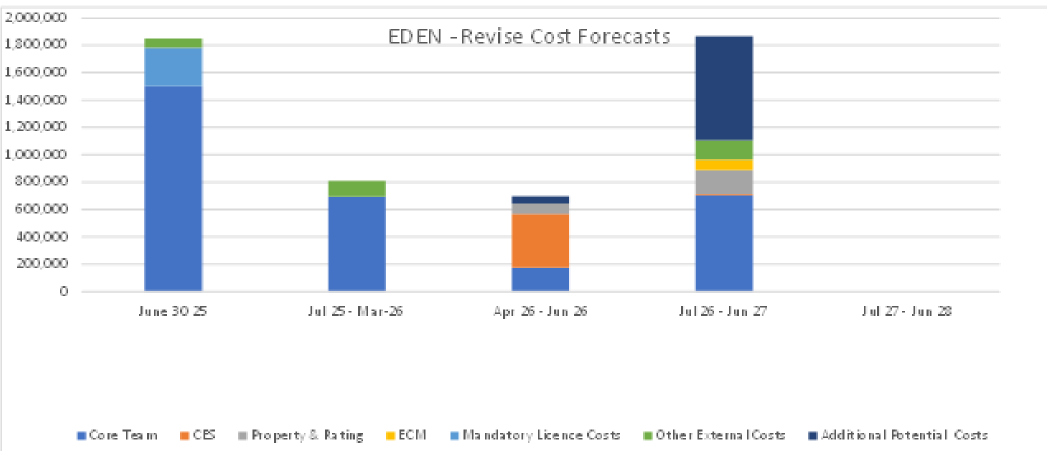
- Request Management 1a of Property & Rating User Acceptance Testing is in progress
- Property & Rating 1b has commenced with the team in the discovery phase of implementing TechOne’s Digital Experience Platform

3. Estimated Costs

City of Bayswater

Estimated Costs – Mar-26

Excludes 10% Buffer	Actuals to	Actuals (Yr3)	Forecasted Spend (Yr4)	Forecast Spend (Yr5)	Forecast Spend (Yr6)	
Implementation Area	June 30 25	Jul 25 - Mar-26	Apr 26 - Jun 26	Jul 26 - Jun 27	Jul 27 - Jun 28	Totals
Core Team	1,501,201	694,683	176,238	704,952		3,077,074
CES	0	0	392,364	9,144		401,508
Property & Rating	0	0	75,415	171,972		247,387
ECM	0	0	0	80,000		80,000
Mandatory Licence Costs	280,985	0	0	0		280,985
Other External Costs	66,065	112,897	0	141,120		320,083
Additional Potential Costs	0	0	51,940	760,000		811,940
Actual / Forecast	**1,848,251**	**807,580**	**695,957**	**1,867,188**	**0**	**5,218,976**
Original Forecasted Budget	**4,463,152**	**626,228**				**5,089,380**



Comments

- Incorporates Yr5 in line with Long Term Financial Plan
- Business SME's subject to workforce planning
- Includes an adjustment of $173k to correct costs incorrectly allocated to the Digital Solutions & Services Budget for the Project Officer and Business Systems Analyst

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4. Key Next Steps

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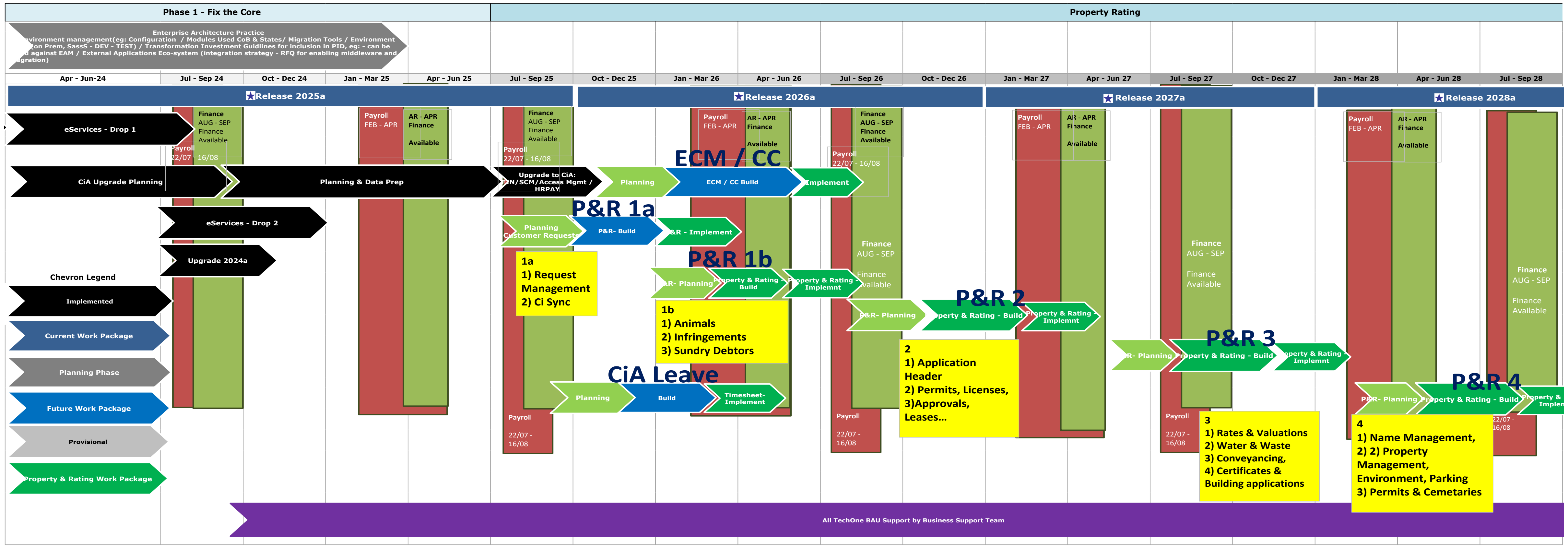
Key Next Steps Overview

- Request Management activities
    - User Acceptance Testing defect resolution
    - User Acceptance Testing Closeout
    - Training staff, estimated over 100 staff members
    - Remove access to Create records in the historical Customer Request Management System, only allow updates to existing records
    - Request management Implementation
- Employee Self Service Leave System Integration Testing closeout and scheduling of User Acceptance Testing
- Phase 1B of the Property and Rating transition tool feedback and remediation, encompassing the delivery of Animals, Infringements, Sundry Debtors, and DXP functionality
- Ongoing, Phase 1B TechOne University research and discovery, followed by planning for Project Team unit testing
- Ongoing, updating the budget forecast to reflect TechOne's advice that the Property and Rating implementation phases are expected to take 2.5 years.

EDEN Provisional Roadmap



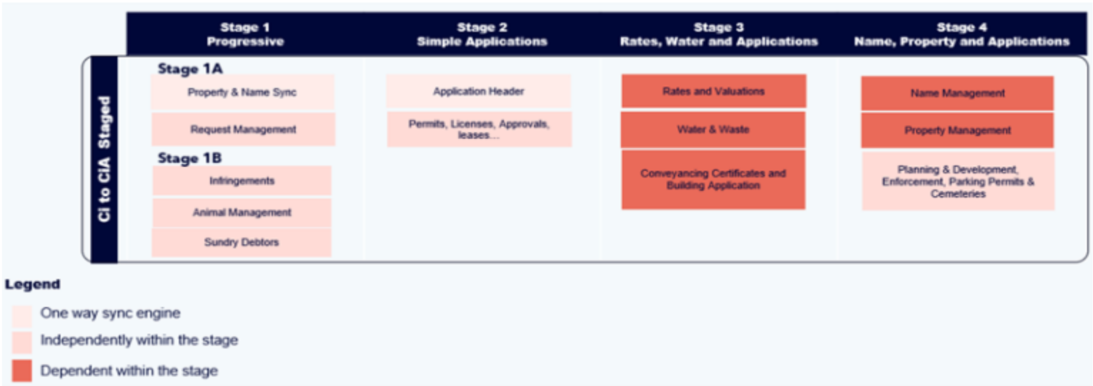
★ = New Release of software available for SAAS customers

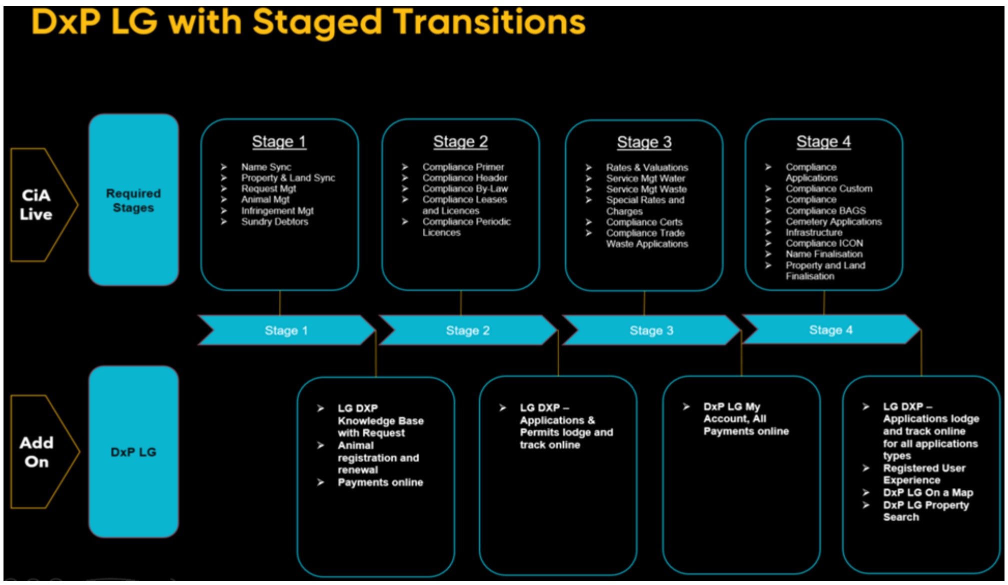
Constraints

- C1 *Subject to business readiness (SME availability & Business readiness, eg: work instructions, procedures and process maps)*
- C2 *TechnologyOne resourcing of the Roadmap*
- C3 *Subject to contractual considerations eg: OpenWindows – are we locked in*
- C4 *Subject to Roadmap Strategies*
- C5 *Subject to Enterprise Architecture Guidelines (Environment & Release Strategies)*
- C6 *Subject to Subject Matter Expert Resourcing in full*

Id	Suite	Stage	Description	From	To
1	CES	All	Payroll Procurement Finance	Jul-24	Oct-25
2	P&R	1a	Request Management Ci Sync	Mar-25	Nov-25
3	P&R	1b	Animals Infringements Sundry Debtors	Jan-26	Aug-26
4	P&R	2	Application Header Permits, Licenses, Approvals, Leases…	Sep-26	May-27
5	P&R	3	Rates & Valuations Water & Waste Conveyancing, Certificates & Building applications	Jun-27	Feb-28
6	P&R	4	Name Management, Property Management, Environment, Parking Permits & Cemetaries	Mar-28	Oct-28

Id	Change	Change Date
1	Updated the blackout periods	5/30/2024
2	Added eServices drop 2	7/25/2024
3	Board approval - 2024a upgrade	
4	Board approval - provision database 18/10/24	10/18/2024
5	EAM removed - moved to BAU Business Systems	8/22/2024
6	AP Automation - moved to BAU Business Systems	8/22/2024
7	Tambla removed on CiA delivery because of multiple assignments requirements which is a dependency for an award interpreter.	8/22/2024
8	Added BusSys PetWA (Kim)	8/23/2024
9	Added BusSYs Finance BAU (Kim)	8/23/2024
10	Restored version from 29/8/24 becaue of corruption with Architecture roadmap.	10/2/2024
11	Updated the eServices to implemented	12/11/2024
12	Updated the 24a upgrade to implemented	12/11/2024
13	Updated roadmap to include the 2.5 month delay with the CiA on CES project environment delay.	1/3/2025
14	Updated 23/09/25 to include the staged appoach of P&R implementation and DXP stages.	9/30/2025
15	1) Increased the P&R stage 1a out to end of March-26 2) Added ECM implementation for after Request Management	11/26/2025
16	Colour coded to completed the CES implementation	12/18/2025
17	Changed the title to 2024 - 2028 Roadmap	1/6/2025
18	Update the Connected / ECM workpackage to match the completion of Request Management	3/23/2026


Stage 1
Progressive
Stage 2
Simple Applications
Stage 3
Rates, Water and Applications
Stage 4
Name, Property and Applications
Ci to CiA Staged
Stage 1A
Property & Name Sync
Request Management
Stage 1B
Infringements
Animal Management
Sundry Debtors
Application Header
Permits, Licenses, Approvals, leases…
Rates and Valuations
Water & Waste
Conveyancing Certificates and Building Application
Name Management
Property Management
Planning & Development, Enforcement, Parking Permits & Cemeteries
Legend
One way sync engine
Independently within the stage
Dependent within the stage


DxP LG with Staged Transitions
CiA Live
Required Stages
Stage 1
Name Sync
Property & Land Sync
Request Mgt
Animal Mgt
Infringement Mgt
Sundry Debtors
Stage 2
Compliance Primer
Compliance Header
Compliance By-Law
Compliance Leases and Licences
Compliance Periodic Licences
Stage 3
Rates & Valuations
Service Mgt Water
Service Mgt Waste
Special Rates and Charges
Compliance Certs
Compliance Trade Waste Applications
Stage 4
Compliance Applications
Compliance Custom
Compliance
Compliance BAGS
Cemetery Applications
Infrastructure
Compliance ICON
Name Finalisation
Property and Land Finalisation
Stage 1
Stage 2
Stage 3
Stage 4
Add On
DxP LG
LG DXP Knowledge Base with Request
Animal registration and renewal
Payments online
LG DXP – Applications & Permits lodge and track online
DxP LG My Account, All Payments online
LG DXP – Applications lodge and track online for all applications types
Registered User Experience
DxP LG On a Map
DxP LG Property Search

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Project Eden:

Migration from Ci to CiA on Property & Rating Suite

Project Initiation Document

Document Control

Version History

Version	Summary of Changes	Document Status	Date Published
0.1	Initial Draft	Draft	21/02/2026

Distribution

Position Title	Name
Director Corporate Services	Kym Leahy
Manager Digital Solutions & Services	Lincoln Hayes
Manager Financial Services	Stuart Monks
Manager People Culture & Safety	Anna Gillespie

Approvals

To ensure parties have formally accepted the plan, authorisation is required below

Project Manager:	**Signature:**	**Lee Oliver** Lee Oliver
	Date:	**15/4/26**
Executive Sponsor:	**Signature:**	KyLeahy
	Date:	15/04/2026

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Acronyms

Categories	
Abbrev.	Description
SCM	Supply Chain Management
HR	Human Resources
TechOne	TechnologyOne
BPO	Business Process Owner
FIN	Finance
PAY	Payroll
HRP	Human Resources & Payroll
SME	Subject Matter Experts
ERP	Enterprise Resource Planning
ECR	Enterprise Corporate Receipting
DXP	Digital Experience Platform (LivePro Knowledge Management replacement and eServices replacement)
CC	Connected Content
CUAM	Centralised User Access Management

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1. Purpose

The purpose of this document is to define the approach to upgrade the City of Bayswater's TechOne solution from Connected Intelligence (Ci) user interface to the Connected Intelligence Anywhere (CiA) user interface.

As a Project Initiation Document (PID), the primary purpose of the document is to outline the broad scope, business outcomes required and the "going in position" on how to best to achieve these outcomes.

The PID is not a detailed Project Plan, rather it is a framing document or charter for the Planning activities to follow. Project planning artefacts will be developed during the Planning Stage to complement the information contained within the PID.

This initiative is focussed on the transition of Property And Rating modules only and is hereafter referred to as the **P&R transition**.

2. Background

The Provisional Eden Roadmap outlined a number of work packages to phase the Property and Rating suite from Ci to CiA. It is important to note that in CiA the eServices functionality to provide the Community with 24/7 transactional access will not work in CiA, which will require a replacement with TechOne's DXP. The Phases are dictated by TechOne, who have advocated five stages outlined below:-

1) Stage 1a – Ci to CiA sync and the re-implementation of the Ci Customer Request Management to the CiA Request Management system, including the implementation of DXP Knowledge Management which will replace LivePro
2) Stage 1b – transition Animals, Infringements, Sundry Debtors and replace the eServices functionality with DXP
3) Stage 2 – Application Header, Permits, Licences, Approvals and Leases, and to replace the eServices components with DXP
4) Stage 3 – Rates & Valuations, Waste, Conveyancing Certificates and Building Applications, and to replace the eServices components with DXP
5) Stage 4 – Name Management, Property Management, Planning & Development, Enforcement, Parking Permits, and to replace the eServices components with DXP

The Property & Rating transition will involve both the activation of existing functionality on the current release 2025a as well as the re-implementation by exception of new functionality. As such this transition:

- Is more complex and longer running than the previous upgrades as advised by other Councils who have implemented or in the process of implementing Property & Rating on CiA
- Will involve significant configuration and / or re-implementation of discrete modules
- Will require a review and re-implementation of the Access Management Model to P&R modules similar to the CES implementation.
- Will trigger targeted business process change i.e. will be intrusive

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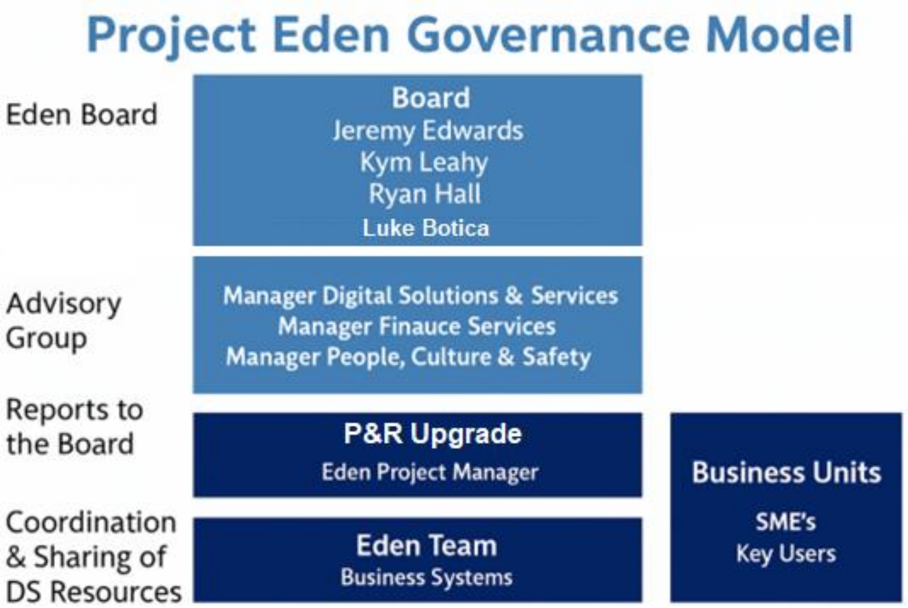
- Requires rigorous testing and upgrading testing packs
- Demands a well-considered approach to change management

3. Governance

The Governance model for the P&R transition project is summarised by the diagram below.



4. Success Factors

The following have been identified as the key success factors for the P&R transition:

- Sufficient BU engagement and participation in key project life cycle activities i.e. workshops, business requirements where needed, and especially testing & conversion
- Agility of Managers to make quick decisions and take the corporate view on cross BU processes
- Documented processes
- Authorised and empowered SME's with decision authority
- Keeping an open mind to new ways of doing things i.e. avoid retrofitting Ci to CiA
- Obtaining sufficient support from TechOne during the process i.e. consulting and collateral
- Right sizing the implementation effort to those areas where we will get the best return

5. Objectives & Benefits

Objectives	Benefits
Consolidate all functional components of TechOne onto the CiA platform	• Better productivity through the utilisation of a simplified and easier to use interface • Simplified training and on-boarding of new staff • Reduced technical complexity to manage the TechOne solution via a single platform • Ensures the Property & Rating suite will integrate well with the upgraded CES, eliminating integration and/or compatibility issues • Ongoing supported platform with dependency for process transformation met.
Target, prioritise and deliver business process improvements, primarily within the Customer Experience though online transactions	• Address known business process issues with the current solution e.g. integration with other modules
Deliver a more robust security model that meets business requirements, addresses any shortcomings identified by the OAG, is sustainable for BAU support and is scalable for downstream Property & Rating implementations	• A holistic approach to security will avoid costly re-work during the implementation and ensure it is practical and efficient to maintain in the longer term
Maximise the use of standard shipped functions, workflows and security components as much as possible i.e. minimise customisation	• Reduces complexity, speed of delivery and simplifies support
Maintain the currency of the software to ensure the City maximises its access to new features and bug fixes	• Maximises the City's readiness to implement new modules and functionality only available in the CiA cumulative release
Minimise and manage the impact of any unforeseen changes to TechOne modules arising from the upgrade, including no adverse impact on Payroll processing	• Stability of critical payroll processing capabilities
Develop and enhance the awareness and capabilities of both the Eden Team and the Business for downstream implementations of Property & Rating within CiA	• Builds organisational capabilities and readiness for the larger, more complex and more critical projects to follow

6. Linkage to Strategy

The P&R Transition Project aligns with the following Roadmap principles agreed by Executive in the Provisional Eden Roadmap:

- The P&R Transition is highly supportive of strategies S3, S4, S10, S13 and S14 (Shaded below)
- The P&R Transition should comply with Strategies S2, S5, S9, S12

Item	Strategy	Rational & Approach	Benefits
S2	**Minimisation Customisation**	More rigour is required by all stakeholders to fully justify all TechOne customisations, especially workflows and reporting.	Reduced delivery timeframes. Reduced cost to implement. Avoids premature budget blowout. Reduced cost to support.
S3	**Deploy all New Capabilities in CiA**	Going forward all new capabilities should be deployed in CiA to allow ubiquitous access to TechOne functionality. Avoid the City investing effort in CI toolsets and products, as TechOne itself is no longer investing in these products.	Deploying all new functions in CiA allows access on any device PC, tablet or phone at any time. Eliminates the need and the cost for re-training the workforce from CI to CiA for new modules to be implemented.
S4	Convert all CES CI Modules to CiA Prior to Commencing Property & Rating (This has been largely been achieved outside of Payroll Leave & Timesheeting and the leasing standard)	All modules implemented in CI should be upgraded to CiA prior to commencing the Property & Rating Suite work package. This should be done at the earliest possible time when all modules are available in CiA. Inherent in this strategy is that once Property & Rating commences, no other work packages will be executed concurrently.	Ensures that all TechOne capabilities are maximised under the CiA framework. Simplifies support and change management i.e. one technology framework rather than two.
S5	**Acquisition of New Modules by Exception**	All acquisitions of new TechOne modules need to be supported by a business case which considers the impact of the acquisition on the duration of the Eden Program and the available funding to complete	Eliminates Eden scope creep due to un-substantiated software acquisitions.

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		the Eden Program. Acquisitions of more than $50K shall be approved by the EDEN Board. Consideration should be given for Business Units to fund these acquisitions where appropriate.	Avoids unnecessary spend and reduction of Eden budget.
S9	**Apply Best Practice Project Management Disciplines**	Each release or package of work needs to be correctly scoped and business requirements defined before detailed configuration, testing and training activities takes place i.e. the solution stage. Each work package should be discretely funded rather than a simple draw down on the Eden budget. This will facilitate managing expectations and internal and external resource costs. Changes required to the approved solution designs shall be managed under a change control process.	Clear scope to manage business expectations. Enables up front assessment of change management activities. Facilitates cost containment of TechOne consulting costs Helps avoid scope creep.
S10	**Annual upgrades to latest software releases**	TechOne provide 1-2 releases of the TechOne product each year. Progression of the Roadmap will be dependent on functional capabilities contained in each release. These releases also contain software fixes which are progressively added to each release. City of Bayswater need to resource and plan in an annual upgrade to a nominated software release as TechOne do not support codesets less than 2 versions behind the current release. The timing of each upgrade process needs to be individually assessed to maximise the benefit to the City in the progression of the Roadmap.	Ensures the City of Bayswater is at the most recent software levels to enable the rollout of new functionality. Reduces the risk of production support issues by being more current with software fixes. Reduces the risk of product support conflicts with the TechOne software support organisation. Factors this effort into the roadmap and plan to help manage expectations.
S12	**Identify relative business priority of capabilities within and across releases to guide effort**	Irrespective of software availability, ensure clear understanding of business benefits and relative priorities to guide delivery timeframes and budget management.	Improved focus on what's important to the business.

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		For example, some releases will span multiple software modules but not all modules may deliver equal benefits. Therefore more effort or costs may be warranted for specific modules. Likewise some releases may deliver more benefits than others.	Better sequencing of activities within the roadmap. Additional focus to manage specific funding needs. Focuses SME participation requirements.
S13	**Ensure TechOne vets the Roadmap**	The Roadmap needs to be achievable from a technology availability perspective i.e. when specific functions are available in a software release, the maturity of those functions, and the availability of TechOne Consulting support to implement them. TechOne should vet the sequencing and consultant resourcing aspects of the Roadmap to provide assurance that the Roadmap is practical from that perspective.	Assurance to EDEN Board that the Roadmap is sound and achievable from a vendor perspective i.e. acceptable risk level Better confidence that TechOne can deliver software solutions and implementation consulting in alignment with City of Bayswater expectations via inclusion in the planning process
S14	**Ensure earliest possible de-commissioning date for Legacy applications**	The earlier new functionality is rolled out the greater the potential to decommission legacy applications.	Reduce Maintenance Costs. Reduce Application Portfolio complexity.

7. Impact of not proceeding with the Property and Rating Transition

The P&R Transition has been scoped on the basis of executing a number of simultaneous activities:

1. Upgrading all TechOne suites from release 2025a to 2026a to remain on a supported software
2. Standardising on shipped CiA components i.e. "out of the box" as much as possible
3. Re-implementing by exception modules that have been re-written
4. Adopting a "like for like" transition for most modules i.e. no or minimal business process change
5. Targeting specific areas where there is some mandated change due to the way CiA functionality is packaged and/or business process improvements that can be leveraged along the way
6. Ensuring all the "under the hood" components of TechOne work as intended e.g. Reports, ETL's, integration points, whether by re-testing or conversion
7. Applying the appropriate change management to all the above to successfully "bring it all together" for the business

It is important to note that the City needs to proceed with Item 1 above as a minimum otherwise our TechOne production system can't be patched with software fixes for both Ci and CiA from Jun-26.

One of the key strategies of the Provisional Eden Roadmap is that the City performs an annual upgrade to the latest release to maintain software currency for continued access to both software fixes and new functionality.

Apart from the inability to patch the production system, there are a number of significant downsides to not progressing Items 1 through 7 in the form of a full P&R Transition:

- Not achieving the project benefits identified at Section 5.
- Continued investment in the enhancement and support of the Ci modules i.e. regret expenditure.
- Acknowledging that no new functionality will be delivered for P&R
- The missed opportunity to learn, skill up and achieve organisational capabilities in the P&R CiA space before tackling the very substantial Property & Rating suite of modules transition from CI to CiA.
- The logical timing to do the implementation of P&R in CiA is after the CES Transition. The benefit of this sequencing is that it reduces the risk of any integration issues and/or limitations

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that may arise between CES and P&R. Furthermore, as the P&R project will span 2.5 years or more of elapsed time, then the City will perpetuate the co-existence of Ci and CiA for many years to come.

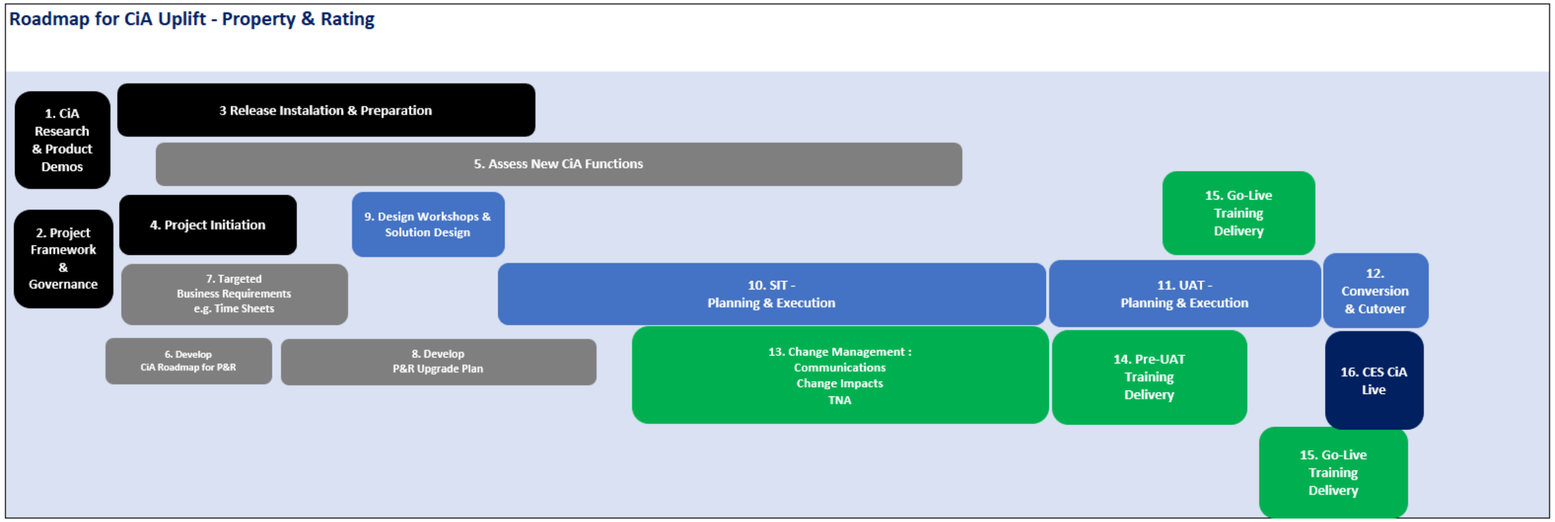
- The elimination of Ci as soon as possible will also enhance the ability to implement further modules.

- The Eden Project Team would need to be re-directed to work on other projects or work packages when the timing for these is not ideal.

8. High Level Roadmap

The following is a high-level roadmap for the P&R Transition Project which outlines the key activities that will be incorporated for each Phase of Property and Rating.

Each of the numbered activities are described in the following pages.



1 CiA Research and Product Demonstrations

This activity involves:

- Review of information available in TechOne University on CiA capabilities
- Product demonstrations of CiA functions to stakeholders, via Project Team discovery or through directed TechOne university recordings
- Running a TechOne transition tool over the CoB environment to identify the Ci objects requiring conversion and configuration
- TechOne consultancy workshops to evaluate CoB questionnaire responses
- Review Release Notes information provided by TechOne for the relevant P&R Phases

2 Project Framework and Governance

This activity involves:

- Identifying the key principles and high-level approach for upgrading to CiA
- Developing an integrated governance model
- Obtaining approval from the Eden Board to proceed with high level planning

3 Release Installation & Preparation

This activity involves:

- Reviewing and expanding the Regression Testing Suite (structured test scenarios) used for the CES implementation, eg: Adding Access Management roles and CiA navigation to the testing scenarios
- TechOne to build an Environment for each Stage of P&R
- Refreshing the Development environments with the latest production data and configuration
- Installing the latest software Release
- Aligning the eServices software from production to the development environment
- Aligning securePAY with the development environment
- Familiarising the project team with key Property and Rating processes

4 Project Initiation

This activity involves:

- Preparing the P&R Project Initiation Document (PID) by building on the information discovered and/or agreed in activities (1) (2) and (3).
- Identifying the objectives, benefits, high level scope and approach for this initiative.
- Reviewing the above with the Project Board and seeking feedback
- Obtaining approval from the Eden Board to proceed with detailed planning

5 Assess New CiA Functions

This activity involves:

- Reviewing the TechOne university for eLearning collateral that can be utilised for onboarding staff
- The Eden Project Team exploring the capabilities of CiA using the Project system created from Activity 3
- Getting a better understanding of how existing business processes translate from CI to CiA e.g. in the 1B phase, business processes related to Infringements, animal registrations Sundry Debtors and the interactions of these functions on DXP
- Obtaining some exposure to new functions and capabilities across P&R
- Understanding configuration and technical considerations for the Access Management components
- Generally improving the knowledge of the Project Eden Team to better inform discussions with the business and to maximise the value if consulting input with TechOne is required

6 Develop CiA Roadmap for P&R

This activity involves an external review by TechOne via the TechOne transition tool:

- Review our current use of TechOne within the Ci space
- Develop a TechOne plan outlining how we can undertake the migration

The plan will provide targeted advice on how the City should approach the upgrade in terms of opportunities, sequencing, dependencies, conversions, level of effort and areas where TechOne recommend further consulting support.

The City will then use this plan as a key resource to further tailor the approach for our needs and enhance our detailed project plans. As such the TechOne Plan will better inform and shape the City of Bayswater's Provisional Roadmap.

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7 Targeted Business Requirements

TechOne have advised that some portions of Property & Rating have been re-written or have require modules to be implemented before starting on the Stages of P&R, e.g.:

- Centralised User Access Management being a pre-requisite for stage 1a
- Ci CRM re-implemented with CiA Request Management
- Connected Content pre-requisite for stages 1b of P&R

For these areas and others identified by Activity 6, the Eden Project Team will work with SMEs to develop business requirements to properly define precise outcomes. The implications of this approach are that an agreed solution design and business fit can be defined and more rigorous testing, change management and risk management applied.

This approach is the exception rather than the norm i.e. large portions of P&R that have undergone no or low change, do not dictate the need for business requirements.

8 Develop P&R Upgrade Plan

The information developed over Activities 1 through 7 will be used to refine and expand planning collateral for the P&R Upgrade and confirm:

- Scope
- Benefits
- Timings
- Risks and Dependencies
- Eden Project Team, Business Unit and TechOne resources
- RASCI Matrix for key activities and deliverables
- The magnitude of the change management effort

The above information will be provided to the Project Board and formal approval sought from the Executive Sponsor to proceed to Activities 9 onwards.

9 Design Workshops and Solution Design

The tasks performed for this activity will vary dependent on the agreed scope and priorities determined at Activity 8. For those modules where there is a low to moderate degree of change from CI to CiA, the approach will be to workshop the following with business stakeholders in an economical fashion:

- Review the presentation of information in CiA for each module implemented
- Review any new functionality for each module within CiA
- Reviewing existing business process maps
- Assess the business process impacts of these decisions

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For those modules where there is known to be a high degree of change from CI to CiA e.g. CiA Request Management and eServices replacement with DXP, a more rigorous workshopping and design approach will be used:

- Review the presentation of information in CiA for each module implemented
- Review any new functionality for each module within CiA
- Match the available functionality back to the agreed business requirements from Activity 7
- Incorporating the agreed functional footprint for each module in a Solution Design
- Preparing new business process maps

It is anticipated that those areas involving a high degree of change may require consulting support form TechOne.

10 System Integration Testing (SIT) – Planning & Execution

This activity involves:

- Preparing new test scenarios for those functional areas undergoing a high degree of change e.g. Purchasing and Time sheeting
- Planning and scheduling the test activities and organising testing logistics e.g. defect registers
- Informing business stakeholders of the approach to testing for SIT
- Executing the test scenarios, tracking outcomes and reporting progress
- Resolving defects and re-testing or identifying and documenting work arounds
- Preparing and reviewing the SIT Report recommending progression to the UAT

Software patches may become available for defects during the delivery timeframe or post go-live. The application of these patches will be decided on a case-by-case basis.

Under stage gated delivery, progression to UAT requires the approval via presentation to the Eden Board.

11 User Acceptance Testing (UAT) – Planning & Execution

This activity involves:

- Reviewing the SIT Test Suite developed by Activity 10 and developing a UAT Test Suite, which may be a variation, compliment and/or subset of tests from the SIT Test Suite.
- Planning and scheduling the test activities and organising testing logistics e.g. business stakeholders, session plans and defect registers
- Ensuring the BPO’s understand and agree to the scope of testing
- Executing the test scenarios, tracking outcomes and reporting progress
- Resolving defects and re-testing or identifying and documenting work arounds
- Preparing and reviewing the UAT Report recommending progression to the Cutover

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As for SIT, it is anticipated that support cases will be logged with TechOne in the Customer Community. Software patches may become available for defects during the delivery timeframe or post go-live. The application of these patches will be decided on a case by case basis.

Under stage gated delivery, progression to the cutover requires the approval via presentation to the Eden Board.

12 Conversion and Cutover

This activity involves:

- TechOne convert and configure the production environment from CI to CiA standards e.g. TechOne provide via our CiA Live contract conversions for ETLs and XLOne reports
- Scripting Production Verification Tests (PVT) to confirm that all data has been correctly transformed and/or loaded and that functional behaviour is as expected
- Preparing a cutover plan outlining all the tasks and timings required to achieve a go-live on CiA for P&R
- Defining the go-live criteria and roll back plan
- Preparing the Change Advisory Board (CAB) submission and gaining approval to deploy to production
- Applying all required configuration to the production environment i.e. via export / import and manually where required
- Executing the data conversions
- Executing the Production Verification Testing scripts
- Assessing whether all go-live criteria have been met
- Issuing Go-live communications

Under stage gated delivery, progression to Go-live requires the approval via Board decision, including select staff.

Note that the Project Plan may identify the need to commence some conversion activities earlier than indicated on the Roadmap e.g. sourcing / developing and testing specific conversions.

13 Change Management Planning

This activity involves:

- Developing a training strategy
- Performing a training needs analysis across all P&R modules
- Designing and developing training materials, with e-learning being the primary delivery method
- Planning and preparing any materials and logistics required for face to face delivery, with this delivery method being the exception
- Designing revised work instruction framework
- Developing work instructions; with this activity remaining a business unit responsibility but with Eden Project facilitation

It will need to be discussed and agreed with BPO's and documented in the RASCI who has responsibility for the various change management deliverables.

14 Pre-UAT Training Delivery

This activity involves re-packaging available go-live training materials from Activity 13 and delivering essential training to those business stakeholders participating in the User Acceptance Testing process.

15 Go-Live Training Delivery

This activity will involve either making e-learning content available to business stakeholders (primary method) or delivering any face to face training or awareness sessions (the exception). It will also involve tracking the take-up of the training and assessing the effectiveness of the training.

16 P&R CiA Live

This activity involves:

- All business units using P&R modules with CiA
- The Eden Project Team providing production support to the business for all new functionality for a 60 day period
- Transitioning production support to the Business Systems Team by the end of the 60 day period support period using an agreed close-out process i.e. documentation and outstanding issues
- Performing a lessons learned to socialise with the Project Board and other stakeholders
- Closing out the P&R upgrade project

9. Scope

The following outlines the initial scope and the “going in position” across each of the functional domains.

Domain	Status	Potential Scope of Change	Strategy for CES Upgrade
Financials	Large stable footprint in CI	Largely “like for like” except for Asset Capitalisation and Accounts Payable	Minimise change; pursue like for like.
Supply Chain	Significant CI footprint	A range of enhanced functions in the CiA space i.e. Contracts, Purchasing, Sourcing, Inventory	Explore business process opportunities; adopt a more aggressive approach. **Refer to detailed table next page**.
HR & Payroll	Large stable footprint in CiA but some Payroll still in CI	Currently Payroll is done through Ci; from discussions with another local government, payroll in CiA will utilise both Ci and CiA functions	Avoid change wherever possible
Corporate Performance Management	Analytics not in active use; extensive use of Ci ETL’s & XLOne Reports	A wide range of improvements in Analytics and ETL	Selective adoption of new features (but likely to be low)
Security	We have two security models across Ci & CIA	Opportunity to substantially move to one model; some CI will remain	Review and rationalise on to one model; future proof.

In addition to the above, the following highlights other scope dimensions for the P&R upgrade.

Project	In Scope	Out of Scope
CiA Roadmap and diagnostic	FIN, SCM, CPM modules	Some HR modules as they are already in CiA
Project Schedule	Yes	
Resource Plan	Yes	
RASCI	Yes	
Quality Plan	Yes	
Change Management Plan	Yes	
Training Plan	Yes	
Cutover Plan	Yes	
SME Backfill Implementation	No	
Modules to be Upgraded to CiA	All FIN/SCM/CPM/HRP modules in production Like for Like	Implementing new modules which are licensed for CoB Purchasing of new modules
Reporting (CPM)	All in use XLOne and Crystal Reports in Production need to work under CiA	XLOne Reports not in Production
Interfaces and ETL's (CPM)	All existing Interfaces & ETL's need to work under CiA	Development of new Interfaces and ETL's
Finance Modules	Minimise change impact on Finance and Other BU Staff Most Finance modules should transition to CiA with minimal re-configuration Revise SIT & UAT Test Suites for CiA Rigorous Testing for Accounts Payable Regression Testing of all other Finance Modules Full Integration Testing for SCM/FIN/HRP	Re-design of the chart of accounts AP automation and related Integration
Supply Chain Modules	Purchasing will need to be re-implemented Revise SIT & UAT Test Suites for CiA	Implementing any significant functional changes

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	Rigorous Testing for Purchasing Regression Testing of all other SCM Modules Full Integration Testing for FIN	
HRP Modules	Convert any residual CI functions to CIA Revise SIT & UAT Test Suite for CiA Full Integration Testing for FIN A parallel payroll verification process of the production and test systems for one pay period.	Implementing any significant functional changes

10. Constraints, Assumptions, and Dependencies

Constraints

C1	The project will be constrained to the budget approved by the Executive Sponsor.
C2	The P&R upgrade should be implemented to avoid peek business timelines, such as disruption to End of Financial Year readiness and avoid disruption to Payroll new EA initiatives starting or Animal Registrations.
C3	Availability of Business Process Owners and Subject Matter Experts to attend workshops, demonstrations, make business decisions, review business requirements, solution designs, testing plans and change management materials, while they continue to deliver business as usual.
C4	Availability of Subject Matter Experts and SuperUsers to participate in the detailed planning and execution of User Acceptance Planning
C5	Availability of Business Systems Analysts within the Business Solutions Team to contribute to the planning and execution of SIT and UAT activities, including a parallel payroll run
C6	Current resourcing levels of the Project Eden Team
C7	TechOne convert all the CI to CiA conversions as advocated in their CiA Live contract and subject to the TechOne questionnaire

Assumptions

A1	That business decisions can be made promptly by Business Process Owners to support the upgrade timelines
A2	That cross BPO conflicts can be resolved in a prompt manner to support the upgrade timelines, while not diluting the business objectives
A3	Any additional Eden Project Team resourcing required can be sourced within the upgrade timelines and within the approved budget
A4	That the deployment 2 Carry Forward Work Packages of eServices will run to plan and not create resource or other conflicts with the upgrade

Dependencies

D1	Sufficient Business Unit engagement and participation in the project life cycle
D2	Sufficient support and collateral from TechOne to complete the design, configuration, conversion and testing activities

11. Risks

The following is the initial risk assessment for the P&R Upgrade. These risks will be periodically reviewed during project planning & execution.

Project: **Implementation of Project Eden for City of Bayswater - Production**

RISK MANAGEMENT REGISTER

Definition: A risk is something that might happen. It has a probability (likelihood) of happening & if it does there will be a certain impact (positive or negative).

									Current Controls					Post-Treatment Rating			
ID	Delivery Stream	Work Package	Raised By	Date Raised	Identified Risk	How it can happen / Impact	Type	Current Controls	Residual Likelihood	Residual Consequence	Residual Risk Rating	Responsibility	Treatment	Projected Likelihood	Projected Consequence	Projected Risk Rating	Status
R-120414-1	Enterprise	Business Intelligence	Person	dd/mm/yy	**example** project schedule not met	poor planning including lack of consultation with staff doing the work	Project	approximate timeframe known based on business case information	Likely (4)	Significant (4)	High (16)	Project Manager	Project gantt chart to be developed in consultation with those involved in project.	Unlikely (2)	Significant (4)	Medium (8)	Monitor
RSK-01	Program	Ci to CiA on CES	Lee Oliver	25/06/2024	Training outcomes not met	Poor planning including lack of consultation with subject matter experts.	Operational	Training onboarding plan is a part of the Ci To CiA plan. System integration testing to identify key changes from Ci to CiA requiring onboarding due to system process changes, eg: Capitalisation of Assets, AP and SCM processes which is tracked on an onboarding document. FAQ Face to face onboarding SME on call Warrantee period with project team	Likely (4)	Significant (4)	High (16)	Project Manager	Post golive support statistics enabling triaging and identifying between knowledge gaps & real technical issues Escalate issues through TechOne & Eden Board	Rare (1)	Moderate (3)	Low (3)	Monitor
RSK-02	Program	Ci to CiA on CES	Lee Oliver	25/06/2024	Project schedule not met	Lack of accountability for people to action their assigned tasks within the allocated timeframe Unreasonable timeframes assigned Resources not consulted for ideal implementation window to avoid peak periods Vendor not available for support No clear agenda's for project meetings New initiatives from the Business or Council shift the focus from current work package to new initiatives Project team getting caught up with business as usual activities	Operational	Clear roles and responsibilities assigned Project plan viewable by applicable staff Cutover plan (golive cutover list) clearly assigned to resources with applicable dates/times of activities Business consulted for blackout periods Subject Matter Expert budget provisioned for backfilling by the business their SMEs New initiatives to be passed by ELT for endorsement and re-planning, ie: move timelines of existing work packages or resource up for new resources to work on new initiatives Blackout period controlled by the business Eden delivery / BAU Stream / Enterprise Architectural stream	Possible (3)	Significant (4)	High (12)	Project Manager	Timeframes to be developed with SME for assigned tasks to be placed on the project plan.	Possible (3)	Significant (4)	High (12)	Monitor
RSK-03	Program	Ci to CiA on CES	Lee Oliver	25/06/2024	Scope creep	Poor planning, undefined scope (eg: GIS remediation / eServices), and no project plan. Not a transparent critical path	Operational	Project initiation document, project plan & responsibilities matrix.	Likely (4)	Significant (4)	High (16)	Project Manager	Ensuring all scope creep items are reported to the Eden Project Board for approval.	Possible (3)	Significant (4)	High (12)	Monitor
RSK-04	Program	Ci to CiA on CES	Lee Oliver	25/06/2024	User acceptance testing delays	Resources aren't available Backfill not filled	Operational	Extended System Integration Testing by the project team before UAT to iron out obvious issues and to enable preparation of onboarding material Hypercare fixed in with vendor User Acceptance Testing daily reporting UAT testers to be advised the defect process & timelines for re-testing Assign users who perform the function in production to test	Possible (3)	Significant (4)	High (12)	Project Manager	Escalation of defects through to vendor and business owners.	Possible (3)	Significant (4)	High (12)	Monitor

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ID	Delivery Stream	Work Package	Raised By	Date Raised	Identified Risk	How it can happen / Impact	Type	Current Controls	Residual Likelihood	Residual Consequence	Residual Risk Rating	Responsibility	Treatment	Projected Likelihood	Projected Consequence	Projected Risk Rating	Status
R-120414-1	Enterprise	Business Intelligence	Person	dd/mm/yy	**example** project schedule not met	poor planning including lack of consultation with staff doing the work	Project	approximate timeframe known based on business case information	Likely (4)	Significant (4)	High (16)	Project Manager	Project gantt chart to be developed in consultation with those involved in project.	Unlikely (2)	Significant (4)	Medium (8)	Monitor
RSK-05	Program	Ci to CiA on CES	Lee Oliver	25/06/2024	Post golive delays in business as usual activities	Teams not understanding or agreeing to the support matrix. Planning the support model post go-live. No clear cutover plan. Warrantee period required from the project team to assist BAU support. Handover to business support key configuration documents, decisions, call statistics since golive, and any other project collateral. Limited communications to staff on where to find onboarding information	Operational	Cutover plan Onboarding materials, FAQ Warrantee period for project support Hypercare vendor support Clear communications to users advising where to find eLearning materials and onboarding materials such as FAQ	Possible (3)	Moderate (3)	Medium (9)	Project Manager	Post golive support statistics enabling triaging and identifying between knowledge gaps & real technical issues Escalate issues through TechOne & Eden Board	Likely (4)	Significant (4)	High (16)	Monitor
RSK-06	Program	Ci to CiA on CES	Lee Oliver	25/06/2024	Probability of Cost / Time Overruns	Unidentified dependent modules become a project cost, eg: from Ci to CiA the timesheets per timesheet move from 4 minutes to 17 minutes.	Operational	Maintain issues register Project board reporting of financials	Possible (3)	Moderate (3)	Medium (9)	Project Manager	Project board endorsement to use budget for issues that may emerge	Likely (4)	Significant (4)	High (16)	Monitor
RSK-07	Program	Ci to CiA on CES	Lee Oliver	25/06/2024	Project schedule New business priorities cause focus to shift off core project work package	New ideas from business or the council shift the focus outside of the existing work package	Operational	Board approval to endorse changes to the roadmap every three months in line with the strategy S8	Possible (3)	Significant (4)	High (12)	Project Manager	Project board endorsement to use budget for extra resourcing Re-plan the roadmap				Monitor
RSK-08	Program	Ci to CiA on CES	Lee Oliver	25/06/2024	Resources unavailable to complete project work assigned	Business initiatives take priority Long term leave and turnover Elapsed time to recruit staff causing delays Process unclear on how to in act the budget	Operational	Budget for backfill Reviewing the corporate calendar Environment strategy - regular releases Adequate time to recruit and onboard staff	Possible (3)	Moderate (3)	Medium (9)	Project Manager	Project board endorsement to use budget for issues resourcing requirements.	Likely (4)	Severe (5)	Very High (20)	Monitor
RSK-09	Program	Ci to CiA on CES	Stuart Monk	16/07/2024	Vendor resourcing unavailable	Turnover of key resources from TechOne	Operational	Regular PM TechOne meetings	Possible (3)	Moderate (3)	Medium (9)	Project Manager	Escalate resourcing issues through TechOne account manager	Likely (4)	Severe (5)	Very High (20)	Monitor
RSK-010	Program	Ci to CiA on CES	Annette	16/07/2024	Parallel payrun process	Under SaaS we don't currently know how to parallel test Payroll	Operational	Liaise with the City of Swan as to how they parallel test their payruns using SaaS as they maintain this regieme Log a case with techOne on how we parallel test payroll	Possible (3)	Moderate (3)	Medium (9)	Project Manager	Escalate issue payroll parallel issue through TechOne account manager. Discuss other council processes for how they do their parallel payrun processing	Likely (4)	Severe (5)	Very High (20)	Monitor

12. Roles and Responsibilities

The following table lists the ongoing roles and responsibilities for the Eden Program.

Roles & Responsibilities Matrix Eden Program

Position	Person	Role and Responsibility
Executive Sponsor	Kym Leahy	As the Executive accountable for the success of the Eden Program, oversee and direct the successful progression of the Project from a corporate perspective. The Executive Sponsor will determine the escalation of Project matters to the Executive Team and Council and approve all plans, strategies, corporate communications and other key documents. The Executive Sponsor will actively and visibly support change management activities throughout the life of the program.
Eden Board	Jeremy Edwards Kym Leahy Ryan Hall Luke Botica	Accountability and oversight of the overall Eden Program: • Scope • Cost • Timeframes • Risks
Advisory Group	Lincoln Hayes Anna Gillespie Stuart Monks Azam Pachajanov	Composed of Business Process Owners relative to the specific packages of work, operate as review and advisory group to the Executive Sponsor on such matters: • Changes to Project scope, schedule, and budget • Management of project risks and issues • Change Management activities • Review of Business cases
Project Manager	Lee Oliver	Responsible for all aspects of the program including: • Program planning, stakeholder management, project delivery, change management, and day to day management of the project team. • Managing the relationship with TechOne and other vendors. • Ensuring a well-documented handover of deployed systems back into the business. • All budget funding requests must be submitted to the Eden Board, the Project manager has no delegated Financial Authority in TechOne
Project Officer	Julie Saunders	Support the Project Manager and Project Team as follows: • Perform specific Project Delivery activities as determined by the Project Manager • Project Administration i.e. Procurement and Commercials, Artefacts, Tools, Templates, Document Management Guidelines and Project Board Reporting and other Governance Support matters
Business Systems Analyst **Finance Systems Analyst** **Business Analyst Eden**	Meredith Gratton Peter Andersen Tom Carmichael Sue Ryan	Responsible for leading activities of the functional teams. The role is required to oversee, lead and provide expert advice regarding the identification, analysis and documentation of business requirements and solution design within the agreed scope of the Project. These positions work closely with the Subject Matter Experts, and TechOne consultants under the direction of the Project Manger to ensure the solution supports fit for purpose business processes.
Business Process Owner	As per the Project Board membership	The person accountable for business processes with a specific domain e.g. Finance, HRP, Procurement; who is the final authority and approver within that domain.
Subject Matter Expert	Annette Besch Angela Kemp Hope Campbell Azam Pachajanov	A key business representative within a business domain who has detailed business knowledge and subject matter expertise gained through their day to day usage of processes in question. The SME is the arbiter of what is fit for purpose and makes recommendations in this respect to the BPO. From a project life cycle perspective, an SME will be involved in scoping, requirements, solution design, solution verification, business change impact, business

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	Diane Yoon Mary-Anne Deans Annette Hoefler (Various SMEs as P&R phases require)	process reengineering, testing, training, data migration and go-live activities in collaboration with assigned Project Team members.

13. Communications Plan

It is planned to undertake the following communications during the upgrade project.

Stakeholder group	Communication	When	What	Who
Executive	ELT meeting project updates	Monthly	Project highlights and exceptions to plan	Executive Sponsor (monthly) Project Manager (as needed)
Executive Sponsor	Face to face and email	Fortnightly and as needed	Project highlights and exceptions to plan	Project Manager
Project Board	Board meeting	Monthly	Project highlights and exceptions to plan	Project Manager
BU Process owners	One to one discussions, workshops, and email.	Ongoing	SME identification, super user identification. Business process impacts and decisions.	Project Manager Digital Solutions Architect
	Process Owner Meeting	As needed	Business process impacts and decisions.	Project Manager, Digital Solutions Architect
Subject Matter Experts	Working Group Meeting	As needed	Ongoing sharing and discussions regarding impacts, issues and work plans.	Business Analyst, SMEs, BSAs
TechOne	Face to face and email	As needed	Various.	Project Manager, Project Team
TechOne Project Manager	Face to face and email	Fortnightly and as needed	Project progress, issue resolution, booking of consultants	Project Manager
TechOne Customer Account Manager and AMS SDM	Face to face and email	As needed	Issues escalated by the Project Manager or Executive Sponsor	Project Manager or Executive Sponsor

Stakeholder group	Communication	When	What	Who
City of Bayswater Project Team	Project actions meeting	Weekly	Priority activities for the week, task progression, issues blocking progress	Eden Project Team
	Testing Stand-up meeting	Daily as needed.	Review of testing status (passed, failed, blocked, Passed – Production Behaviour)	Eden Project Team involved in SIT testing cycles SME's involved in SIT & UAT testing cycles
City of Bayswater Leadership group	Group and one on one briefings, intranet, email, meetings	As needed. Notify at project completion & when impact is assessed.	General update and how Divisions & Business Units impacted	Executive Sponsor, Project Manager, Board members
General admin staff	Intranet updates, team meetings	As needed. Notify at project completion & when impact is assessed.	How personally impacted	Project Manager
General outside staff	Noticeboard updates and team meetings	As needed. Notify at project completion & when impact is assessed.	How personally impacted	Project Manager
Councillors	Council Briefing	As needed	Project Update	Executive Sponsor

14. Estimated Project Forecast – Ci to CiA on P&R Work Packages

Summary of forecast costs

The forecast is based on

1) Project Team Budgeted costs for 1 Jan 26 to 31 Oct 28, &
2) Backfilling per Executive Leadership Team to utilise the Eden Backfill Budget

The financials below are a subset of the budget.

Excludes 10% Buffer	Actuals to	Actuals (Yr3)	Forecasted Spend (Yr4)	Forecast Spend (Yr5)	Forecast Spend (Yr6)	Forecast Spend (Yr7)	
Implementation Area	June 30 25	Jul 25 - Dec-25	Jan 26 - Jun 26	Jul 26 - Jun 27	Jul 27 - Jun 28	Jul 28 - Oct 28	**Totals**
Core Team (*SaaS Migration*)	1,501,201	0	0	0	0	0	**1,501,201**
CES	0	294,633	0	0	0	0	**294,633**
Property & Rating	0	0	562,051	981,414	1,052,284	362,237	**2,957,986**
ECM	0	0	44,100	14,700	0	0	**58,800**
Mandatory Licence Costs	280,985	0	189,956	165,610	71,148	0	**707,699**
Other External Costs	66,065	5,452	0	0	0	0	**71,517**
Additional Potential Costs	0	0	31,565	143,000	80,000	0	**254,565**
Actual / Forecast	**1,848,251**	**300,085**	**827,673**	**1,304,724**	**1,203,433**	**362,237**	**5,846,402**
Original Forecasted Budget	**1,848,251**	**300,085**	**827,673**	**1,304,724**	**1,203,433**	**362,237**	**5,846,402**

Forecast for the P&R transition is $3,698,066.

15. Monitoring & Control

Change Control

Any changes to the plan will need to be versioned and approved by the Executive Sponsor.

Issue Control

Issues that arise during the project that require action, a response, or clarification will be added to the Project Issue Register. The Project Manager will evaluate possible solutions and either action, escalate or delegate the actions to another team member for completion.

The Issue Register will be reviewed at completion of the Upgrade Project to help identify problem areas which can be better addressed in future work.

Reporting

A CEO Target has been set for the Eden Project and it will therefore be reported through the ARMC.

A Monthly Highlights Report will be provided to the Executive Sponsor and reviewed at each Project Board Meeting.

Documentation/Record Management

Record management and keeping of documentation will be undertaken in accordance with City of Bayswater Policy - Records Management and the State Records Act 2000.

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It is the responsibility of the Project Manager to ensure that sufficient ongoing record management occurs across all Eden Team activities. The Project Officer supports the Project Manager in achieving this.

16. Project Closure

The following actions will occur at the conclusion of this project:

- A Lessons Learned Workshop will be conducted to assist in identifying how testing and upgrade processes could be improved in the future.
- A Close-Out Report will be provided to the Executive Sponsor to inform on the achievement of the project objectives against the agreed scope.

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Timesheet Capture and Payroll Processing – Research Summary for ARIC

Version History

Date	Version	All / Sections	Name	Change Details
12/04/2026	1	All	Lee Oliver	Initial document creation.

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Document Review & Acknowledgement

Sign-off confirms review of the document as a research paper prepared by the City of Bayswater and does not imply endorsement of any external organisation's processes.

Name	Title / Department / Project Role	Relevant Content	Document Review Role	Signature	Date
Lee Oliver	Eden Project Manager	All	Author	Lee Oliver	15/4/2026
Chris Dendle	IT Payroll Advisor	All	Contributor		
Annette Besch	Payroll Officer	All	Contributor		

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Acronyms and Abbreviations

Acronym / Abbreviation	Description
City / CoB	City of Bayswater
Ci	TechOne's "Connected Intelligence" platform
CiA	TechOne's "Connected Intelligence Anywhere" web-based platform
EAM	Enterprise Asset Management
ECR	Enterprise Cash Receipting – A TechOne module
OAG	Office of the Auditor General
P&R	Property and Rating – A TechOne module
SaaS	Software as a Service
SCM	Supply Chain Management
T1	TechOne
UI	User Interface

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1. Purpose

The purpose of this document is to provide research in response to a question raised by the Audit, Risk and Improvement Committee (ARIC) regarding timesheet processing practices and internal controls.

The paper summarises research into external local government practices, primarily drawing on publicly available information and professional payroll expertise, to provide context for consideration alongside the City of Bayswater's current arrangements.

This document is intended to support discussion and does not propose a recommended solution or future state design.

2. Important Context and Disclaimer

This document has been prepared by the City of Bayswater as research to inform consideration of a question raised by the Audit, Risk and Improvement Committee (ARIC).

Information relating to the City of Swan's timesheeting and payroll processes has been compiled based on:

a) Publicly available information, and

b) Professional input and confirmation from the City of Bayswater's Payroll Consultant, who previously worked within the City of Swan payroll environment.

This document does not represent a City of Swan policy, procedure, or formally endorsed process, and has not been reviewed or approved by the City of Swan. Any references to external practices are provided for research and contextual purposes only.

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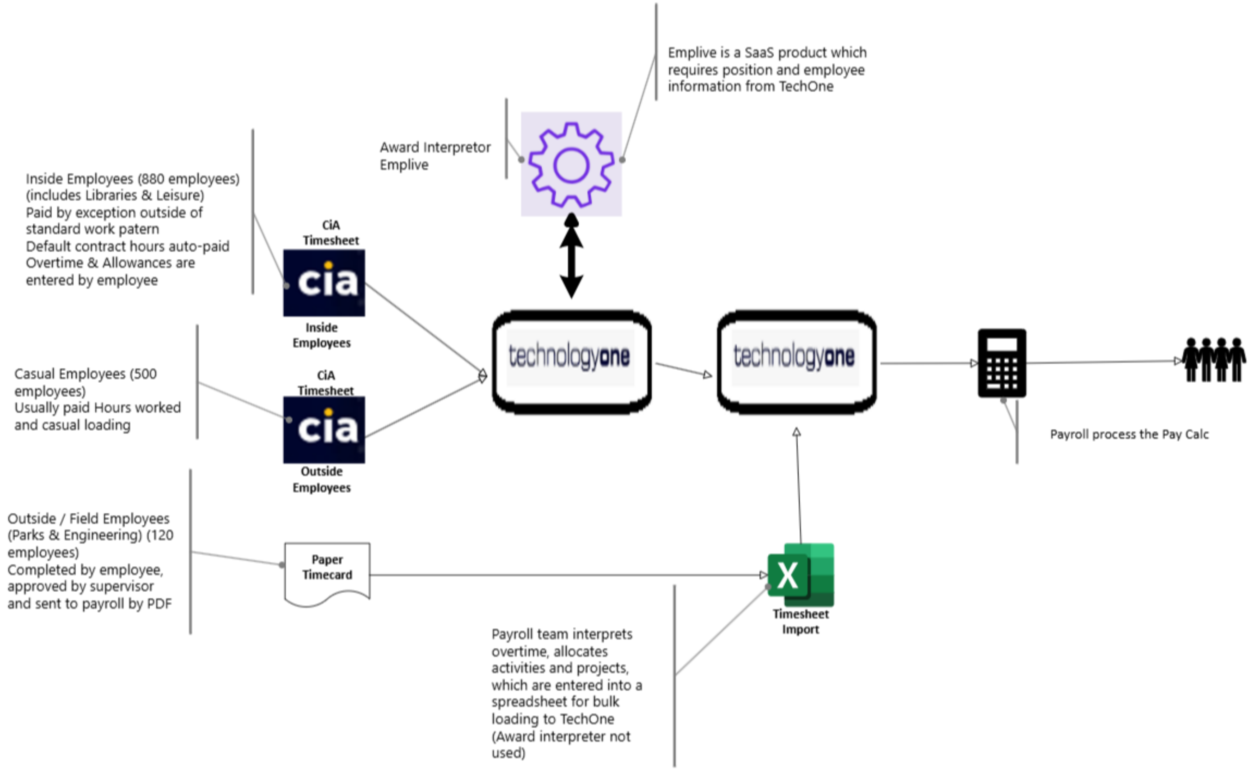
3. External Timesheet Processing – High-Level Research Summary

The following diagram provides a high level illustration of an external local government timesheet processing approach, based on research inputs described in Section 1 (approximate employee figures only).



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4. Executive Summary

The City of Swan uses the Timesheet functionality within TechOne Connected Intelligence Anywhere (CiA) as its primary mechanism for capturing employee working hours and supporting payroll processing. The solution is supported by an external award interpretation system, Emplive, where award interpretation is required.

Approximately 1,500 employees have their working hours captured through CiA timesheets. This includes:

a) Inside employees, including Leisure and Library staff (approximately 880 employees). These employees are generally auto-paid their contracted hours based on established work patterns, with timesheets primarily used to capture exception-based payments such as overtime or allowances.

b) Casual employees (approximately 400 employees), who directly enter all hours worked into CiA timesheets. Casual loading is applied as part of payroll processing.

Where overtime, allowances, or other exception-based payments apply, employees enter these additional components into CiA, which are then submitted through an approval workflow to the relevant manager. For applicable cohorts, time and pay data is transmitted from TechOne to Emplive, where award conditions are applied. The interpreted results are subsequently returned to TechOne for payroll calculation and payment.

Outside field employees, primarily within Parks and Engineering (approximately 120 employees), operate under a different process. These employees currently use paper time cards, which are:

a) Completed by the employee,

b) Reviewed and approved by a supervisor, and

c) Submitted to Payroll as signed documents (typically in PDF format).

For this cohort, the Payroll team manually interprets overtime and allowances and enters the processed data into a spreadsheet, which is then bulk uploaded into TechOne. In this workflow, Emplive is deliberately not utilised, as award interpretation is performed manually by Payroll prior to system entry.

9.10 Legal Services Update - 1 July 2025 to 31 March 2026

Responsible Branch:	Governance and Strategy
Responsible Directorate:	Office of the CEO
Authority/Discretion:	Executive/Strategic
Voting Requirement:	Simple Majority Required
Attachments:	Nil
Refer:	Nil
Officer Declaration:	*The officers involved in drafting and reviewing this report do not have any interests to disclose in the item.*

This item does not contain any information that is considered confidential in accordance with Section 5.23 of the Local Government Act 1995.

SUMMARY

This report provides an overview of legal matters currently affecting the City, and an overview of the City’s legal expenditure. As the Audit, Risk and Improvement Committee (ARIC) is responsible for advising the Council on all matters relating to compliance with legal and statutory requirements, this report has been prepared for review by the ARIC.

OFFICER'S RECOMMENDATION

That Council notes the legal services update for the period 1 July 2025 to 31 March 2026.

BACKGROUND

This report provides an overview of legal matters currently affecting the City and expenditure on legal services. The report does not include legal matters being dealt with by the City’s insurers (LGIS).

The reporting period for this report is 1 July 2025 to 31 March 2026.

EXTERNAL CONSULTATION

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

OFFICER'S COMMENTS

Council has requested that the City provides quarterly reporting on legal matters affecting the City that have reached a value of over $25,000. The Audit, Risk and Improvement Committee (ARIC) is responsible for advising Council on all matters relating to compliance.

Legal Matters

In the day-to-day course of its operations, City officers may need to seek legal advice and/or representation on a range of legal matters. Some of this work is ongoing, some reoccurring and some of it is ‘one-off’.

Examples of legal matters may include:

- Debt recovery
- Animal prosecutions
- Infringement prosecutions
- Land or property settlements
- State Administrative Tribunal (SAT) reviews

- Planning matters
- Contract disputes

This report provides information on individual legal matters, where the total cost of the individual legal matters exceeds $25,000. For the period 1 July 2025 through to 31 March 2026, the City sought legal advice or representation in relation to one matter which exceeded the $25,000 threshold:

- Development non-compliance – Lavan Legal

This matter was finalised and reported to the ARIC and the Council at the end of Quarter 2 2025/26. Further reporting on this matter has not been included in Quarter 3 2025/26.

Legal expenditure

A breakdown of the City's legal expenditure across the service areas for the period 1 July 2025 to 31 March 2026 is provided below by Directorate:

Service Area	Revised Budget 2025/26	Actuals 2025/26	% spent
Office of the CEO • Economic Development • Governance and Executive Services • Strategic Land-Use Planning	$128,000	$38,191	30%
Community Services • Environmental Health • Ranger Services • Buildings Approvals • Planning Approvals	$174,000	$86,419	50%
Corporate Services • Financial Services • People, Culture and Safety	$91,500	$44,262	48%
Infrastructure and Assets • Property (Community) • Project Management • Transport Infrastructure and Operations	$6,000	$10,442	174%
Total	**$399,500**	**$179,313**	**45%**

Of this expenditure, for the period 1 July 2025 to 31 March 2026, a total of $55,403 has been recovered by the City.

LEGISLATIVE COMPLIANCE

The procurement of legal services by relevant business units must be in accordance with the *Local Government (Functions and General) Regulations 1996* and the City's Procurement Policy.

The City's main service providers for the reporting period have been McLeod's Barristers and Solicitors, Lavan Legal and Minter Ellison. These legal providers have been procured through the WALGA preferred supplier contract.

The City must also prepare an annual budget, noting particulars of the estimated expenditure. This report provides oversight of legal matters and expenditure.

RISK MANAGEMENT CONSIDERATION

The table below shows the level of risk for each impact category, if the officer's recommended outcome is not approved by Council.

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 revised Annual Budget 2025-26 has a total allocation of $399,500 for legal matters.

The actual spend to 31 March 2026 was $179,313 (45% of the total budget).

A total of $55,403 has been recovered by the City.

STRATEGIC IMPLICATIONS

In accordance with the City of Bayswater Council Plan 2025 – 2035, the following applies:

Key Result Area: Leadership and Governance
Outcome 5.1 Good Governance
Objective 5.1.1 Provide ethical and accountable governance.

CONCLUSION

That Council notes the legal services update for the prior 1 July 2025 to 31 March 2026.

9.11 Privacy and Responsible Information Sharing Act (WA) 2024 - Update

Responsible Branch:	Community Services
Responsible Directorate:	Community Services
Authority/Discretion:	Information Purposes
Voting Requirement:	Simple Majority Required.
Attachments:	Nil
Officer Declaration:	*The officers involved in drafting and reviewing this report do not have any interests to disclose in the item.*

This item does not contain any information that is considered confidential in accordance with Section 5.23 of the Local Government Act 1995.

SUMMARY

The introduction of the *Privacy and Responsible Information Sharing Act 2024 (WA)* (PRIS Act) has changed the way Information Privacy Principle Entities (IPPs) are required to collect, use, store and share personal information. Local Governments are defined as IPPs under the PRIS Act and must comply with the new statutory requirements.

This report provides the Audit, Risk and Improvement Committee (ARIC) with an overview of the new obligations and an update on the City's progress to ensure compliance of the PRIS Act, ahead of its commencement on 1 July 2026.

OFFICER'S RECOMMENDATION

That Council note that the City is progressing with the necessary actions to prepare the City for the new requirements of the *Privacy and Responsible Information Sharing Act (WA) 2024.*

BACKGROUND

The *Privacy and Responsible Information Sharing Act 2024 WA* (PRIS Act) was introduced, for the first time in Western Australia, to protect the privacy of personal information handled by public sector entities, including local governments.

The PRIS Act received Royal Assent on 6 December 2024 and in July 2025 an Information Commissioner was appointed to oversee and enforce the PRIS Act. The majority of obligations under the PRIS Act will come into effect on 1 July 2026, with a staged implementation of additional requirements, including a mandatory data breach notification system from 1 January 2027.

The City must ensure that its policies, procedures and practices are aligned with the legislative framework, and as of 1 January 2027 the City is required to notify the Information Commissioner and affected individuals, if a data breach occurs that is likely to cause 'serious harm'.

EXTERNAL CONSULTATION

No consultation has occurred with the public or other agencies on this matter. However, City officers have consulted with other local governments who are developing similar policies.

OFFICER'S COMMENTS

Privacy regulation for IPPs is undergoing significant reform through the introduction of the PRIS Act, which is aimed at strengthening obligations relating to the collection, use, disclosure, storage, and sharing of personal information, as well as enhanced governance, accountability, and transparency requirements. With the progressive introduction of these reforms, the City must ensure its policies, procedures, and practices are aligned with the new legislative framework.

The Governance, Information Management and Digital Solutions teams are taking a collaborative approach to ensure compliance by the 1 July 2026 deadline.

A Privacy Framework has been established to embed a 'privacy by design', proactive, privacy-conscious culture across the City. The framework builds on our existing practices while introducing clearer, more consistent obligations around how we collect, use, store and share personal information. The new Privacy Framework provides a holistic perspective of Privacy at the City, and encapsulates relevant policies and procedures, including:

New:

- Information Asset Register
- Information Classification Policy
- Data Breach Policy
- Data Breach Response Plan
- Information Breach Register
- Privacy Complaint Register
- Privacy Impact Assessments (PIA)
- Privacy Impact Assessment Register
- Collection Notices
- Internal Privacy Training E-Learning Module
- Privacy Training Register

Review:

- Privacy and Information Sharing Policy
- Internal and external communications
- Internal processes and procedures.

A comprehensive report, including the proposed Privacy Framework and associated policies, will be considered by the June Policy Committee and submitted to the June Ordinary Council Meeting for endorsement

LEGISLATIVE COMPLIANCE

- *Privacy and Responsible Information Sharing Act 2024 (WA)*
- *Local Government Act 1995 (WA)*
- *Freedom of Information Act 1992 (WA)*
- *Public Interest Disclosure Act 2003 (WA)*
- *State Records Act 2000 (WA)*

RISK MANAGEMENT CONSIDERATION

The table below shows the level of risk for each impact category, if the officer's recommendation is not adopted by the Council.

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	Medium
Strategic Risk	SR07 - Unethical or inadequate governance and/or decision-making. SR10 - Failure to prevent, prepare, respond and recover to incidents, emergencies or major disruptions impacting operations. SR11 - Lack of modern, integrated and secure digital environment.	

FINANCIAL IMPLICATIONS

Nil.

STRATEGIC IMPLICATIONS

In accordance with the City of Bayswater Council Plan 2025 – 2035, the following applies:

Key Result Area:	Leadership and Governance
Outcome 5.1	Good Governance
Objective 5.1.1	Provide ethical and accountable governance.

Key Result Area:	Leadership and Governance
Outcome 5.3	Optimised Performance
Objective 5.3.1	Focus on operational efficiency, effective delivery and innovation to ensure our services are fit for purpose, contemporary and secure.

CONCLUSION

The City will continue to review and develop processes and practices to ensure compliance with the *Privacy and Responsible Information Sharing Act WA 2024.*

10 GENERAL BUSINESS

11 CONFIDENTIAL ITEMS

Nil.

12 NEXT MEETING

The next meeting of the Audit, Risk and Improvement Committee meeting will take place in the Committee Room, City of Bayswater Civic Centre, 61 Broun Avenue, Morley, on **10 August 2026** commencing at **5:30pm**.

13 CLOSURE