

Agenda

Audit, Risk and Improvement Committee

Monday 9 March 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 9 March 2026** commencing at **5:30 pm**.

Yours sincerely



JEREMY EDWARDS
CHIEF EXECUTIVE OFFICER

27 February 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

Amanda Albrecht

Manager Governance and Strategy

Stuart Monks

Manager Financial Services

Tami Cooper

Planning Performance and Risk Manager

Rebecca McKrill

Governance Advisor (minute-taker)

Emily Dempsey

Governance Advisor

Observers

Chris Coombs

Senior Analyst, William Buck

Leave of Absence

Nil.

3.1 Apologies

Nil at the time of publishing this agenda.

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.

MembershipVoting Members

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 8 December 2025 which have been distributed, be confirmed as a true and correct record.

8 REPORTS

8.1 Legal Services Update - 1 July 2025 to 31 December 2025

Responsible Branch:	Governance and Strategy
Responsible Directorate:	Office of the CEO
Authority/Discretion:	Executive/Strategic
Voting Requirement:	Simple Majority Required.
Attachments:	1. CONFIDENTIAL REDACTED - Legal Matters [8.1.1 - 1 page]
Refer:	Nil
Officer Declaration:	<i>The officers involved in drafting and reviewing this report do not have any interests to disclose in the item.</i>

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*, subsection:

- (a) *legal advice, or other information, over which the local government holds legal professional privilege;*

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 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 prior 1 July 2025 to 31 December 2025.

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 December 2025.

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 (over \$25,000 in value). 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 December 2025, the City sought legal advice or representation in relation to one matter which exceeded the \$25,000 threshold:

- Development non-compliance – Lavan Legal

Further details on this matter are provided in **Confidential Attachment 1**.

Legal Expenditure

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

Service Area	Budget 2025/26	Actuals 2025/26	% spent
Office of the CEO <ul style="list-style-type: none"> • Economic Development • Governance • Strategic Land-Use Planning 	\$98,000	\$24,981	25.5%
Community <ul style="list-style-type: none"> • Recreation Facilities • Environmental Health • Rangers Services • Buildings Approvals • Development Compliance • Planning Approvals 	\$167,000	\$61,933	37.1%
Corporate Services <ul style="list-style-type: none"> • Financial Services • People, Culture and Safety 	\$31,500	\$18,661	59.2%
Infrastructure and Assets <ul style="list-style-type: none"> • Building Services • Infrastructure Planning • Property (Community) • Project Management 	\$13,000	\$3,059	23.5%
Total	\$309,500	\$108,634	35.1%

This information has been collated from an internal report of invoices allocated to the various legal expense budgets.

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, Levan 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 Annual Budget 2025-26 had a total allocation of \$309,500 for legal matters. This has decreased from 2024-25.

The actual spend to 31 December 2025 was \$108,634 (35.1% of the total budget).

STRATEGIC DIRECTION

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 December 2025.

8.2 Internal Audit - Footpath Maintenance

Responsible Branch:	Governance and Strategy
Responsible Directorate:	Office of the CEO
Authority/Discretion:	Executive/Strategic
Voting Requirement:	Simple Majority Required.
Attachments:	1. CONFIDENTIAL REDACTED - Internal Audit Report CoB Footpath Maintenance [8.2.1 - 22 pages]
Refer:	N/A
Officer Declaration:	<i>The officers involved in drafting and reviewing this report do not have any interests to disclose in the item.</i>

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 Footpath Maintenance internal audit has been completed.

The City’s internal auditors identified four 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 Footpath Maintenance 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 the Footpath Maintenance audit.

The audit assessed the efficiency, effectiveness, and compliance of processes and systems for maintaining the footpath network. The audit scope covered the period from 1 July 2024 to 30 June 2025.

EXTERNAL CONSULTATION

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

OFFICER'S COMMENTS

The audit scope included:

1. Assess whether footpath maintenance activities are aligned with the City’s strategic objectives, asset management practices and funding priorities.

2. Evaluate how the City ensures that footpaths are maintained to promote public safety, accessibility and compliance with disability access requirements.
3. Ensure the City has effective mechanisms in place to receive, prioritise and respond to community requests, safety concerns, complaints, and incident reports in a timely and appropriate manner.
4. Review standard operating procedures (SOPs) for inspections, reporting and repairs, and assess the clarity, consistency, and accuracy of inspection criteria.
5. Ensure that the City’s maintenance activities are scheduled and delivered efficiently, using data and risk-based criteria to inform decision-making.
6. Confirm adherence to relevant regulations, standards, and policies related to footpath maintenance.
7. Identify gaps, control weaknesses, and improvement opportunities in planning, scheduling, inspection, maintenance, and contractor management processes.

Key strengths identified during the audit include:

- ‘Make-Safe’ practises in place to mark-up identified defects preventing further incidents occurring.
- Well documented Strategic Objectives in relation to Footpath Maintenance providing a clear target and objectives.
- Appropriate controls to monitor footpath budgeting and appropriate monthly analysis conducted on targeted expenditure.

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

No	Finding	Rating
1	Outdated Footpath Policy	Low
2	End-to-End Footpath Maintenance Procedure	Medium
3	Monitoring and Recordkeeping of Footpath Maintenance Activities	Medium
4	Footpath Maintenance Delays	Medium

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	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

The cost of this internal audit was \$11,200.

STRATEGIC IMPLICATIONS

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

Key Result Leadership and Governance Area:

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

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

8.3 Internal Audit - Regulation 17 Report

Responsible Branch:	Governance and Strategy
Responsible Directorate:	Office of the CEO
Authority/Discretion:	Executive/Strategic
Voting Requirement:	Simple Majority Required.
Attachments:	1. CONFIDENTIAL REDACTED - Internal Audit Report - Regulation 17 CEO Review [8.3.1 - 26 pages]
Refer:	Nil
Officer Declaration:	<i>The officers involved in drafting and reviewing this report do not have any interests to disclose in the item.</i>

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*, subsection:

- (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 Regulation 17 – CEO review of certain systems and procedures internal audit was completed.

In a report prepared by the City’s internal auditors, seven audit observations and four recommendations are made.

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

OFFICER'S RECOMMENDATION

That Council:

1. **Endorses the Regulation 17 Internal Audit report, including management agreed actions as contained in the Confidential Attachment 1 to this Report; and**
2. **Notes that agreed actions are entered into the City’s Audit Log Register for progress reporting.**

BACKGROUND

As part of the 2025-26 Internal Audit Program, endorsed by the Council, the City’s internal auditors, William Buck were engaged to perform the Regulation 17 internal audit.

In accordance with regulation 17 of the *Local Government (Audit) Regulations) 1996*

- (1) The CEO is to review the appropriateness and effectiveness of a local government’s systems and procedures in relation to —
 - (a) risk management; and
 - (b) internal control; and legislative compliance
 - (c) legislative compliance

- (2) The review may relate to any or all of the matters referred to in sub-regulation (1)(a),(b) and (c), but each of those matters is to be the subject of a review not less than once in every 3 financial years.
- (3) The CEO is to report to the audit committee the results of that review.

EXTERNAL CONSULTATION

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

OFFICER'S COMMENTS

The scope of the audit assessed the controls in place for ensuring the City achieves the following business objectives:

- 1. The City has appropriate internal policies, procedures and processes in place to regularly assess the appropriateness, effectiveness and efficiency of internal controls.
- 2. A risk management framework is in place and being used which is supported by appropriate policies, procedures, processes, and systems ensuring that the strategic, corporate and operational risks are timely identified, systematically evaluated, treated, regularly reviewed and reported.
- 3. Adequate internal controls are in place to ensure effectiveness and efficiencies, in line with policies, procedures and delegation of authority.
- 4. Appropriate processes are implemented within the City to ensure that legislative compliance requirements are timely identified and roles and responsibilities for managing compliance are clearly defined and communicated.
- 5. Reporting structures to ensure instances of potential and actual noncompliance with legislation are escalated to management, the Audit and Risk Management Committee and Council.

The audit report Regulation 17 CEO Review (Attachment 1) outlines seven audit findings and four recommendations:

No	Finding	Rating
1	Document Review Process	Low
2	Inconsistencies in Operational Risk Register	Medium
3	Business Continuity Process	Medium
4	Portable Attractive Assets Register	Medium

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

Implementation timeframes

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

As outlined in the attached report, management has requested an extended due date for Finding 4. The City’s minor equipment and asset records are currently fragmented and inconsistent,

requiring a comprehensive review and standardisation of processes. This includes establishing a baseline, collecting and validating data, and implementing accurate recording practices.

Responsibility for this action primarily sits with Financial Services, which has limited oversight of existing registers. Additional time is needed to design appropriate processes and ensure accuracy. Success will depend on cross-organisational collaboration, particularly with Digital Solutions and Services, which faces competing priorities. Governance and compliance requirements further add complexity.

The extended timeframe is therefore required to deliver a robust and sustainable solution. Attempting to complete this work within the standard timeframe would risk incomplete or inaccurate outcomes and potential non-compliance. The additional time will allow for thorough consolidation, proper governance, and alignment with best practice standards.

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	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

The cost of the internal audit was \$14,000.

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 management's progress in implementing agreed actions arising from the audit recommendations. The status of implementation will be reported to the Audit, Risk and Improvement Committee, and subsequently to Council, on a quarterly basis.

Actions deemed complete by management will follow a formal close-out process. The City's Internal Audit function will conduct follow-up activities and obtain evidence confirming that audit actions have been implemented before recommending close-out to the Audit, Risk and Improvement Committee and Council.

8.4 Quarter 2 - Performance Report - Audit Function

Responsible Branch:	Governance and Strategy
Responsible Directorate:	Office of the CEO
Authority/Discretion:	Executive/Strategic
Voting Requirement:	Simple Majority Required.
Attachments:	1. Audit Function Dashboard [8.4.1 - 1 page] 2. CONFIDENTIAL REDACTED - Audit Register [8.4.2 - 2 pages]
Officer Declaration:	<i>The officers involved in drafting and reviewing this report do not have any interests to disclose in the item.</i>

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 2 (October - December) 2025/26.

Key Points

- Qtr. 2 opened with 13 actions
- 2 actions closed
- 11 actions remain in progress: 6 are overdue and 5 are not yet due
- Qtr. 2 closed with 11 actions

OFFICER'S RECOMMENDATION

That Council:

1. **Receives the Quarter 2 - 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 2 (October – December) 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

The Footpath Maintenance and Regulation 17 CEO Review audits have been completed. The remaining audits, Food Business Inspections and Fees and Charges are now underway, with fieldwork currently in progress.

Audit Function – 2025/26 Status

The 2025/26 year opened with 14 actions; 3 actions have been added totalling 17 actions. 6 actions have been completed.

2024/25 STATUS	NO.
2025/26 Period Open	14
Actions Added	3
Total Actions	17
Complete (implemented)	6

Implementation of Recommendations (Confidential Attachment 2)

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

Quarter 2 opened with 13 actions and ended with 11. No new actions were added. 2 actions were completed, with evidence reviewed during the Annual Internal Audit Log Review.

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

In-Progress Actions

At the close of Quarter 2, 11 actions remain in progress: 6 overdue and 5 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.

Status of In-Progress Actions					
11					
Overdue			Not Yet Due		
6			5		
Off-Track	On-Hold	On-Track	Off-Track	On-Hold	On-Track
-	-	6	1	-	4

Overdue Actions

6 actions are overdue this quarter.

	Qtr. 1	Qtr. 2	Qtr. 3	Qtr. 4
Number of overdue actions	7	6		

The 6 overdue actions pertain to the OAG General Computer Controls audit. These actions have been classified as ongoing in the 2025 audit, and management updates will be implemented following the January Ordinary Council Meeting (OCM).

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	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 5.1 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 2



View Audit Table

Audit Log Status

Year to Date (2025/26)

6

Total No. Audits

17

Total No. Findings

19

Total No. Recommendations

17

Total No. Actions

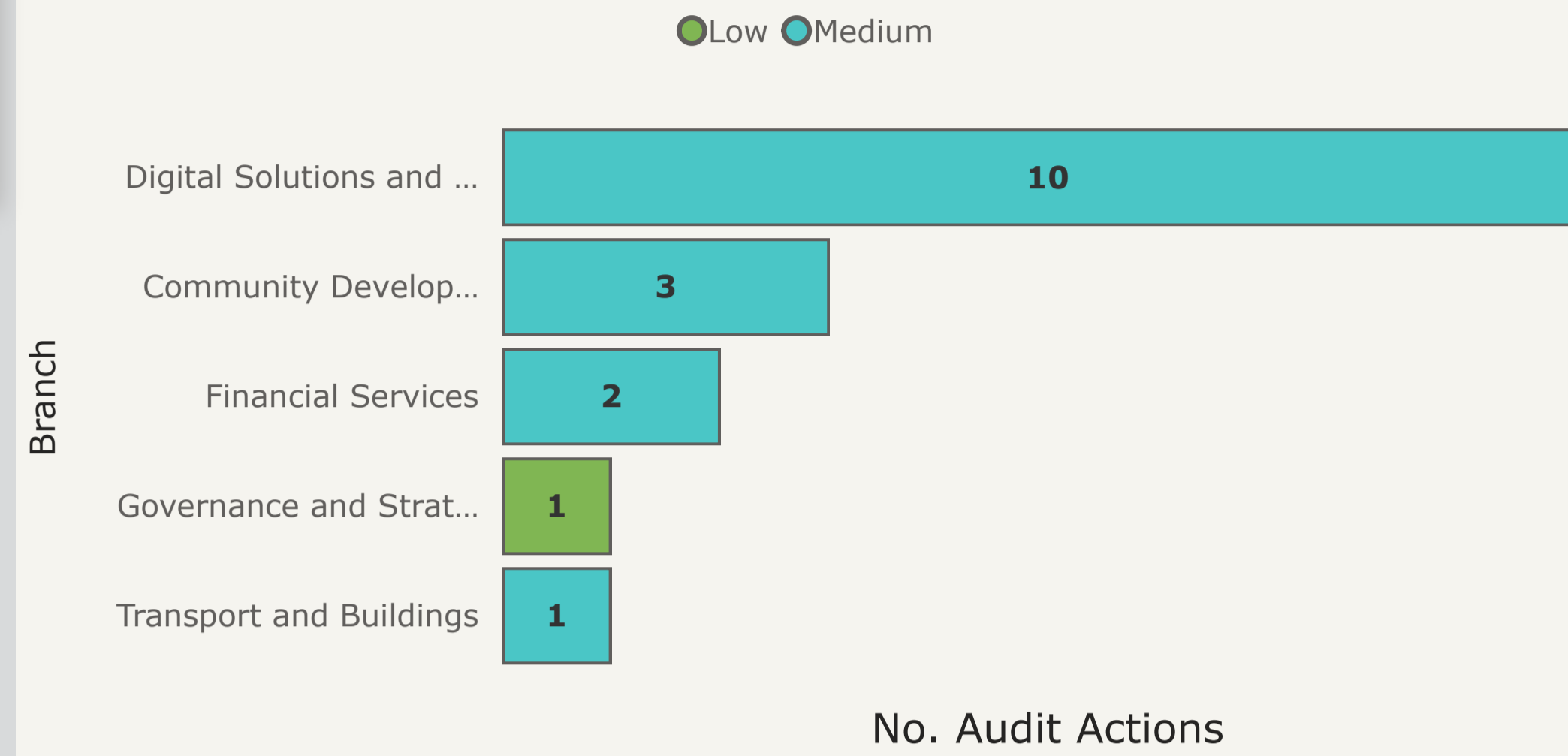
6

Total No. Implemented

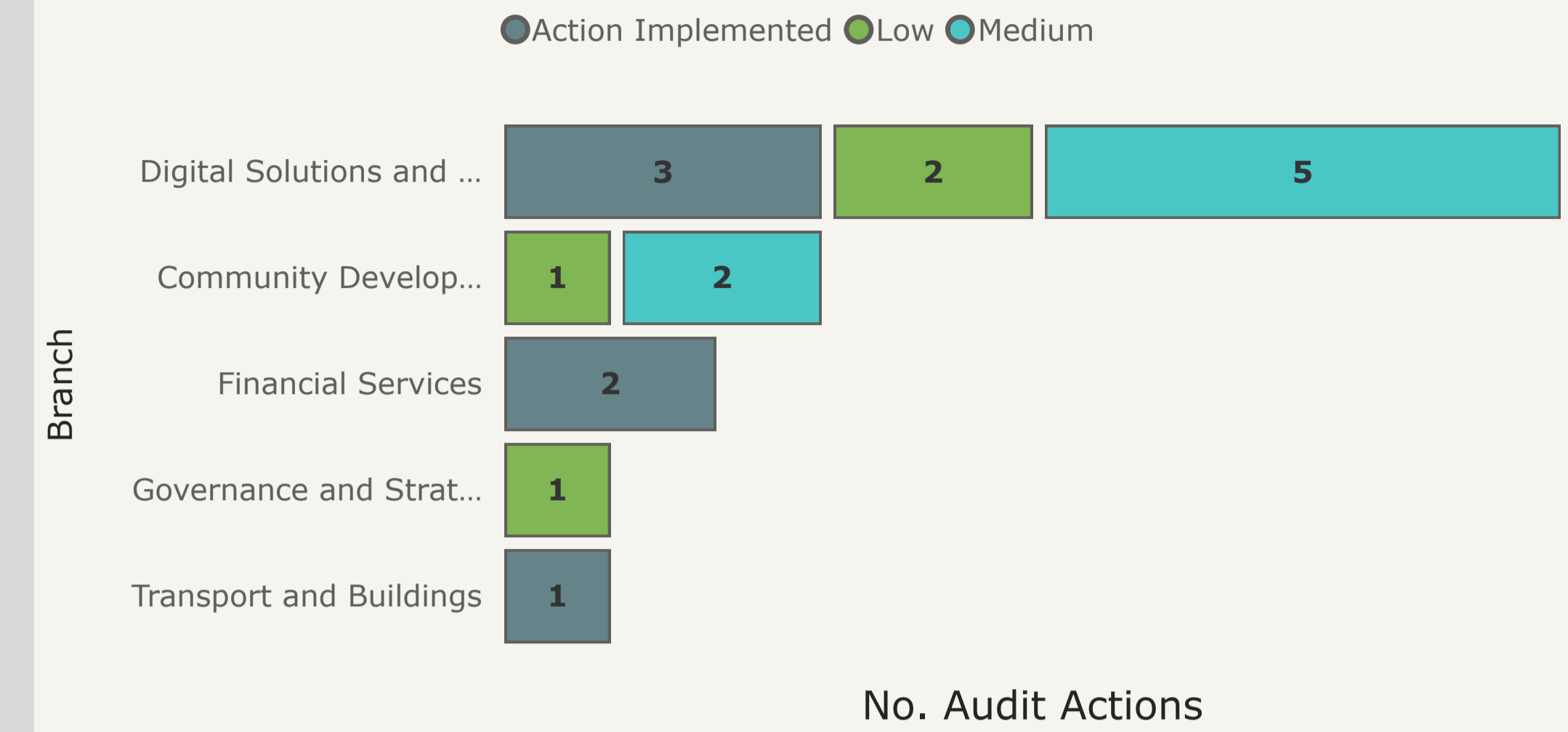
11

Total No. In Progress

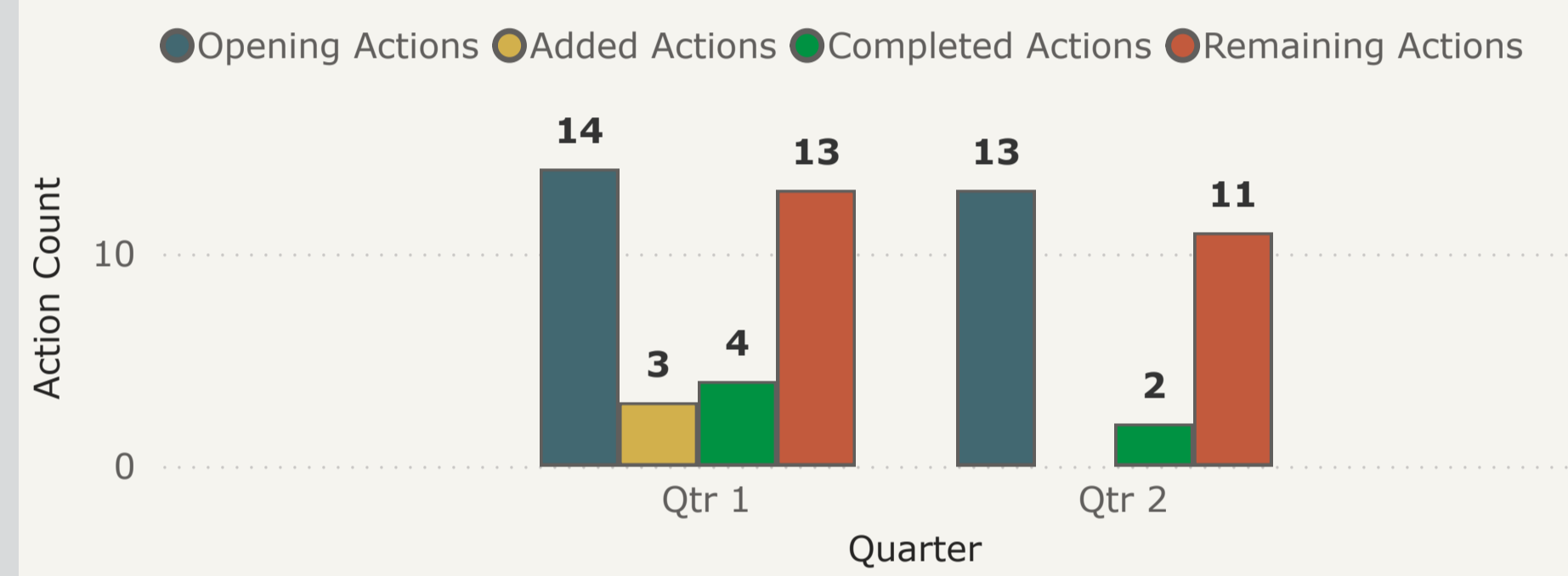
No. Actions by Inherent Risk Rating by Branch



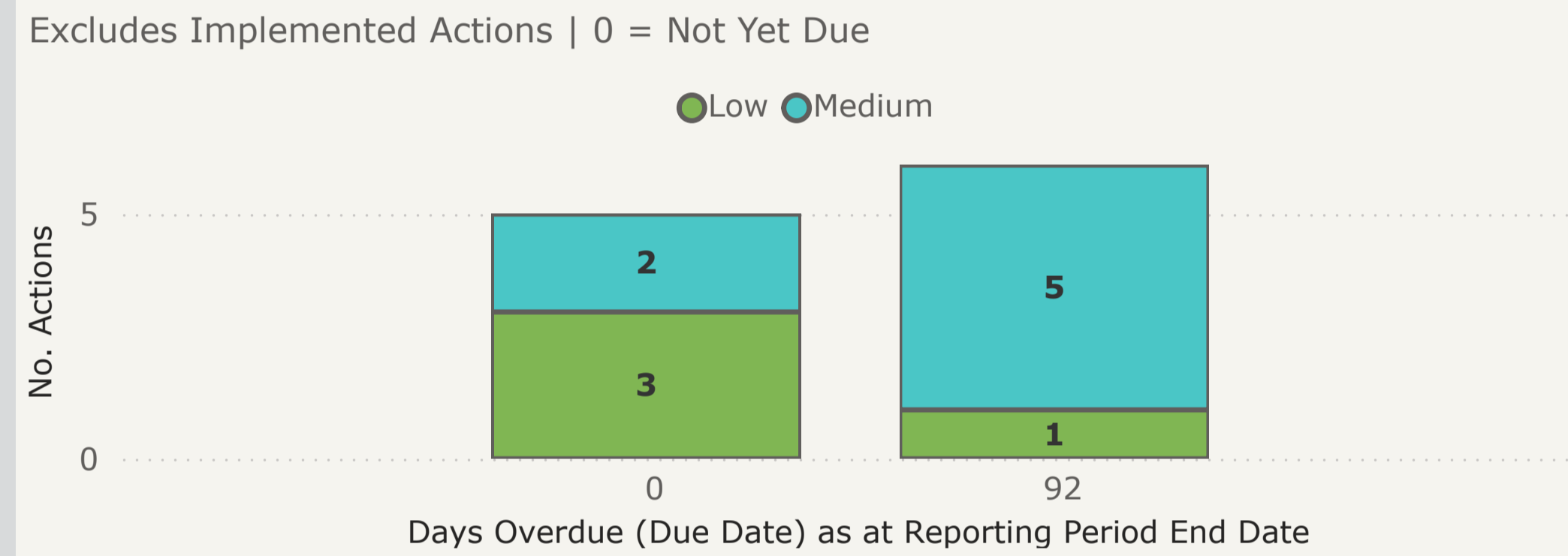
No. Actions by Current Residual Risk Rating by Branch



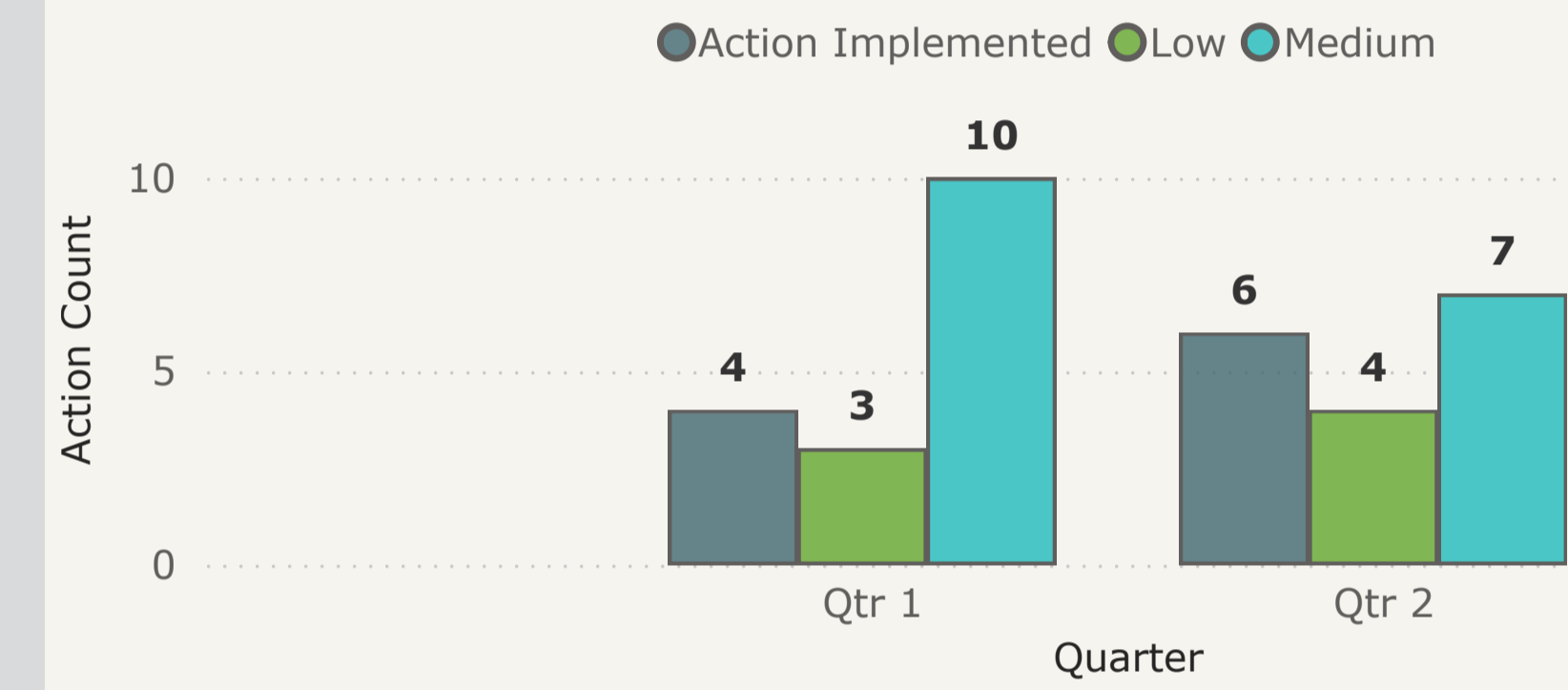
No. Actions by Residual Risk Rating by Quarter



No. Actions by Days Overdue and Residual Risk Rating



No. Actions by Residual Risk Rating by Quarter



Audit Action Status

Quarterly Update - Qtr 2

13

Total No. Actions

2

Implemented

11

In Progress

38%

Average Completion

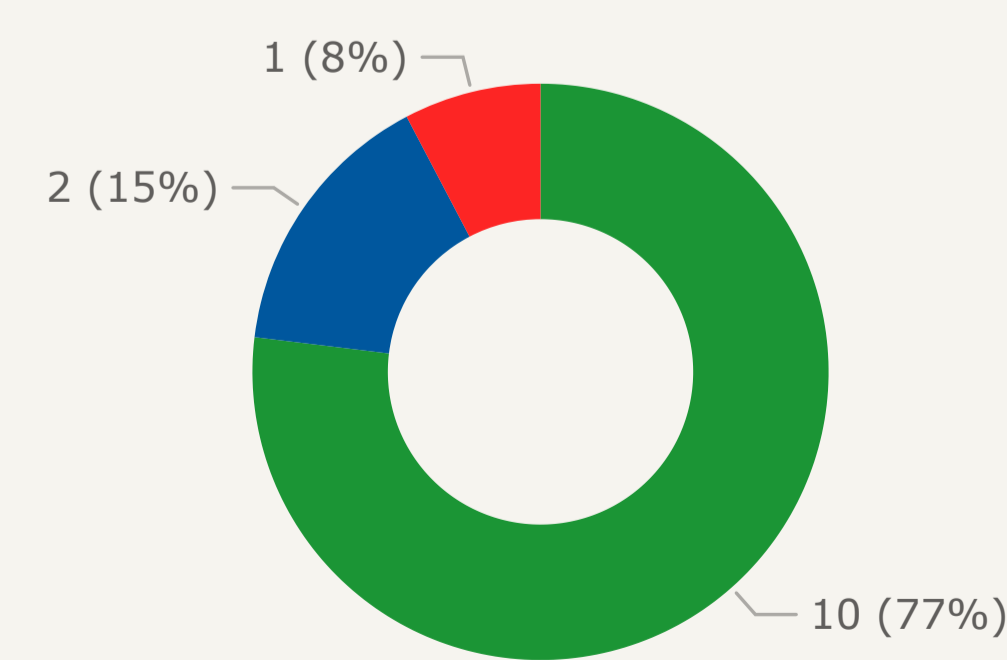
6

Overdue

5

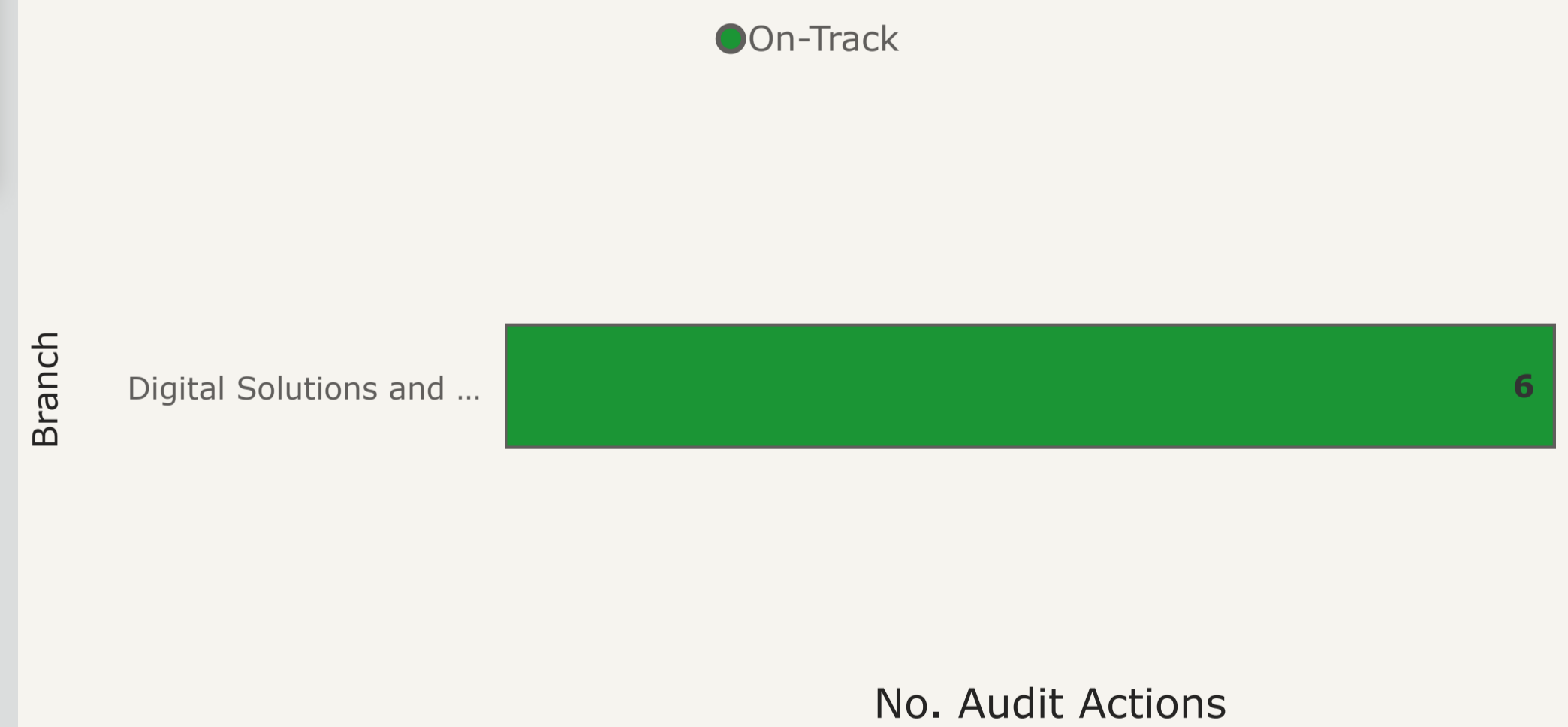
Not Yet Due

Current Status Distribution

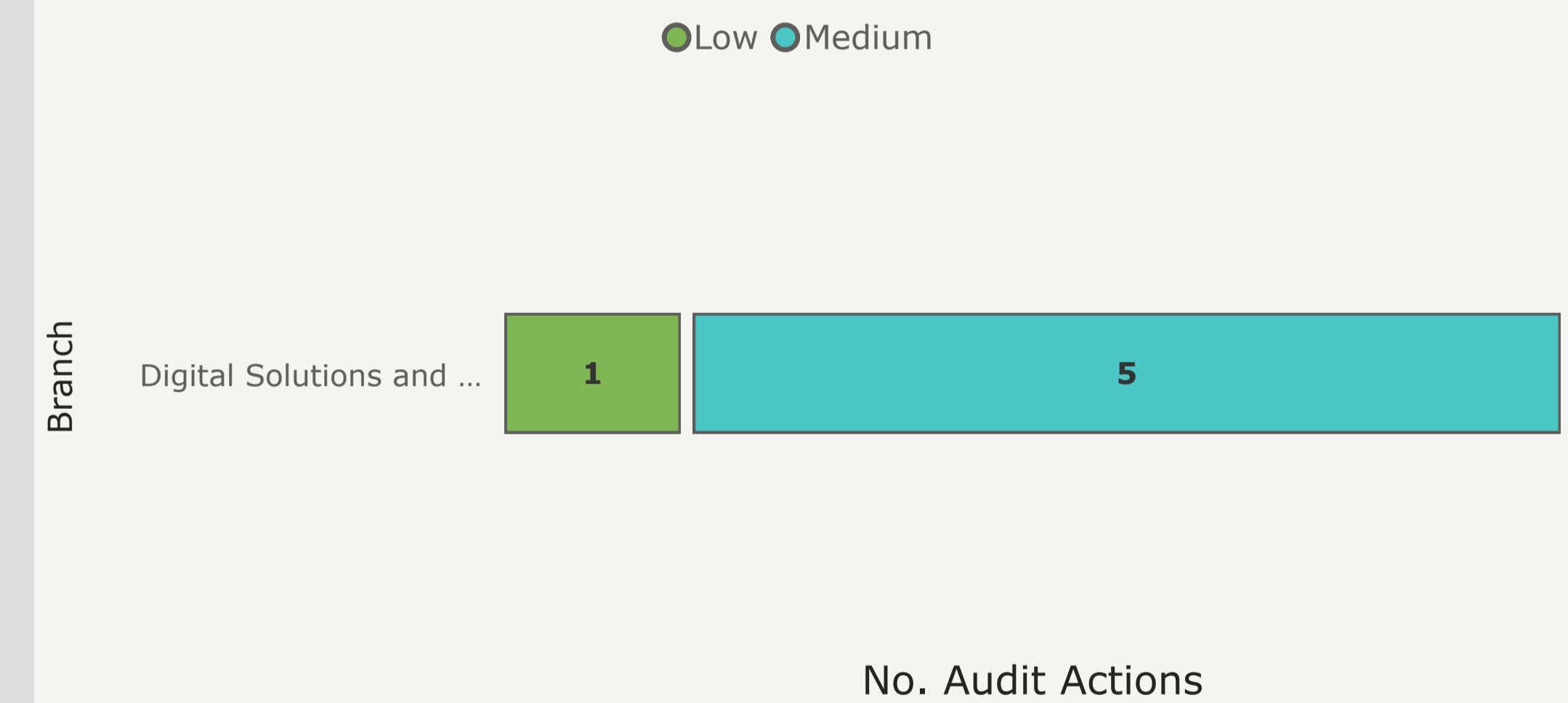


Current Status
● On-Track
● Complete
● Off-Track

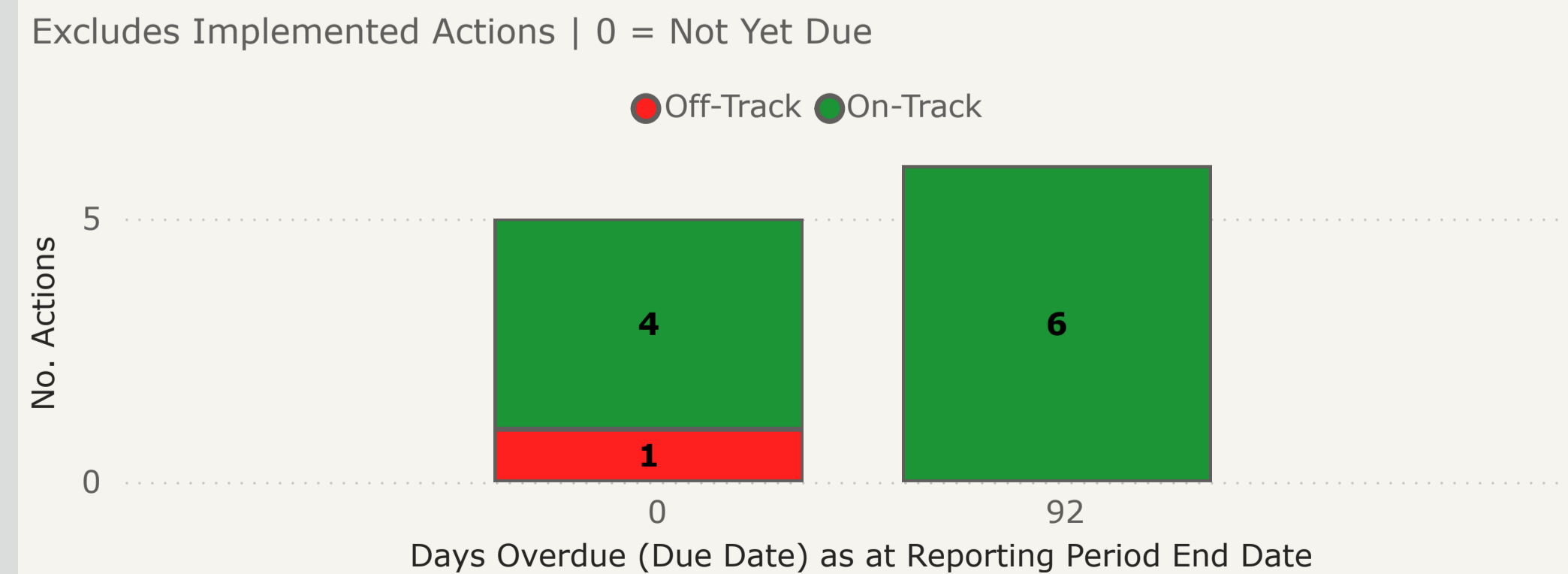
Overdue Actions by Branch and Status



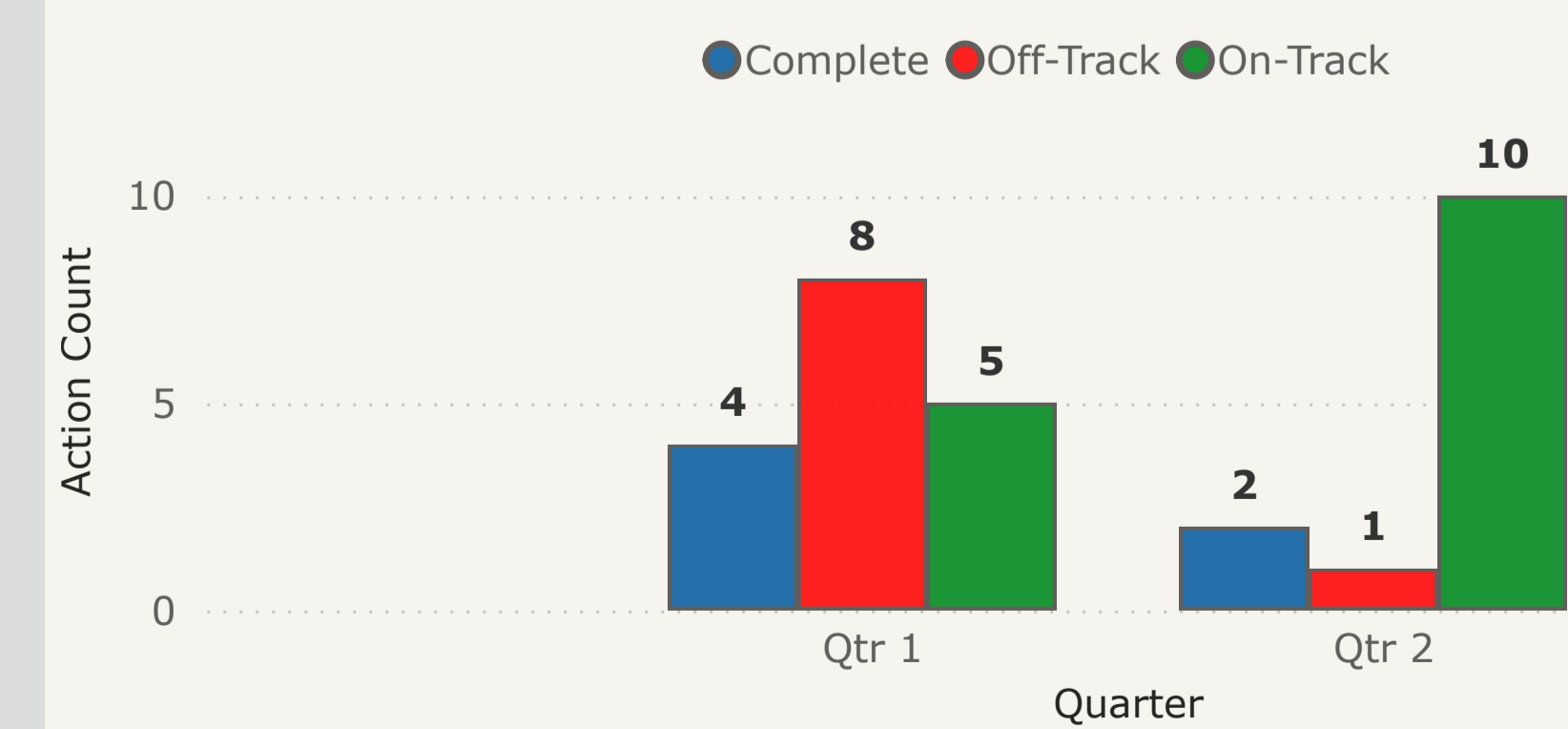
Overdue Actions by Branch and Residual Risk Rating



No. Actions by Days Overdue and Status



No. Actions by Status by Quarter



8.5 Quarter 2 - 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. Corporate Performance Report 2025-26 Q2 Final [8.5.1 - 23 pages]
Officer Declaration:	<i>The officers involved in drafting and reviewing this report do not have any interests to disclose in the item.</i>

This item does not contain any information that is considered confidential in accordance with Section 5.23(2) 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 2 report (October–December) outlines 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 Report – Corporate Quarter 2 (October - December) 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. -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). -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, 10 are currently identified as off-track or discontinued. 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

Not applicable.

STRATEGIC IMPLICATIONS

In accordance with the 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 Quarter 2 report provides Council with an update on the City’s implementation of the Corporate Business Plan 2025/26 – 2028/29. It summarises progress against services, programs, projects, strategies, and plan actions at the end of the second quarter, ensuring transparent and timely reporting on the City’s performance.

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



Acknowledgment of Country

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

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

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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TIS National 为英语不流利人士提供免费口译服务,帮助他们跟贝斯沃特市沟通。如需了解更多有关信息,请浏览他们的网站 www.tisnational.gov.au 或致电 **131 450**。

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**.

Contents

Welcome

Why do we do the performance report.....	4
How to read our performance report.....	6
Our adopted budget.....	8
Our results - Quarter 2 YTD.....	9
Corporate Business Plan on a page.....	10
Progress overview.....	11

Delivering the City's Strategic Community Plan

Key Result Areas:

Social.....	12
Built.....	18
Natural.....	24
Economic.....	30
Leadership and Governance.....	34

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:



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.



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

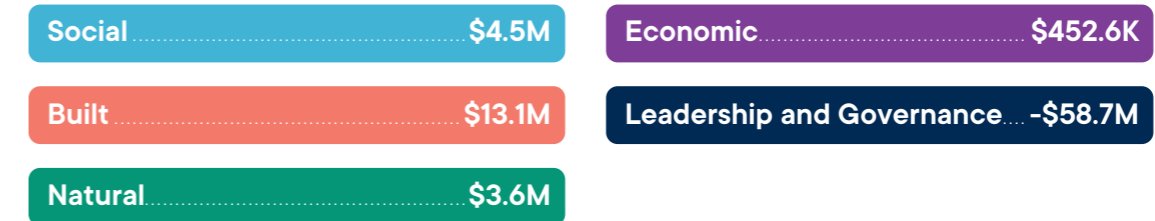
\$5.9M
on service delivery
(Net Cost)

158 projects
130 actions

\$29.3M
on Capital Works

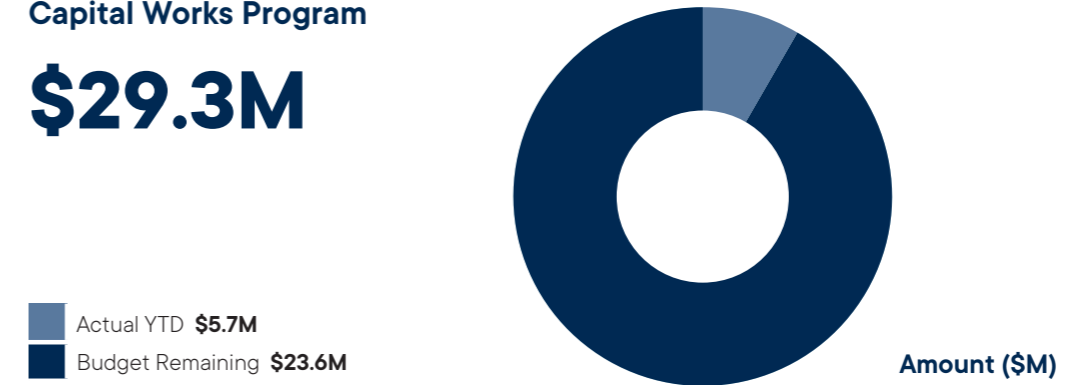
Our results – Quarter 2

Breakdown of actual Year to Date by Key Result Area

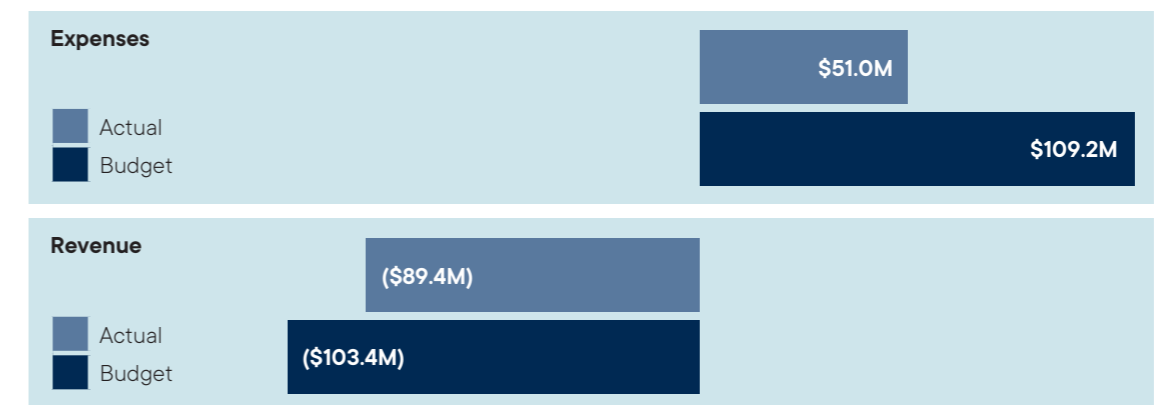


Capital Works Program

\$29.3M



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 2, revenue is higher than expenses at this stage.

Corporate Business Plan on a page

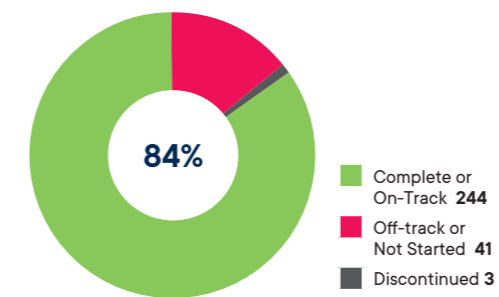
	Services	Operating Projects	Capital Programs
Social	<ul style="list-style-type: none"> Arts and Events Community Strategy and Programs Library and Community Centres Emergency Management Golf Courses Health Services Ranger Services Recreation Services Safety and Crime Prevention 	<ul style="list-style-type: none"> Event Grants and Sponsorships Perth Wildcats Pre-season Game StrEATS CCTV System 	<ul style="list-style-type: none"> ICT – CCTV Infrastructure
Built	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> Major Recreation Building Masterplan Local Planning Scheme Review Town Centre Streetscape Banners 	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> Environmental Sustainability Parks and Gardens Waste Management 	<ul style="list-style-type: none"> Biodiversity Management Fleet Transition Plan Maylands Lakes Environmental Restoration 	<ul style="list-style-type: none"> Parks & Reserves – Bores & Irrigation Parks & Reserves – Parks Natural
Economic	<ul style="list-style-type: none"> Economic Development 	<ul style="list-style-type: none"> Advocacy Priorities Implementation of Economic Development Strategy 	
Leadership and Governance	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> Forward Capital Works Management Suite Digitising Archives EDEN Project Information Classification 2025 Ordinary Council Election Swimming Pool Inspection Program Enhancements 	<ul style="list-style-type: none"> Plant & Fleet ICT – Technology & Equipment

Progress Overview

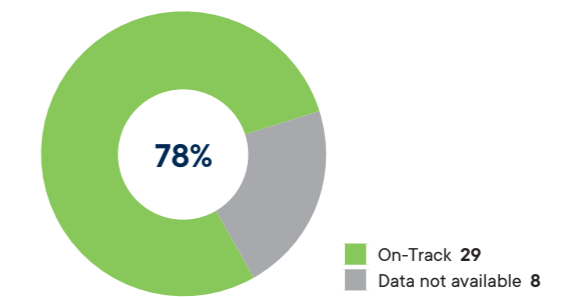
Action progress is reported quarterly using a Red, Amber, Green, Grey and Blue traffic light system, covering quarter 2 of the 2025/26 financial year.

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

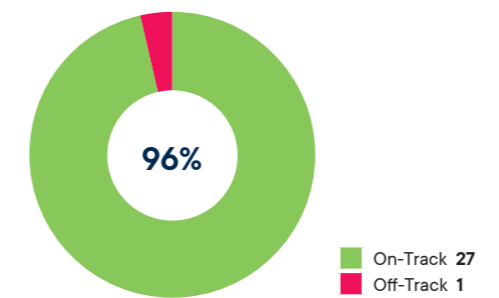
Total actions 288
Actions complete or on-track: 244



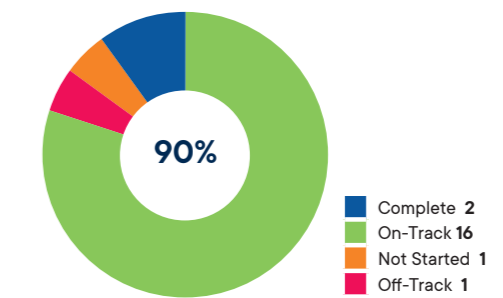
Total measures 37
Measures on-track: 29



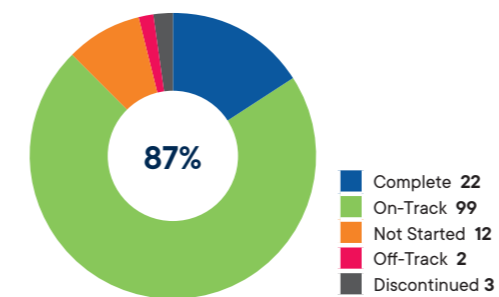
Services
Total actions 28
Actions on-track: 27



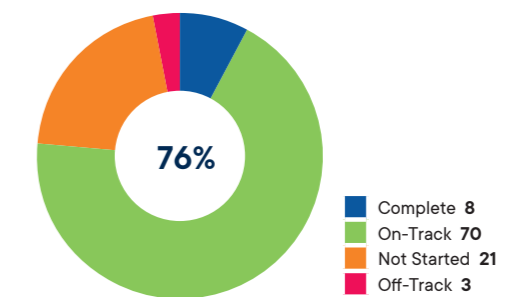
Operating Projects
Total actions 20
Actions complete or on-track: 18



Capital Works Program
Total actions 138
Actions complete or on-track: 121



Informing Plans
Total actions 102
Actions complete or on-track: 78





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
<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> Event Grants and Sponsorships Perth Wildcats Pre-season Game StrEATS CCTV System 	<ul style="list-style-type: none"> ICT – CCTV Infrastructure

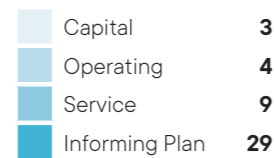
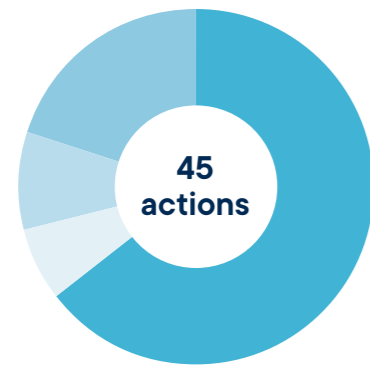


How we performed

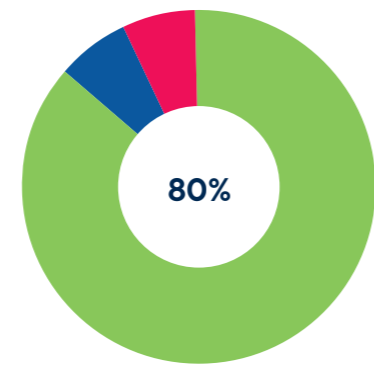
Total actions: 45

Total actions complete or on-track: 42

Action Delivery



Action Status



Performance measure

Measure		Q1 : 2025/26	Q2 : 2025/26
Better Bayswater Grants issued. (bi-annual)	Number	Data not available	4
	Value	Data not available	\$11,560
Community service partnership agreements		16	14
Community Event Grants and City support	Number	9	4
	Value	\$35,223	\$19,028
City-led community events		4	8
Bayswater residents registered as library members		20.50%	22%
Bayswater residents registered as recreation centre members		6%	7%
Usage of City's facilities (hours booked/total available hours)	Meeting room	23%	27%
	Sports courts	51%	41%
	Venue hire	44%	47%
Customer requests received for Community Safety matters		1,865	2,912



Outcome

1.1

A Connected and Inclusive Community

Services

Service	Sub-Services	Status
Arts and Events	<ul style="list-style-type: none"> Arts and Culture City-led Events Community-led Events Grant Management 	On-Track
Community Strategy and Programs	<ul style="list-style-type: none"> Community Strategy Community Programming Community Grants 	On-Track
Library and Community Centres	<ul style="list-style-type: none"> 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	Off-Track	Not Started
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	Off-Track	Not Started
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	1	11		2
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	Operating Projects	Capital Programs
<ul style="list-style-type: none"> Asset Management and Mapping Building Maintenance Infrastructure Projects Statutory Planning and Compliance Property (Community) Statutory Building Strategic Land-Use Planning Transport Infrastructure and Operations 	<ul style="list-style-type: none"> Major Recreation Building Masterplan Local Planning Scheme Review Town Centre Streetscape Banners 	<ul style="list-style-type: none"> 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 Carparks

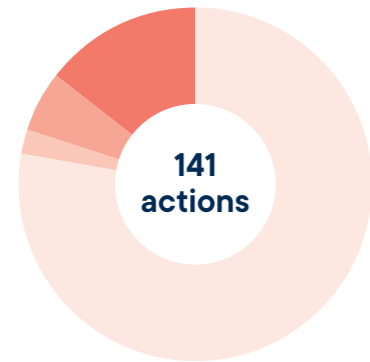


How we performed

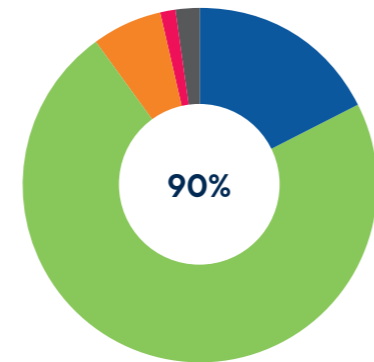
Total actions: 141

Total actions complete or on-track: 127

Action Delivery



Action Status



Capital	110
Operating	3
Service	8
Informing Plan	20

Complete	25
On-track	102
Not started	9
Off-track	2
Discontinued	3

Performance Measures

Measure	Q1 : 2025/26	Q2 : 2025/26
Building applications received	265	266
Building approval compliance rate within statutory approval timelines	100%	100%
Planning applications received	174	145
Planning approval compliance rate within statutory approval timelines	97%	98%
Resolved graffiti incidents	1330	1233



Outcome

2.1

A Connected and Accessible City

Services

Service	Sub-Services	Status
Statutory Building	<ul style="list-style-type: none"> Building Approvals Swimming Pool Inspections Application Liaison 	On-Track
Infrastructure Projects	<ul style="list-style-type: none"> Infrastructure Planning Project Management 	On-Track
Statutory Planning and Compliance	<ul style="list-style-type: none"> Statutory Planning Development Compliance 	On-Track
Strategic Land-use Planning	<ul style="list-style-type: none"> Land Planning Strategy / Town Planning Scheme 	On-Track
Transport Infrastructure and Operations	<ul style="list-style-type: none"> 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	Off-Track	Discontinued
Transport - Other	3		3		
Transport - Pathways	7	2	3	1	1
Transport - Roads and Carparks	25	12	12	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



Outcome

**2.2
Built Infrastructure that Meets Current and Future Community Needs**

Services

Service	Sub-Services	Status
Asset Management and Mapping	<ul style="list-style-type: none"> Digital Mobile Radio and GPS Enabled Duress Systems Infrastructure Asset Management Land and Property Data Management Spatial Information Management (GIS) 	On-Track
Building Maintenance	<ul style="list-style-type: none"> Building Services and Maintenance 	On-Track
Property (Community)	<ul style="list-style-type: none"> Property (Community) 	On-Track

Operating Projects

Project	Status
Town Centre Streetscape Banners	On-Track

Capital Programs

Program	Number of projects	Status			
		Complete	On-Track	Discontinued	Not Started
Buildings – Buildings	11	4	6		1
Buildings – City Sport and Recreation Buildings	18	1	15	1	1
Buildings – Community Buildings	19		16	1	2
Parks and Reserves – Parks Built	8	1	5		2
Parks and Reserves – Playgrounds	3		3		
Parks and Reserve – Sportsgrounds	11	1	10		
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	Off-Track	Not Started
Bike Plan 2023	1	7		2
Play Space Strategy 2019 - 2029	1	2		
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
<ul style="list-style-type: none"> Environmental Sustainability Parks and Gardens Waste Management 	<ul style="list-style-type: none"> Biodiversity Management Fleet Transition Plan Maylands Lakes Environmental Restoration 	<ul style="list-style-type: none"> Parks and Reserves – Bores and Irrigation Parks and Reserves – Parks Natural

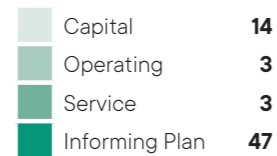


How we performed

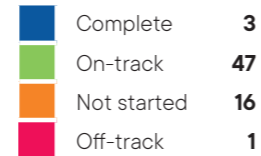
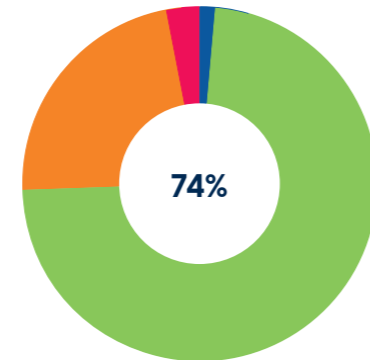
Total actions: 67

Total actions complete or on-track: 50

Action Delivery



Action Status



Performance Measures

Measure	Q1 : 2025/26	Q2 : 2025/26
City carbon footprint	Data not available	15,121*
Native plants planted	1,400	0
Trees planted	3,200	0
Tree canopy coverage (measured every three years)	Data not available	Data not available
Groundwater allocation used	3.17%	22%
Waste recovery rate (includes recycling and FOGO)	Data not available	Data not available

*Total emissions data for 2024/25.



Outcome

3.1 A Climate Resilient City

Services

Service	Sub-Services	Status
Environmental Sustainability	<ul style="list-style-type: none"> Catchment Management Natural Area Management Protecting Biodiversity Sustainability 	On-Track
Waste Management	<ul style="list-style-type: none"> Bayswater Transfer Station Bulk Waste Commercial Waste Collection Residential Waste Collection Street and Park Bin Collections and Infrastructure Waster Education 	On-Track

Operating Projects

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

Capital Programs

Program	Number of projects	Status			
		Complete	On-Track	Off-Track	Discontinued
Transport - Other	3		3		
Transport - Pathways	7	2	3	1	1
Transport - Roads and Carparks	25	12	12	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



Outcome

3.2 Sustainable Natural Green Spaces

Services

Service	Sub-Services	Status
Parks and Gardens	<ul style="list-style-type: none"> • 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	Off-Track	Not Started
Parks and Reserves – Bores and Irrigation	10		10		
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	Off-Track	Not Started
Waterwise Bayswater Strategy 2020 - 2030		4		6
Urban Forest Strategy 2017	1	5		
Local Biodiversity Strategy 2008		4		3
Emission Reduction and Renewable Energy Plan 2021 - 2040	2	3		4
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
<ul style="list-style-type: none"> Economic Development 	<ul style="list-style-type: none"> Advocacy Priorities Implementation of Economic Development Strategy 	

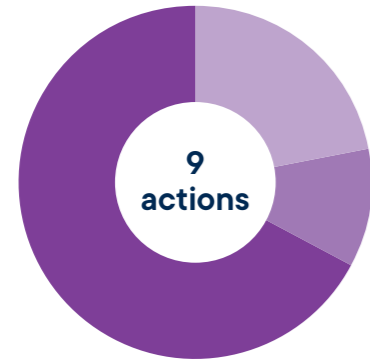


How we performed

Total actions: 9

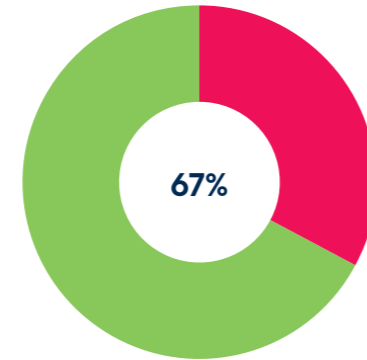
Total actions complete or on-track: 6

Action Delivery



Capital	0
Operating	2
Service	1
Informing Plan	6

Action Status



Complete	0
On-track	6
Not started	0
Off-track	3

Performance Measures

Measure	Q1 : 2025/26	Q2 : 2025/26
Job-to-worker ratio	0.58	0.58
Per capita gross regional product of City of Bayswater	\$52,381	\$52,381
Active trading businesses in City of Bayswater	Annual Measure	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	<ul style="list-style-type: none"> 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	On-Track

Informing Plans

Informing Plan	Status			
	Complete	On-Track	Off-Track	Not Started
Morley Activity Centre Plan 2018		2	3	
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
<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • Plant and Fleet • ICT – Technology and Equipment

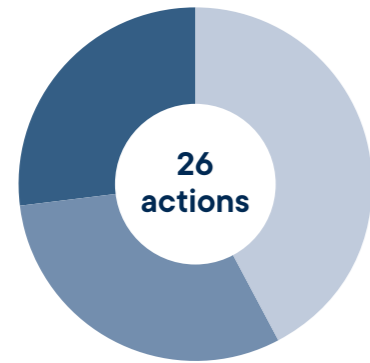


How we performed

Total actions: 26

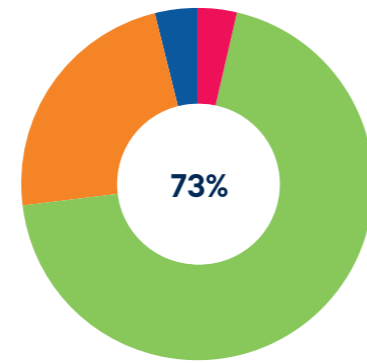
Total actions complete or on-track: 19

Action Delivery



Capital	11
Operating	8
Service	7
Informing Plan	0

Action Status



Complete	1
On-track	18
Not started	6
Off-track	1

Performance Measures

Measure	Q1 : 2025/26	Q2 : 2025/26
Financial sustainability	Current ratio	Data not available
	Operating surplus ratio	Data not available
	Own-revenue ratio	Data not available
	Debt-service ratio	Data not available
Annual capital budget utilisation	Data not available	Data not available
Employee turnover rate	13.58%	15.03%
Lost time injury frequency rate (LTIFR)	37.92	48.37
Visitors to the City of Bayswater website	81,000	91,000
Visitors to the Engage Bayswater portal	19,700	21,300
Social media follower growth	4%	3%
Engagement rate of social media content	11%	10%



Outcome

5.1 Good Governance

Services

Service	Sub-Services	Status
Financial Services	<ul style="list-style-type: none"> Accounting Services Cash management Procurement Rating services 	On-Track
Governance and Executive Services	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> Communications and Marketing Community Engagement Customer Relations 	On-Track



Outcome

5.3 Optimised Performance

Services

Service	Sub-Services	Status
Digital Solutions and Services	<ul style="list-style-type: none"> • Business Systems • Digital Solutions Architecture • Information and Communication Technology • Information Management 	On-Track
People, Culture and Safety	<ul style="list-style-type: none"> • Human Resources • Organisational Development • Payroll • Work, Health and Safety 	On-Track
Planning, Performance and Risk	<ul style="list-style-type: none"> • Business Improvement • Insurance • Integrated Planning and Reporting • Internal Audit • Risk Management 	On-Track
Plant, Fleet and Equipment	<ul style="list-style-type: none"> • 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	On-Track
EDEN Project	On Track
Digitising Archives	Not Started

Capital Programs

Program	Number of projects	Status			
		Complete	On-Track	Off-Track	Not Started
Plant and Fleet	1		1		
ICT – Technology and Equipment	10		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

City of
Bayswater

61 Broun Avenue, Morley WA 6062

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instagram.com/cityofbayswater



Attachment 1

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

Type	KRA	Deliverable	Status	Comment
Service: Governance and Executive Services	Leadership and Governance	<ul style="list-style-type: none"> Executive and Council Support Executive Leadership Governance Policy Development 	Off-Track	<p>New requirements relating to the Local Government Inspectorate and the Audit, Risk and Improvement Committee came into effect on 30 December 2025. While the City is prepared for these changes, further work is required to fully implement them. Progress has been impacted by absences and vacancies within the Governance Team.</p> <p>The PRIS working group continues to progress activities to ensure compliance by 1 July 2026; however, vacancies have similarly delayed progress, and sustained effort will be required to meet the deadline.</p> <p>No work on local laws was undertaken in Q2. The Department has advised that the Dog Local Law must be re-advertised, which will occur in Q3. The Local Parking Law will be reviewed in Q4.</p>
Operating: Fleet Transition Plan	Natural	Develop a Fleet Transition Plan to guide the City's shift to a net zero emissions fleet, aligning with the Emission Reduction and Renewable Energy (ERRE) Plan. This project will engage an external consultant to assess infrastructure requirements, available zero-emission technologies, and scenario planning to support the transition.	Off-Track	Project is behind schedule as Officers were working to finalise the City's 24/25 emissions inventory as priority
Capital Project: Roads and Carparks	Built	Roberts Street traffic treatments	Off-Track	Pending survey and design finalisation
Capital Project: Pathways	Built	New pathway (Local Access)- Wholley Street from Traylen Road to Darby Street	Off-Track	Following secondary consultation. Two petitions were received. A report is being presented at the January 2026 OCM.

City of
Bayswater

Capital Project: City Sport and Recreation	Built	Morley Sport and Rec Court 1 grandstand rectification	Discontinued	Pending outcome of operating project Recreation Masterplan, funding to be considered as part of the mid-year budget review.
Capital Project: Community Buildings	Built	Pat O'Hara Reserve Rugby Clubrooms and Changerooms Upgrades	Discontinued	External funding not approved
Capital Project: Pathways	Built	New pathway (Local Access) - Bellew Way from McGilvray Avenue to 23 Bellew Way	Discontinued	Footpath provision discontinued as per 28 October 2025 OCM resolution.
Informing Plans – Morley Activity Centre Plan 2018	Economic	Implement streetscape upgrades and beautification to Russell Street as a matter of priority	Off-Track	The City is seeking funding for the implementation of the Streetscape plan along Russell Street which will upgrade the landscaping including trees. No works will be undertaken until external funding is sourced.
Informing Plans – Morley Activity Centre Plan 2018	Economic	Plant street trees and landscaping throughout the Activity Centre in accordance with the Streetscape Plan	Off-Track	The City is seeking funding for the implementation of the Streetscape plan along Russell Street which will upgrade the landscaping, including trees. No works will be undertaken until external funding is sourced.
Informing Plans – Morley Activity Centre Plan 2018	Economic	Upgrade and extend pedestrian footpaths throughout the Activity Centre in accordance with the Streetscape Plan	Off-Track	The City is seeking funding for the implementation of the Streetscape plan along Russell Street which will upgrade the footpaths. No works will be undertaken until external funding is sourced.

8.6 Quarter 2 - 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:	<ol style="list-style-type: none"> 1. Operational Risk Review [8.6.1 - 1 page] 2. CONFIDENTIAL REDACTED - Risk Actions Dashboard [8.6.2 - 5 pages]
Officer Declaration:	<i>The officers involved in drafting and reviewing this report do not have any interests to disclose in the item.</i>

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 2 (October - December) 2025/26, including an update on the operational risk status and treatment action progress.

OFFICER'S RECOMMENDATION

That Council:

1. **Notes the Quarter 2 - Quarterly Performance Report – Risk Management and the Operational Risk Overview (Attachment 1).**
2. **Notes the progress of risk treatments actions as detailed in the Risk Actions Dashboard (Confidential Attachment 2).**

BACKGROUND

This report provides the Audit Risk and Improvement Committee (ARIC) with 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 2 2025/26

Operational Risk Review Workshops

Workshops were facilitated across the following branches:

- Assets
- Governance and Strategy
- People Culture and Safety

Business Continuity Planning

- Consolidated Branch Business Continuity into a City-Wide Continuity Plan.
- Developed tools to support the Continuity Management Team.
- City-Wide Continuity Plan and Branch Sub-Plans are scheduled for ELT endorsement in Quarter 3

Strategic Risk

- Initiated annual review of Strategic Risks as part of the 2026/27 business planning process.
- Formal review and endorsement of the Strategic Risk Register will be completed by ELT in Quarter 3.

Operational Risk Overview

At the end of Quarter 2, as presented below the City recorded 178 operational risks. During this period:

- Six new risks were identified.
- Eight risks were re-rated following changes in controls or conditions.
- Seven risks were closed due to duplication or effective mitigation.

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	2	1
(2) Minor	1	4	19	23	13
(3) Moderate	0	5	21	38	13
(4) Significant	0	0	0	8	4
(5) Severe	0	0	0	0	0

Risks Outside of Appetite

At the end of Quarter 2, 21 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.
- Operational safety concerns in Parks and Gardens and Assets.

Active treatment plans are in place for most of these risks, with some requiring new controls (**Confidential Attachment 2**).

Risk Treatment Actions

There are 25 active risk treatment actions: 22 are on track, and 3 have not yet commenced. These actions will continue to be monitored until controls are implemented and verified for effectiveness (**Confidential Attachment 2**).

WHS Risk Treatment Actions

The City continues to experience incidents of anti-social behaviour around or towards its Officers, predominantly at the RISE, as reflected in current DoneSafe reporting trends. Significant work has been undertaken to address the associated behaviour as well as the psychosocial risks arising; however due to the ongoing provision of community-facing services, the risk remains.

The range of controls have been completed or are currently being implemented as part of the Risk Treatment Actions, including:

- Psychosocial training across the City
- Development and implementation of the Psychosocial Framework
- Provision of duress systems and associated training
- Installation of additional signage highlighting the City’s zero-tolerance approach to abusive behaviour
- Increased presence of contracted security and Rangers
- Anti-social Behaviour Traffic Light Guide
- Increased reporting of anti-social behaviour in Donesafe

Further worker education is also commencing to improve understanding of what should be reported in Donesafe, enabling more accurate trend analysis and informed risk control.

The City continues to actively monitor these risks and the effectiveness of associated controls.

LEGISLATIVE COMPLIANCE

Not applicable.

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.
- 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.

View Operational Risk 2

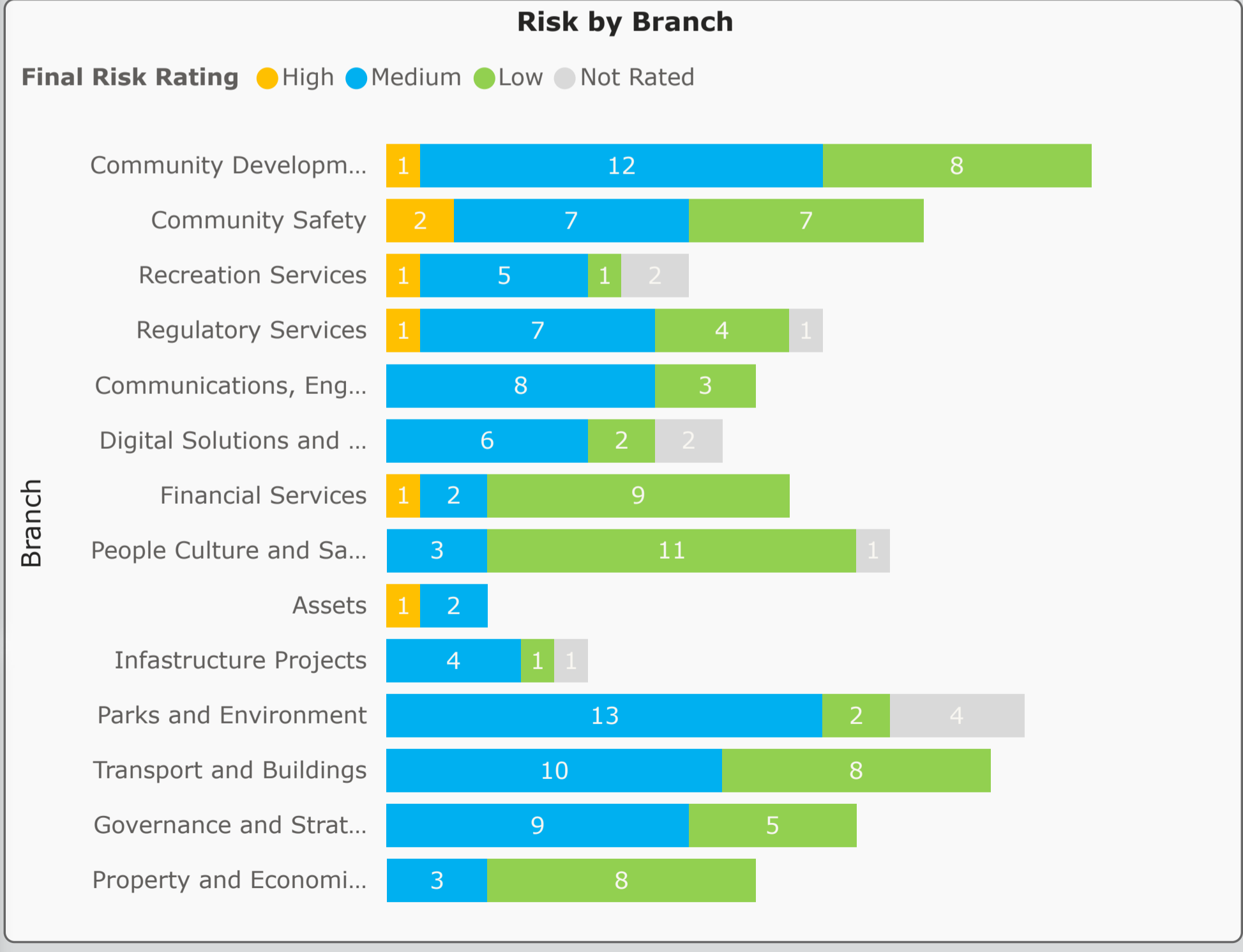
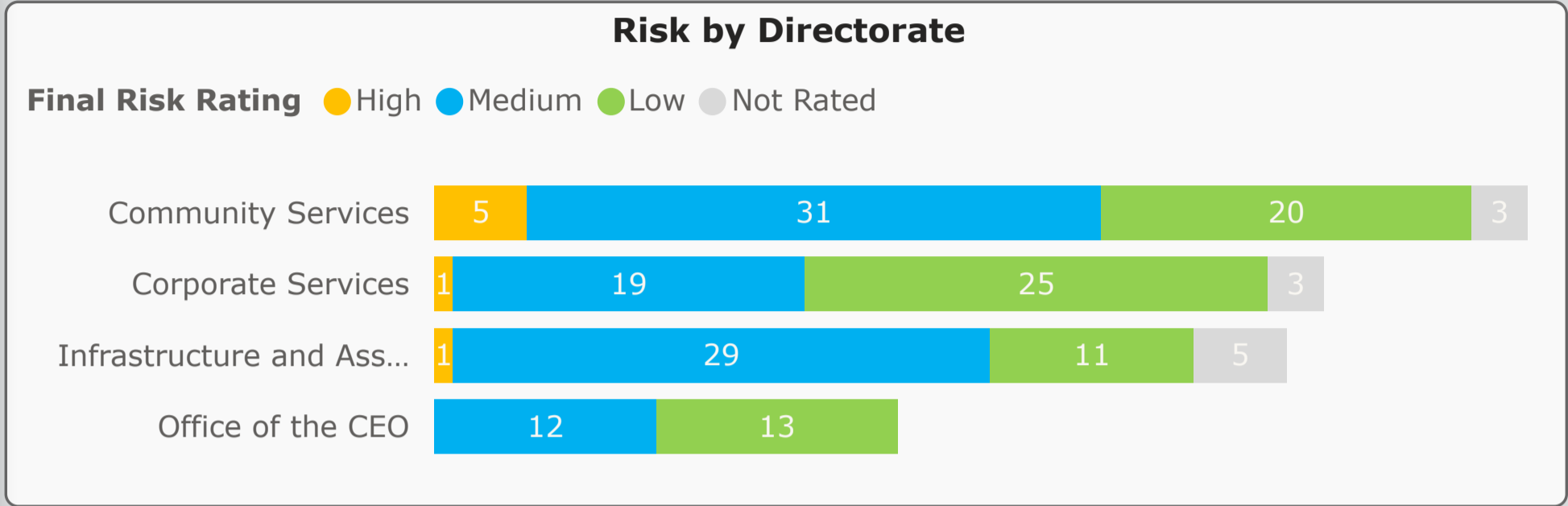
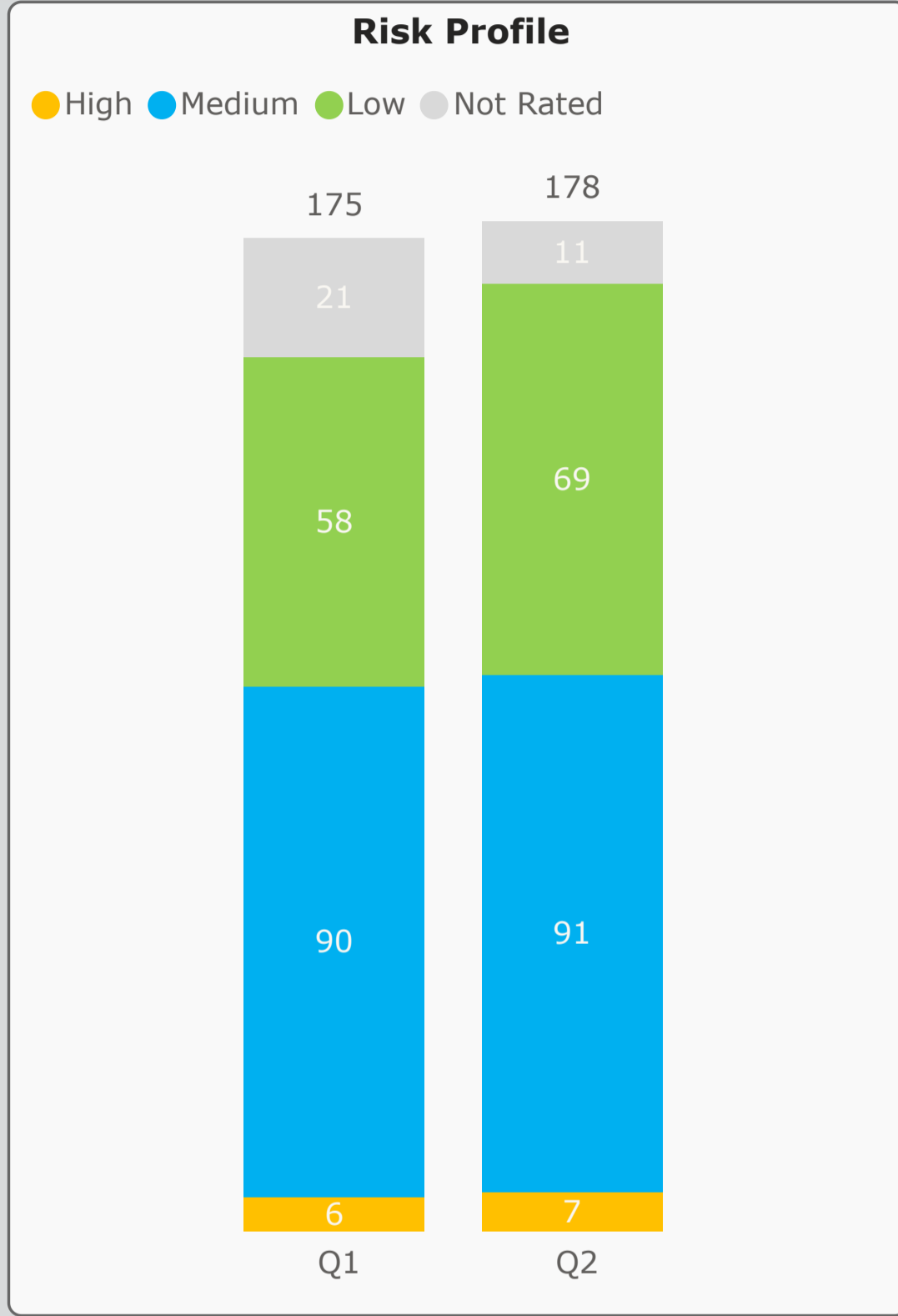
View Risk Actions

Operational Risk Overview

Back

Quarter

Q2
▼



Consequence and Likelihood	(5) Almost Certain	(4) Likely	(3) Possible	(2) Unlikely	(1) Rare
(1) Insignificant	0	0	2	3	1
(2) Minor	1	3	25	28	18
(3) Moderate	0	6	19	36	13
(4) Significant	0	0	0	8	4
(5) Severe	0	0	0	0	0

8.7 Quarter 2 - 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 25/26 [8.7.1 - 2 pages]
Refer:	Item: 14.1.1 OCM: 26.08.2025
Officer Declaration:	<i>The officers involved in drafting and reviewing this report do not have any interests to disclose in the item.</i>

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 2 (October - December) 2025-26.

OFFICER'S RECOMMENDATION

That Council receives the Quarter 2 - 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 2 progress reporting against the below approved CEO KPIs for 2025/26 is provided in **Attachment 1**.

KPI	Deliverable(s)
<p>1. Lead improved organisational change</p>	<p>1.1 Community Building Contract Management</p> <p>1.1.1 Complete a comprehensive review of the City’s current community building contract management processes and conditions.</p> <p>1.1.2 Develop and present draft service level agreements for community building contracts.</p> <p>1.1.3 Implement a process to monitor and manage contract compliance.</p> <p>1.2 Community Lease Management</p> <p>1.2.1 Conduct a full review of the City’s lease processes and conditions.</p> <p>1.2.2 Identify and document improvement opportunities with recommended actions.</p> <p>1.2.3 Develop and implement a lease compliance monitoring process, ensuring leases are regularly reviewed and compliance monitored.</p>
<p>2. Support delivery of the Economic Development Strategy</p>	<p>2.1 Advocacy</p> <p>2.1.1 Lead strategic opportunities for the City as approved through the City Advocacy Strategy / Approach</p> <p>2.2 Place Management - Grants</p> <p>2.2.1 Complete a review of the current place-based grants process, identifying and documenting opportunities for improvement.</p> <p>2.2.2 Develop a plan to implement identified improvements</p> <p>2.3 Business Support</p> <p>2.3.1 Establish and document actions aligned with the Economic Development (ED) Strategy for the 2025–2027 period.</p> <p>2.3.2 Report progress on the implementation of these actions through the corporate reporting process</p> <p>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.</p>
<p>3. Support delivery of the Land Acquisition and Disposal Strategy</p>	<p>3.1 Land Acquisition and Disposal Strategy</p> <p>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.</p>
<p>4. Support delivery of the Urban Forest Strategy</p>	<p>4.1 Urban Forest</p> <p>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</p> <p>4.1.2 Further analysis of tree canopy data and development of further detail into the City’s Urban Canopy Implementation Program,</p>

KPI	Deliverable(s)
	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.
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 5.2	Stakeholder Leadership
Objective 5.2.1	Communicate and engage effectively to empower civic participation.
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.
Objective 5.3.2	Maintain a valued, safe and skilled workforce.

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.

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	A review and mapping of processes relating to the management of community building contracts has commenced, providing improved understanding of current service levels. The review will continue to assess the effectiveness of existing processes and identify areas for improvement in contract management practices.
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	Existing service levels, including those established when cleaning services were brought in-house in 2025, have been reviewed to assess their current relevance and performance. Service level agreements will be developed and discussed with the Procurement Services area so that a draft level of service can be prepared for building maintenance contracts. This work will include reviewing current service levels for community building contracts and identifying opportunities for improvement. Consideration will also be given to the regulatory requirements that determine the scope and frequency of most service and maintenance contracts, such as compliance with Australian Standards for systems like fire protection and RCD testing.
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	Processes to oversee community service contracts have been implemented, including regular meetings between Building and Recreation teams to monitor standards, discuss feedback, and action operational improvements. As the process review progresses, further opportunities to strengthen compliance monitoring will be identified, supporting the development of a consistent and formalised approach to managing contract performance.
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	The City completed a full review of the Community Lease and Licence/User Agreement Policy. This included benchmarking against six other local governments. Councillors were consulted through a workshop held on 25 November 2025, and their feedback incorporated into the next iteration of the review process. The updated policy is now scheduled for presentation to the Policy Review Committee on 9 February 2026.
1	Lead improved organisational change	2.2	Community Lease Management	1.2.2 Identify and document improvement opportunities with recommended actions.	On-Track	An initial review of process has commenced. To date some improvement opportunities have been considered, these relate to the Annual inspections and lessee audits program. Improving communication with lessees, sending reminders, and extending deadlines to increase submission rates through Engage Bayswater are some of the improvements to be implemented.
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	A formal lease compliance monitoring process is in place. Annual building inspections are completed using structured check sheets based on lease requirements, with Building Operations staff involved. These inspections also help inform the Forward Capital Works Program. Lessee audits are carried out through Engage Bayswater, this process was introduced a few years ago and has continued to be refined each year. As part of the process review oversight and management of submissions will be further enhanced.
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.	Not Started	A review of the place based model is in-progress, outcomes will ensure alignment with the Economic Development Strategy, the outcome is expected in Q3.
2	Support delivery of the Economic Development Strategy	2.2	Place Management - Grants	2.2.2 Develop a plan to implement identified improvements	Not Started	Following the review of the place-based model implementation of improvements will commence.
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	The new Economic Development Strategy was adopted by Council at the Ordinary Council Meeting on 9 December 2025. As part of the Council-led Business Planning and Budget 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	Whilst the prioritisation of actions is progressed through the planning process, in addition the following has been delivered: A series of 4 Business Boosters Breakfasts were completed during October and November with a total of 60 businesses in attendance. Topics covered Digital Marketing Essentials, AI for Beginners and Population Forecasting. The Business Booster events received excellent feedback which captured both the training and networking benefits. The City has also been negotiating with Maylands Business Association to promote Mother's Day in Maylands. Forecast.ID is progressing and scheduled to be live to the public in Q3 following some amendments. The quarterly Business Newsletter has continued to provide details of free training and other important information and opportunities for local businesses.
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	As part of the 2026/27 Council-led Business Planning process, a business case will be submitted to secure resources for the development of the Local Business Empowerment Plan.

CEO KPI No.	CEO KPI / Goal	Deliverable No.	Deliverable / Outcome	Deliverable / Action	Current Quarter Status	Current Quarter Comment
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 plans to appoint a commercial real estate specialist to drive expressions of interest in Q3 for 14 King William Street, the Redgum site, and the Leake Street and Slade Street precincts. In addition, the City is evaluating several other confidential strategic land disposition opportunities.
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	A number of workshops have been held at Environment house. We are currently recruiting for a Urban Forest Officer.
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	Pending appointment of the Urban Forest Officer
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	Pending appointment of the Urban Forest Officer
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	Planning for the Property and Rating (P&R) transition is in progress through with the TechOne Project Manager, Account Manager, and Product Manager to define the project stages, timelines, and tasks required to migrate P&R to CIA. In parallel, a review of licensing requirements is underway to determine the necessary licenses and associated budget allocations. The team is due to start stage 1b 'Animals, Infringements, Sundry Debtors' in January-26, including a transition from eServices to the TechOne Digital Experience Platform (DXP)
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	No update for the quarter pending return of Waste Officer.
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 review of the Advocacy Plan is scheduled to begin in Q3 of 2025/2026, following the start of the Council-led Business Planning and Budget process in Q2. The review will assess all current advocacy projects and incorporate discussions with Councillors regarding any new projects or initiatives to be included.
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 has re-engaged Purple Communications to assist with the advocacy priorities. The contract commenced 26 Sept 25. The City will work with Purple to ensure the connections built over the past year are maintained and expanded.
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	The project has now moved into the implementation phase, with Stage 1 of the MERI Plan being progressed. Surveying was completed during this reporting period, with the first stage of works scheduled for early 2026, including targeted algacide and Phoslock treatments.
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	Further advocacy pending outcomes of the upcoming phoslock application.

8.8 Local Government Reform Update

Responsible Branch:	Governance and Strategy
Responsible Directorate:	Office of the CEO
Authority/Discretion:	Information Purposes
Voting Requirement:	Simple Majority Required.
Attachments:	1. City of Bayswater Progress against Reform Compliance Deadlines [8.8.1 - 2 pages]
Officer Declaration:	<i>The officers involved in drafting and reviewing this report do have any interests to disclose in the item.</i>

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 on significant local government reforms that commenced on 1 January 2026 with the introduction of regulations made under the *Local Government Amendment Act 2024*. These reforms represent part of the State Government’s wide sweeping reform agenda that has brought some of the most substantial changes to the local government sector in Western Australia in over 25 years.

The key reforms include:

- Establishment of the Office of the Local Government Inspector with Mr Tony Brown as inaugural Inspector.
- Updated Model Code of Conduct requirements
- Introduction of a new complaints framework replacing the previous minor/serious breach system
- New requirements for employee codes of conduct to address secondary employment
- Transition from Audit Committees to Audit, Risk and Improvement Committees (ARICs)
- Enhanced transparency requirements for closed Council meetings
- New mandatory training declaration requirements for Council Members
- Local governments no longer permitted to fund certain categories of legal expenses for council members.

Immediate compliance actions are required by the City of Bayswater, with key deadlines extending through to 31 December 2026.

OFFICER'S RECOMMENDATION

That Council receives the update on the City’s progress implementing the local government reforms as set out in this report.

BACKGROUND

The *Local Government Amendment Act 2024*, which delivers the second tranche of the State Government’s landmark local government reform program, completed its passage through the Western Australian Parliament in November 2024 and became law on 6 December 2024.

Key provisions of the Act, together with associated regulations supporting the new Local Government Inspector and related oversight reforms, were proclaimed to commence on 1 January 2026, from which date the Local Government Inspectorate formally commenced statutory operations.

These reforms have been developed through extensive work and public consultation since 2017, focusing on six key themes: governance and decision-making, leadership roles and responsibilities, transparency and accountability, financial management, administration and operations, and community engagement and economic development.

EXTERNAL CONSULTATION

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

OFFICER'S COMMENTS

Key Reform Details

1. Local Government Inspector

Mr Tony Brown was appointed as Western Australia's inaugural Local Government Inspector in August 2025, with his formal powers commencing on 1 January 2026.

The Inspector has been granted extensive powers under the *Local Government (Local Government Inspector) Regulations 2025*, including authority to:

- Manage and investigate complaints relating to conduct breaches and specified breaches
- Appoint monitors to work proactively with local governments requiring assistance
- Appoint authorised officers with investigative powers
- Issue infringement notices for certain offences
- Recommend suspension or dismissal of councils in serious cases
- Direct local governments to publish materials from inappropriately closed meetings.

The Inspector's approach emphasises education, collaboration, and early intervention to address issues at an early stage and prevent escalation.

2. New Complaints Framework

Terminology Changes

The previous terminology of "minor breaches" and "serious breaches" has been replaced with new definitions under Part 8A of the Act:

- *Conduct breaches* - replace minor breaches and include matters such as misusing local government resources
- *Specified breaches* - replace serious breaches and include offences such as failing to disclose a relevant interest when involved in a council decision

Complaint Handling Process

From 1 January 2026, all new conduct and specified breach complaints are to be lodged with the Inspector rather than the Department of Local Government, Sport and Cultural Industries. The new framework provides:

- Streamlined complaint lodgement processes
- A wider range of resolution options including mediation and action plans
- Enhanced investigative powers
- Clear timeframes for complaint resolution
- Infringement notices for certain offences (with a 6-month period to issue fines, and 28 days once sufficient evidence exists)

Transitional Provisions

Minor breach complaints lodged before 1 January 2026 continue to be dealt with by the Local Government Standards Panel. Existing suspension orders or disqualifications issued by the Standards Panel or State Administrative Tribunal (SAT) continue to apply after 1 January 2026.

Existing confidentiality requirements for complaints made under former section 5.123 of the Act continue to apply to those complaints after 1 January 2026. This means that, for historic complaints, it remains an offence to disclose that a complaint was made, or to disclose its details, except where the Act expressly allows this (for example, for the purpose of dealing with the complaint or where disclosure is required by law).

Vexatious Complaints

The reforms introduce new powers for both the Local Government Inspector and local government CEOs to refuse or limit engagement with complaints that are frivolous, vexatious, misconceived or without substance, or that would divert an unreasonable share of resources, while preserving complainants' core legal rights.

3. Audit, Risk and Improvement Committees

Transition from Audit Committees

Following commencement of the *Local Government Regulations Amendment Regulations (No. 4) 2025*, audit committees are required to transition to Audit, Risk and Improvement Committees (ARICs) during a six-month transition period ending 30 June 2026.

Key Requirements

ARICs must be structured with:

- An independent presiding member who is not a council member or employee
- An independent deputy of the presiding member
- A minimum of three members with at least two of the members being independent
- Prescribed functions covering audit, risk management, and continuous improvement.

Shared ARICs

Smaller local governments may now choose to share an ARIC with other local governments by agreement, reducing the resource burden while maintaining governance standards.

Compliance Requirements

The regulations also amend requirements for compliance audit returns, including updating the table of prescribed statutory requirements that local governments must report against annually. Local Government Compliance Audit Returns are now expected to be due in September (they are normally due in March).

4. Model Code of Conduct

Adoption Deadline

All local governments must adopt an updated Model Code of Conduct for Council Members, Candidates, and Committee members by 1 April 2026 to align with the new complaints handling system.

Key Components

The Model Code consists of three divisions:

- *Division 2 - Principles*: Overarching principles to guide behaviour (cannot be amended by local governments)
- *Division 3 - Behaviours*: Expected behaviours with principles-based complaint management by the local government (can be amended to include additional behaviour requirements if deemed appropriate, provided they are consistent with the Model Code).
- *Division 4 - Rules of Conduct*: Statutory rules with breaches managed by the Inspector (cannot be amended).

5. Employee Code of Conduct - Secondary Employment

New Requirement

From 1 January 2026, employee codes of conduct must address secondary employment outside local government. This requirement aims to manage potential conflicts of interest and ensure transparency regarding employees' external work commitments.

Implementation Considerations

Local governments should update their employee codes of conduct and related policies to include:

- Definition of secondary employment
- Approval and notification processes
- Assessment criteria for potential conflicts of interest
- Restrictions on use of local government resources for secondary employment
- Monitoring and review mechanisms

6. Closed Meeting Requirements

Enhanced Transparency

From 1 January 2026, councils must ensure meetings are only closed for prescribed reasons or apply to the Local Government Inspector for approval. Where a meeting has been closed, the local government must:

- Explain how the matter is confidential
- Document the steps taken to ensure as much of the matter as possible was considered publicly
- Record the specific grounds under section 5.23(2) of the Act relied upon.

Inspector's Powers

Where the Inspector is satisfied that a meeting was closed for inappropriate reasons, they may direct the local government to publish the minutes, recording, and other materials associated with that closed meeting.

Prescribed Reasons

Regulations have updated the prescribed matters for which meetings may be closed to the public, such as determination of prices for sale or purchase of property by the local government.

7. Mandatory Training Declarations

New Declaration Requirement

New regulation 36A of the *Local Government (Administration) Regulations 1996* requires council members to make a declaration that they have completed their mandatory training within one month following the 12-month period they have to complete the training.

Penalties

Regulation 36B prescribes penalty offences for:

- Failing to make the required declaration
- Making a false declaration regarding training completion

Allowance Implications

Council members who fail to complete mandatory training are prevented from receiving their allowances until training is completed and the declaration is made.

8. Prohibited Legal Expenses

Insurance Exclusions

By 1 July 2026, all local governments must ensure their insurance policies exclude coverage for prohibited expenses, specifically preventing inappropriate expenditure of ratepayer funds on council members' personal legal expenses.

Policy Review Required

Local governments should review their current insurance arrangements and work with insurers to ensure policies comply with this requirement well ahead of the deadline.

Compliance Timeline

The table in **Attachment 1** summarises key compliance deadlines and progress in implementing compliance actions for the City of Bayswater.

Sector-Wide Context

These reforms reflect broader trends toward enhanced transparency, accountability, and professionalism in local government across Australia. The Inspector model provides early intervention capabilities that aim to prevent governance failures before they require more serious measures such as suspension or dismissal of councils.

The reforms follow high-profile governance issues in several Western Australian local governments in recent years, including the dismissal and appointment of commissioners at the City of Nedlands and Town of Port Hedland, and serious financial challenges at the Shire of Coolgardie.

The establishment of the Inspector's office, with its focus on education and early intervention, represents a proactive approach to supporting local governments in maintaining good governance standards while providing stronger enforcement mechanisms where required.

LEGISLATIVE COMPLIANCE

Local Government Amendment Act 2024

Inserts new Parts and Divisions into Part 8 of the *Local Government Act 1995* to establish the Local Government Inspector, inspectorate officers, monitors and adjudicators, and to provide the

core oversight, inquiry and intervention powers (including functions, independence, reporting and Ministerial interaction).

Includes commencement and transitional provisions for moving from the old Standards Panel and authorised inquiry model to the new Inspector and adjudicator framework.

Local Government (Local Government Inspector) Regulations 2025

Set out the detailed procedures and powers for the Local Government Inspector and inspectorate officers, including complaint receipt and assessment, inquiries and investigations, use of intervention tools and directions, and interaction with monitors.

Contain transitional provisions dealing with complaints and minor breach matters that span the change-over to the new regime and the maintenance of relevant registers.

Local Government (Audit) Regulations 1996

As amended by the *Local Government Regulations Amendment Regulations 2025*, prescribe the establishment and functions of Audit, Risk and Improvement Committees (ARICs), including their role in overseeing audit, risk, financial management, internal control and continuous improvement.

Continue to prescribe CEO review obligations (legislative compliance, risk management and internal control) that ARICs are now expected to monitor and receive reports on.

Local Government (Model Code of Conduct) Regulations 2021

Part 2 and Schedule 1 set out the Model Code of Conduct for council members, committee members and candidates.

Division 3 of Schedule 1 (Behaviour provisions) contains the behaviour requirements and behavioural complaints mechanism for council members, which now interface with the Inspector’s broader oversight and complaint-handling role.

Local Government (Administration) Regulations 1996

Inserted and amended provisions deal with closure of meetings, suitable places and attendance (including electronic attendance), which are relevant to transparency and oversight of meeting practices.

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

There are no financial implications associated with the Council accepting the update on the reforms detailed in this report.

However, the reforms will have financial implications including:

- Increased costs for independent ARIC members, if accepted by the Council.
- Administrative costs associated with updating policies, procedures, and training materials
- Potential insurance premium adjustments to reflect prohibited expense exclusions
- Staff time for implementation and ongoing compliance monitoring

Detailed cost estimates will be provided as part of the 2026/27 budget preparation process.

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 local government reforms commencing 1 January 2026 represent a significant shift in the regulatory and governance framework for Western Australian local governments. The establishment of the Local Government Inspector, new complaints system, enhanced ARIC requirements, and updated codes of conduct all aim to strengthen accountability, transparency, and good governance.

The City of Bayswater is well-positioned to meet these new requirements through proactive planning and timely implementation. Officers will continue to monitor sector guidance and ensure all compliance deadlines are met while maintaining best-practice governance standards.

Compliance Timeline

The following table summarises key compliance deadlines for the City of Bayswater, and the City’s status against required actions.

Deadline	Required Action	City of Bayswater Status
1 January 2026	New complaints framework commenced.	<p>The Office of the Inspector has been established, and more information can be found at Local Government Inspector.</p> <p>The City will present its Complaint Management Policy to the Policy Committee for review in September, to incorporate additional provisions for managing vexatious or unreasonable complaints, as now permitted under the amended legislation.</p>
	Update registers to reflect new compliance requirements	<p>The City will continue to maintain the existing minor breach register in line with transitional requirements under the <i>Local Government (Local Government Inspector) Regulations 2025</i>.</p> <p>The City will create an online register that records complaints, findings and orders relating to Council member conduct once these start coming through under the new Local Government Inspector and adjudicators.</p>
	Employee code of conduct must address secondary employment	No action required – the City’s Code of Conduct for Employees already includes provision relating to secondary employment.
	Ensure meetings only closed for prescribed reasons	<p>The City’s Governance team has been briefed on closed meeting requirements and documentation standards.</p> <p>The City’s agenda and minutes software has been updated with the new confidentiality provisions.</p>

Deadline	Required Action	City of Bayswater Status
	New requirement for Elected Members to make a declaration that they have completed their mandatory training requirements.	A memorandum was provided to the Council on 3 February 2026 explaining the new declaration requirement and providing a template declaration. All Elected Members at the City have either completed the training (or were exempt under R36(1) of the <i>Local Government (Administration) Regulations 1996</i> and provided the declaration or are in the process of completing the training.
1 April 2026	Adopt updated Model Code of Conduct for council members, candidates and committee members	<p>Officers will brief the Council on the new Model Code of Conduct and its implications for the City on 3 March 2026.</p> <p>Following this, the City will present the updated Code of Conduct and Code of Conduct Complaint Management Policy for formal adoption at the Ordinary Council Meeting of 24 March 2026, including any proposed local additions to Division 3 (Behaviours) for Council consideration.</p> <p>Following adoption of the new Code, the City will also need to update its guidance material and forms available on its website in relation to Code of Conduct Behaviour Complaints.</p>
30 June 2026	Establish ARIC with required independent presiding member and deputy of the Presiding Member (or shared ARIC arrangement)	<p>The Council pre-emptively established its ARIC at its meeting of 28 October 2025, including the appointment of an Independent Presiding Member and Deputy Presiding Member.</p> <p>A further report will be prepared for the Ordinary Council Meeting of 24 March 2026, for Council to appoint a Deputy of the Presiding Member and consider a new attendance fee structure for Independent Members of the ARIC.</p>
1 July 2026	Ensure insurance policies exclude coverage for prohibited expenses	The City is currently working on the renewal of its insurance policy and as a part of this will ensure that the policy excludes coverage for Elected Members' personal legal expenses.
31 December 2026	Full implementation of all reform measures (ongoing compliance monitoring)	The City will ensure that its compliance calendar is updated to appropriately monitor compliance with the new legislation.

8.9 Project Eden Update March 2026

Responsible Branch:	Digital Solutions and Services
Responsible Directorate:	Corporate Services
Authority/Discretion:	Information Purposes
Voting Requirement:	Simple Majority
Attachments:	<ol style="list-style-type: none"> 1. Project Eden Update [8.9.1 - 16 pages] 2. 2024 2027 Eden Provisional Roadmap [8.9.2 - 4 pages] 3. TechnologyOne Access Management Ci to CiA Transition [8.9.3 - 34 pages]
Officer Declaration:	<i>The officers involved in drafting and reviewing this report do not have any interests to disclose in the item.</i>

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:

- 1. The Project Eden update as contained in Attachment 1.**
- 2. The Eden Roadmap as contained in Attachment 2, which has been updated to include the Connected Content and CiA Leave work packages; and**
- 3. The TechnologyOne Access Management Ci to CiA Transition - City of Bayswater document in Attachment 3, 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 ARIC Report has been enhanced with dashboard-style statistical graphs added to the end of the pack. Additional improvements planned for the next edition will include metrics on Risk Impact (High / Medium / Low), Issue Severity (High / Medium / Low), and Action Status (On Track / At Risk / Overdue).

The team is progressing: a) the discovery phase of Property & Rating 1b, covering the transition from Ci to CiA for Animals, Infringements, Sundry Debtors, and the replacement of these components for eServices (24/7 online transactions); b) the execution phase of Property & Rating 1a, including the Request Management and DXP Knowledge Management modules; and c) the implementation of Centralised User Access Management, a dependent module for both the 1a and 1b phases.

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.

TechnologyOne Access Management Ci to CiA Transition - City of Bayswater

The TechnologyOne Access Management Ci to CiA Transition – City of Bayswater (**Attachment 3**) document outlines the access management approach required to support the transition from Ci to CiA. It details the current (“As Is”) and future (“To Be”) access management configurations needed to migrate the Corporate Enterprise Suite (CES), including Payroll, Finance, Procurement, and Human Resources, from Corporate Information (Ci) to Corporate Information Anywhere (CiA).

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 Strategic Community 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

A project status update is provided in **Attachment 1**, the Eden Provisional Roadmap has been presented in **Attachment 2**, which has been updated to include the Connected Content and CiA Leave work packages, and 'TechnologyOne Access Management Ci to CiA Transition - City of Bayswater' document is presented in **Attachment 3**. Further updates will be provided to the Audit, Risk and Improvement Committee.



Project Eden – ARMC Briefing

9 March 2026

Contents

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

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

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

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

Program Status Overview

Cost			Schedule			Risk		
								

Headline Activities

- Lessons learned workshops was conducted after the CES implementation to identify opportunities for improvement and support the ongoing transition from Ci to CiA across the Property & Rating project stages
- Extended the project core team contracts to align to the provisional roadmap of Oct-28
- Project formally handed over to the Digital Solutions & Services Business Team following the successful implementation of the CES transition to CiA
- The Request Management TechOne environment was handed over to the City at approximately 90% completion, as validated against the Configuration Design Document, with the remaining build finalised inhouse by the Project Business System Analyst
- To enhance both internal and external customer experience, the City approved the purchase of TechOne’s Digital Experience Platform (DXP) following lessons learned meetings with three other councils (Kwinana / Canning / South Perth). The platform will maintain 24/7 transactional capability during the transition from Ci to CiA, eventually replacing the existing eServices system
- Signoff of the DXP Knowledge Base Configuration Design Document
- Planning progressed for Property & Rating Stage 1b, covering the implementation of Animals, Infringements, Sundry Debtors, and the replacement of eServices with (DXP)

RAID Breakdown

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

New Risks

Rsk-037 - A delay to the project schedule may occur if the Request Management Configuration Design Document does not align with the delivered build, resulting in rework and subsequent delays to testing.

Rsk-038 - Project schedule risk related to the Finance Business Analyst's allocation across multiple project streams causing the potential for project schedule overruns.

New Issues

IR020 - We have just been informed that there is an inherent issue with the CiA-based stock transaction import within TechnologyOne.

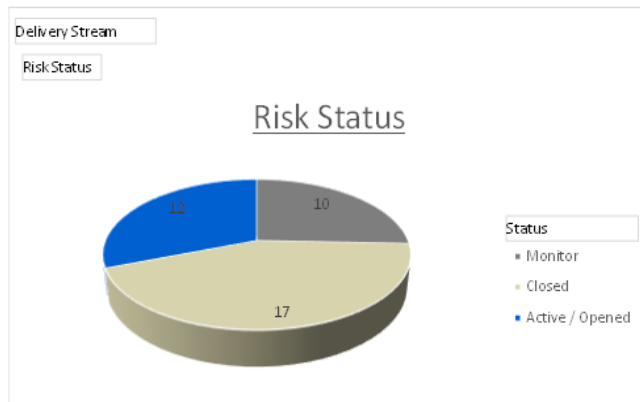
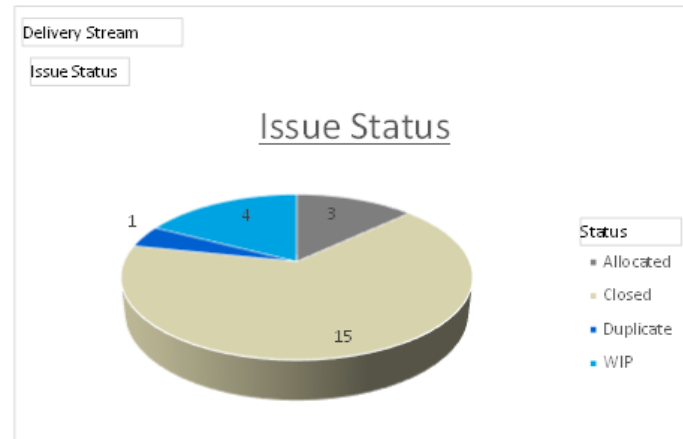
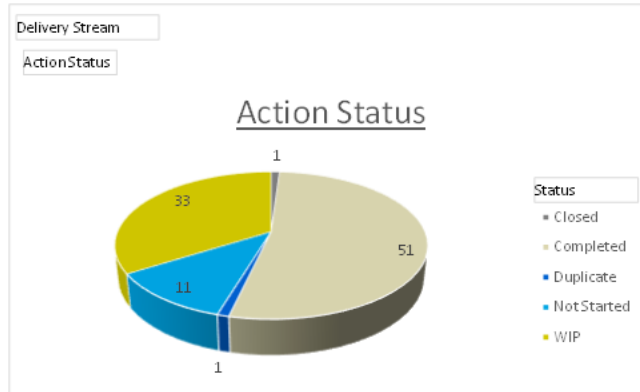
The vendor has provided a recommendation that we continue to use the Ci-based stock transaction import until R&D confirm the testing that has been completed on their end.

IR021 - Risk, RSK037 has turned into an issue related to, 'A delay to the project schedule may occur if the Request Management Configuration Design Document does not align with the delivered build, resulting in rework and subsequent delays to testing.' The Business System Analyst has found that there are a massive amount of differences between the CDD and the build that was handed over to the City.

IR022 - Risk RSK-025 has turned into an issue, 'TechOne are not honouring their contract terms by converting all utilised Ci functionality to CiA causing a risk in the future not supporting our IFRS16 leasing package the City has subscribed'

IR023 - TechOne advised that their scrape connector to import data from LivePro into the DXP knowledge management is incompatible. This issue could delay the implementation of the LivePro replacement.

Statistical Dashboard





2. Timeline



Key Milestones Feb-26

ID	Milestone	Responsible	Due Date	Status	Notes
1	Access Management Blueprint	Eden - Business Analyst	22 December 2025	Completed	4/11/25 - the Eden Business Analyst is capturing an Access Management blueprint to ensure 1)Ensure segregation of duties when granting access, 2)Grant rights using the 'principle of least privilege', 3)Elevate access based on need and with an appropriate approval. Use privileged access only for those tasks that specifically require elevated access, 4)Disable privileged accounts when no longer required 16/12/26 - handed over to DSS Business Systems. This will be a living document for the Property and Rating stages of Access Management.
2	CES in CiA handover to Business Systems	Eden Project Manager	22 December 2025	Completed	5/11/25 - The CiA support in CES is scheduled to be transitioned to the Business Systems team upon expiry of the warranty period. 16/12/26 - handed over to DSS Business Systems. This will be a living document for the Property and Rating stages of Access Management.
3	1a P&R Request Management Configuration Design Document	Project Team & SMEs	28 November 2025	Completed	7/7/25 - TechOne configuration design workshop 7-8 August 2025. 4/11/25 - Final changes were made by the Council after workshoping with TechOne on a better mechanism to build. The Council is waiting for confirmation that the CDD is accepted by TechOne so they can start the build. 12/11/25 - CDD sponsor signoff, 12/11/25.
4	Centralised User Access Management	Project Team & SMEs	19 March 2026	WIP	19/2/26 - Lessons learned conducted with Canning and South Perth Cities.
5	1a P&R Request Management System Integration Testing (includes Test Scenarios creation)	Project Team & SMEs	6 March 2026	WIP	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.
6	1a P&R Request Management User Acceptance Testing Planning	Project Team, SMEs & Business Units	13 March 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.
7	1a P&R Request Management Plan	Eden Project Manager	16 February 2026	Completed	5/11/25 - Now that a permanent BSA has been assigned to the project, develop a plan outlining the upcoming project activities, and engage with the SMEs and TechOne to confirm appropriate resourcing and alignment. 19/2/26 - the plan was delayed, however it has been endorsed by the City's Subject Matter Experts and TechOne.

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

Key Milestones Feb-26

ID	Milestone	Responsible	Due Date	Status	Notes
8	DXP Knowledge Management Scraping of LivePro	Eden Project Manager	27 March 2026	WIP	
9	1a P&R Request Management Training	Eden Project Manager	27 March 2026	WIP	
10	1a P&R Request Management & DXP Knowledge Management - Implementation	Eden Project Manager	3 April 2026	WIP	
11	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.
12	Payroll Leave Testing	Eden Project Manager	24 April 2026	WIP	
13	Payroll Leave Training	Eden Project Manager	15 May 2026	Not Started	
14	Payroll Leave Implementation	Eden Project Manager	22 May 2026	Not Started	

Summary

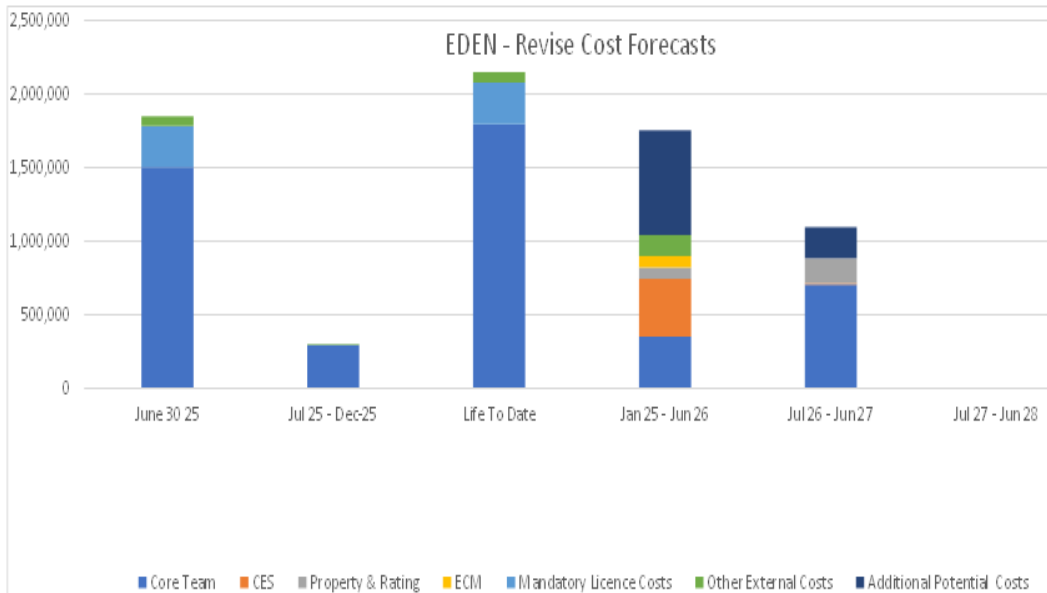
- Request Management 1a of Property & Rating System Integration Testing and then User Acceptance Testing
- Property & Rating 1b has commenced with the team in the discovery phase of implementing TechOne's Digital Experience Platform



3. Estimated Costs

Estimated Costs – Dec-25

Excludes 10% Buffer	Actuals to	Actuals (Yr3)	Life To Date	Forecasted Spend (Yr4)	Forecast Spend (Yr5)	Forecast Spend (Yr6)	
Implementation Area	June 30 25	Jul 25 - Dec-25	Life To Date	Jan 25 - Jun 26	Jul 26 - Jun 27	Jul 27 - Jun 28	Totals
Core Team	1,501,201	294,633	1,795,834	352,476	704,952		2,853,262
CES	0	0	0	392,364	9,144		401,508
Property & Rating	0	0	0	75,415	171,972		247,387
ECM	0	0	0	80,000	0		80,000
Mandatory Licence Costs	280,985	0	280,985	0	0		280,985
Other External Costs	66,065	5,452	71,517	141,120	0		212,637
Additional Potential Costs				710,000	210,000		920,000
Actual / Forecast	1,848,251	300,085	2,148,336	1,751,375	1,096,068	0	4,995,779
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

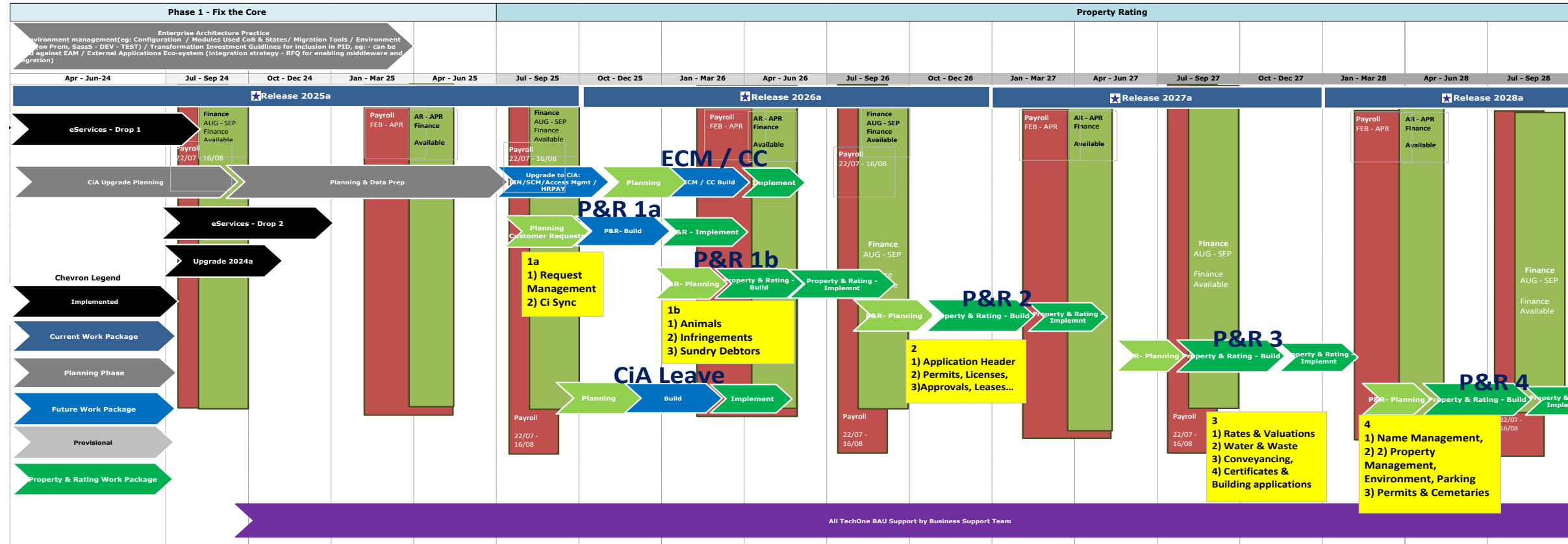


4. Key Next Steps

Key Next Steps Overview

- Request Management activities
 - System Integration Testing by the Subject Matter Experts (SME)
 - User Acceptance Testing Training and Execution by the testers nominated by the SMEs
 - Closeout Testing
 - Training staff, estimated over 80 staff members
 - Remove access to Create records in the historical Customer Request Management System, only allow updates to existing records
 - Request management Implementation
- Implement the TechOne Digital Experience Platform (DXP) Knowledge Management module for replacing LivePro in the future
- Environment build of Phase 1B of the Property and Rating implementation, encompassing the delivery of Animals, Infringements, Sundry Debtors, and DXP functionality
- Phase 1B TechOne University research and discovery, followed by planning for Project Team unit testing
- Two environments are being refreshed and configured to support the Payroll Leave implementation and testing, aimed at eliminating manual, paper-based processes
- Updating the budget forecast to reflect TechOne's advice that the Property and Rating implementation phases are expected to take 2.5 years.

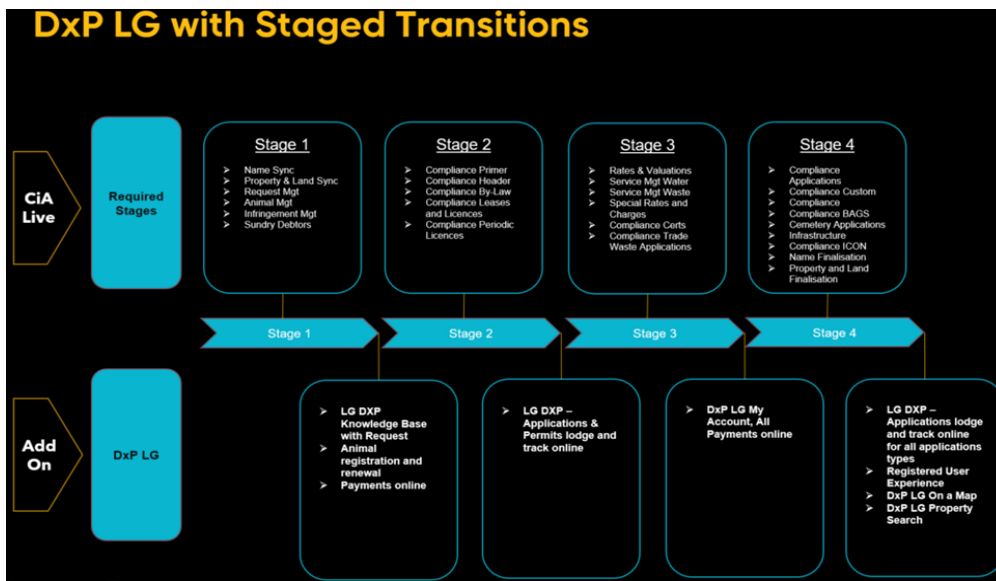
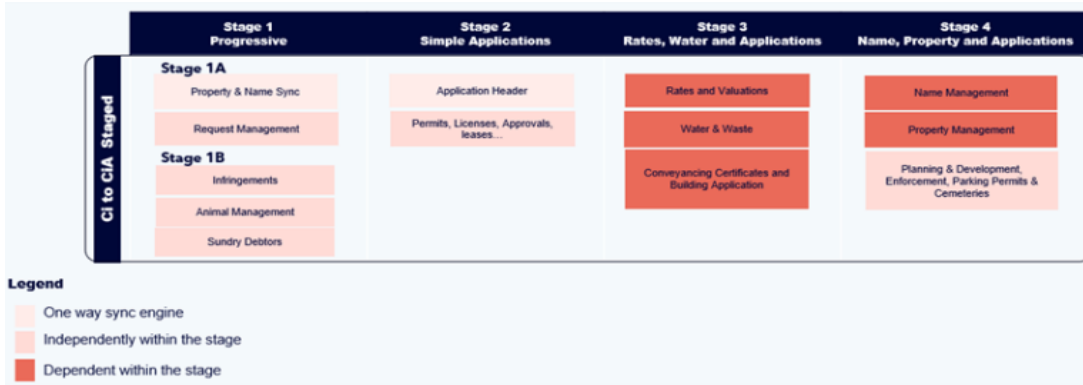
EDEN Provisional Roadmap



★ = 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 & Cemeteries	Mar-28	Oct-28





TechnologyOne Access Management Ci to CiA Transition – City of Bayswater

Version History

Date	Version	All / Sections	Name	Change Details
11/12/2025	1	All	Tom Carmichael	Initial document creation.



Document Review & Endorsement

I have read and reviewed the document in its current state. The content represents to the best of my knowledge the requirements for the project at the moment. I agree and approve work to continue.

Name	Title / Department / Project Role	Relevant Content	Document Review Role	Signature	Date
Kym Leahy	Director Corporate Services	Executive Summary Introduction and Background Scope			
Lincoln Hayes	Manager Digital Solutions and Services	All	Approver		
Lee Oliver	Eden Project Manager	All	Approver		
Richard Van Dieren	Digital Solutions Architect	All	Contributor		
Thomas Carmichael	Business Analyst – Eden	All	Author		

Reference Documents

The content of this document was developed based on information obtained from the following documents and in consultation with the Reviewers listed above.

ECM Reference	Document Name / Link
	OAG: Digital Identity and Access Management – Better Practice Guide https://audit.wa.gov.au/reports-and-publications/reports/digital-identity-and-access-management-better-practice-guide/
DSID 4550614	City of Bayswater Access Control - Management Practice
	TechnologyOne University – Access Management https://t1u.t1cloud.com/content-details/227535140/2
	Attachment 1 - City of Stirling - Ci to CiA (CES) - Lessons Learned.docx
	Test scenarios updated with all the associated roles 5TestScenarios - Finance.xlsx



Acronyms / Abbreviations

Abbreviation	Description
City / CoB	City of Bayswater
Ci	TechnologyOne’s “Connected Intelligence” platform
CiA	TechnologyOne’s “Connected Intelligence Anywhere” web-based platform
EAM	Enterprise Asset Management
EB	Enterprise Budgeting
ECR	Enterprise Cash Receipting – A TechnologyOne module
ECM	Enterprise Content Management
OAG	Office of the Auditor General
P&R	Property and Rating – A TechnologyOne module
SaaS	Software as a Service
SAML	Security Assertion Markup Language
SCM	Supply Chain Management
T1	TechnologyOne
UI	User Interface



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1. Purpose

The purpose of this document is to outline the TechnologyOne Access Management approach required to support the transition from Ci to CiA. It provides a view of both the 'current' and 'future state' of access management.

Specifically, this document will:

- 1) Describe the "As Is" and "To Be" access management configurations required to transition the Corporate Enterprise Suite (CES), including Payroll, Finance, Procurement, and Human Resources, from Corporate Information (Ci) to Corporate Information Anywhere (CiA), &
- 2) Provide an opportunity to review and validate the current access management model against established guiding principles, including:
 - a. Segregation of duties
 - b. Principle of least-privilege access
 - c. Controlled and approved elevated access based on business need
 - d. Timely removal or disabling of privileged access when no longer required
 - e. Alignment with TechnologyOne best practice standards

2. Executive Summary

The City has been working to establish and maintain best practice approaches to enforce and maintain access to the City's systems, in particular the TechnologyOne suite of software that the City utilises for numerous core day to day activities.

With the need to upgrade from TechnologyOne's existing Ci interface to the newer and updated CiA interface, it is important to review and update the City's approach to Access Management as it relates to the TechnologyOne suite of software for CiA.

The City seeks to align with relevant recommended best practices while also endeavouring to identify areas for improvement, as well as addressing existing issues.

This document provides some context to the existing approach to access management and sets out the City's current and ongoing approach to access management in CiA.

3. Introduction and Background

The creation of this document came about due to various factors, which includes an audit finding which noted the lack of documentation regarding Access Management at the City of Bayswater, and the need for Access Management documentation as part of the Ci to CiA upgrade.

To assist in determining the City's approach to Access Management and the various considerations contained in this document, the City pursued various avenues to help inform the current approach. This includes the following:

- The City contacted other councils to find out how they have approached access management, gaining some understanding of differing approaches to access control mechanisms.
- Internal analysis was done on the current configuration of access management, considering the pros and cons of different access approaches, notably around use of position profiles versus named profiles.
- A number of internal discussions were had with existing staff that have been involved in access management to understand the existing approach, to help inform the viability of existing or new approaches.

As a result, the contents of this document have been informed by this initial analysis as well as ongoing access management considerations. This document is also expected to be updated as needs in response to future access considerations, including updates made during the Ci to CiA upgrade project.

Based on advice from the Digital Solutions Architect, it is understood that DSS staff have been utilising CiA for elements of Access Management.

4. Scope

Below is the scope of the information in this document, which is focused on access in CiA. It should be noted that this can change as the Ci to CiA upgrade progresses and successive suites are transitioned to CiA.

4.1 In-Scope

The following items are considered in-scope for the CES component of the Ci to CiA upgrade:

1. CES suite access.
2. ECM suite access, due to it being Master Suite, but only for CPM-related components, e.g. BPA, ETL, XLOne, Dashboard access.
3. Permissions, referred to as Authorisations in Ci, including:
 - a. Default permissions,
 - b. Profile / role / user permissions as appropriate.
4. Updating of the CES scenarios with the Access Management roles

4.2 Out-of-Scope

The following items are considered out-scope for the CES component of the Ci to CiA upgrade:

1. Re-examining the whole of Access Management in relation to Ci
2. P&R suite access
3. ECM non-CPM related
4. ECR suite access

5. Guiding Principles

In endeavouring to align with OAG recommended best practices in Digital Identity and Access Management, there are quite a few better practice principles to be noted, however there are a number of key guiding principles that the City seeks to follow as it relates to T1 access management:

- Ensure segregation of duties when granting access.
- Grant rights using the 'principle of least privilege'.
- Elevate access based on need and with an appropriate approval. Use privileged access only for those tasks that specifically require elevated access.
- Disable privileged accounts when no longer required.

Additional to the OAG recommended best practices, the following also form guiding principles for T1 access management:

- Leverage T1 recommended best practices, e.g.:
 - Save \$ roles as non-\$ roles.
 - Utilise functional groups where possible.
- Configure access management with the aim to facilitate ease of maintenance.
- The access management should be able to be reported on.

6. Primary / Core Suite

The primary suite for the City's TechnologyOne deployment is the Enterprise Content Management (ECM) suite.

This requires that certain configuration relating to the likes of CPM is done via access management in ECM.



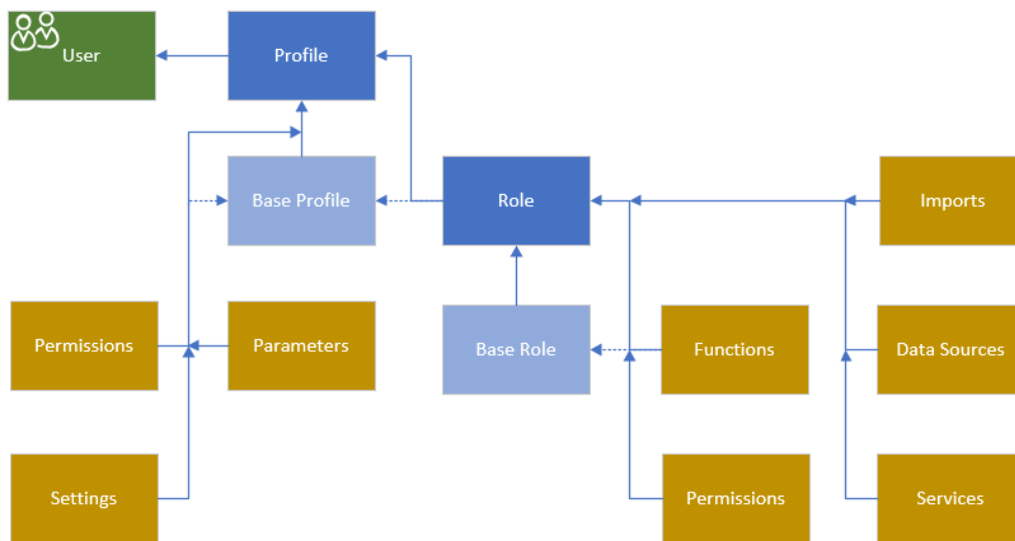
7. Access Management in CiA

The City is utilising the CiA Live contracted solution provided by TechnologyOne, which involves TechnologyOne facilitating the upgrade of the City’s Ci systems to CiA, however the existing access staff have that let’s them use Ci will not provide them the necessary access to do their jobs in CiA.

While T1 provide a number of pre-configured CiA Live roles that the City can utilise, the City will only use these to inform the configuration for new roles. Configuration of Profiles, Roles and other associated access is necessary to provide staff with the access necessary to their jobs in CiA.

7.1 High-Level Access Management Structure

The below is a high-level diagram showing the association of elements that make up access management. This does not cover all elements that factor in to access management, but provides a listing of core elements to assist with understanding.



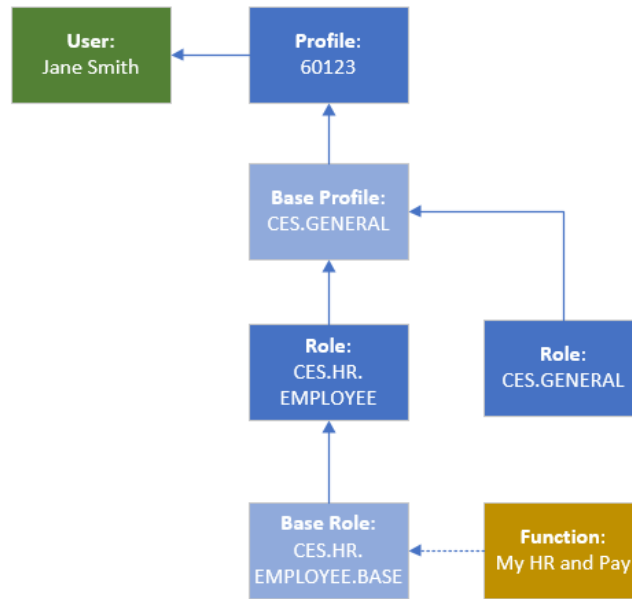
At a high level, access is provided to a User through a Profile and this profile can have a Base Profile associated with it. The Profile is the key element by which a user can then do anything in the system. In turn:

- The Profile can have Permissions, Parameters and Settings configured against it.
- Profiles have Roles associated with them and a role can have a Base Role associated with it.
- Functions are associated with Roles, being the key elements by which a User can navigate around the system.



- Roles can have Functions, Permissions, Imports, Data Sources and Services associated with it (Base Roles can only have Functions and Permissions associated with it).

A simple example of a profile focusing on the ability of a user to access their My HR and Pay is as per the following diagram. **Note:** The Base Profile, Role and Base Role naming is provided as example to aid understanding.



In the above example:

- Jane Smith has the profile “60123” associated with her which has a base profile “CES.GENERAL”.
- The base profile has a role “CES.HR.EMPLOYEE”, which itself has a base role “CES.HR.EMPLOYEE.BASE”.
- The base role has the “My HR and Pay” and function associated with it.

7.2 New Users / Staff

When new staff start with the City, there are likely to be two primary mechanisms by which they will receive their access.

- If the new staff member is filling a new position, a position profile should be created.
- If the new staff member is filling an existing position, the staff member should have the existing position profile allocated to them.

7.3 Accessing CiA Environments (Authentication, SAML, AD Groups)

Automatic logon for access to CiA environments is controlled predominantly via SAML authentication to the various environments, where most users will default to a portal that will automatically log them in.

Users requiring access to a given environment must be in the relevant AD group for automatic logon to work. The AD groups associated with T1 environments can be queried by running `rundll32.exe dsquery, OpenQueryWindow` and then entering `ROLE-T1SaaS-*` in the Name search.

There are at least two portals that are used for manual login which requires appending the portal name to the end of the logon URL, e.g.

```
<Domain>/T1Default/CiAnywhere/Web/<Environment>/LogOn/<Portal>
```

The two primary portals that are used like this are:

- BACKDOOR

This is used most often when doing a copy / refresh to another environment and is the primary means to get into the environment after a refresh and configure the remaining authentication, including providing relevant \$ALL_ROLES access to staff needing to get in and administer the environment.

- UPGRADE

This portal is one that can be used in production and associated with admin user accounts (e.g. USER.A). This portal is still accessible when a given environment is set as under maintenance and is the means by which a limited set of users (e.g. project staff or system admins) can continue to get access to an environment during a software upgrade or deployment.

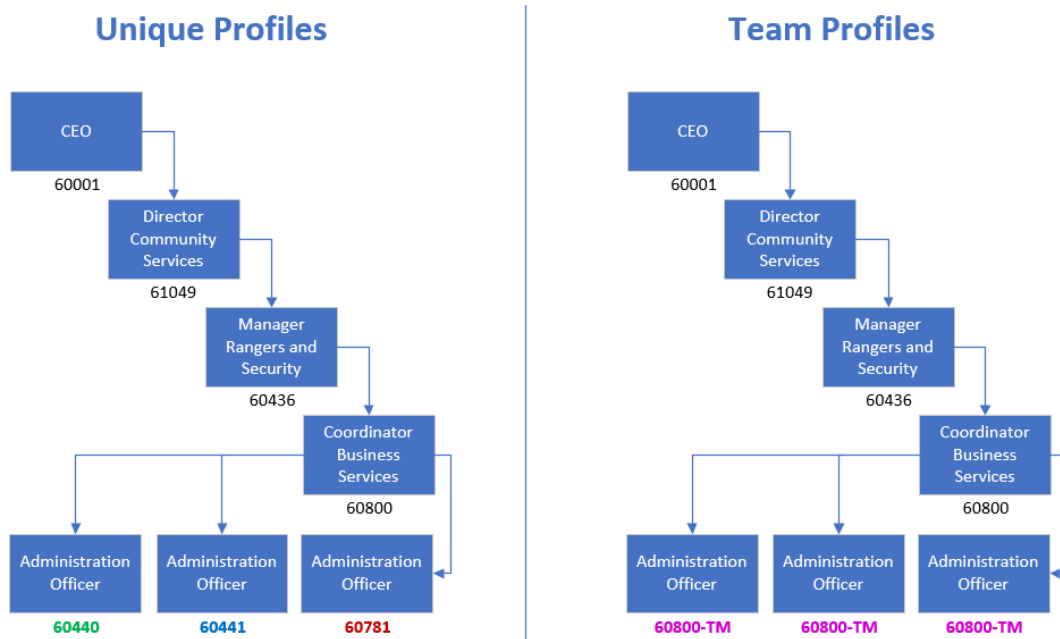
7.4 Profiles

The approach taken with profiles is to use “Position” profiles which are profiles where the naming is predominantly numeric, e.g. profile 60123 relates to the job position 60123. This often results in a 1:1 mapping between a position and a profile. The approach for setup and naming of profiles to positions like this has been based on the Oracle and SAP approach to profiles.

Note that a variation on profile naming has been appending “-TM” to the position profile. This has been done where the access provided is inherited from a team leader (a position above a group of positions) and where there is no financial delegation required.

- This is more common in ECM where there is less granularity of access needed while being less common in CES where there is increased amount of granularity.

The below diagram provides a view of how the profiles may be applied in the structure of the organisation hierarchy. **Note:** The below diagram is an example and may not reflect the actual configuration of profiles and hierarchy of positions within the system.



It should also be noted that there is a key issue which exists for any form of profile use and naming, where a staff member is in multiple positions and providing only a single position profile for one of the positions may not be sufficient. Situations like this may require the creation of unique profiles for these specific staff if they need access related to both position profiles. Separation of duties should be duly considered in this scenario.



The key reasoning for using position profiles includes:

- Facilitating automation – generally, the profiles are often a direct match to positions and this match makes for easier programmability.
- Granularity of access, e.g.:
 - Correctly limiting planning approval access to the correct coordinators.
 - Providing access to Publisher functionality (which has limited licences) via the generally unique nature of position profiles, where shared profiles are more likely to exceed licence limits.

Where using profiles, no \$ profiles should be used and if there is an intent to utilise the profile in some way, a non-\$ profile override should be created by saving / copying the profile and saving the profile without the \$ at the start of the profile name.

7.4.1 CiA Considerations

Based on some analysis of existing profile configuration and accounting for the requirement for a reasonable amount of configuration to provide access to CiA functions, one part of the approach for CiA is to utilise Base profiles.

Base profiles can notably reduce some of the direct configuration in non-base profiles as the configuration available to base and non-base profiles is very similar. Depending on what access a profile needs, this potentially makes it possible to separate out some of the most common access to a base profile.

This is also further notable where there are a larger number of profiles that may only need a General role and an HR Employee role (or perhaps only a HR employee role) which could be associated with a base profile and where a limited amount of profile permissions / parameters / settings changes are needed that may be more unique to the specific position.

- Utilising a common base profile to reduce unique profile configuration where not needed can be seen as a quick win, with benefits to reducing future configuration related to profiles only using a common base profile for access configuration.

7.4.2 Naming Convention

Position profiles should follow a naming convention based on the following:

- Position number related to a HR position.
- As noted prior, where access provided is inherited from a team leader (a position above a group of positions) and where there is no financial delegation required, the profile should have -TM appended to it.



- For the case where a staff member is working in multiple positions where they would require multiple profiles with differing access, the naming should be each of the relevant profiles separated by and a dash "-" character.
 - **Note:** This should be differentiated from a scenario like having a casual staff member that may work in a few different casual positions at Bayswater Waves, but doesn't need access based on unique profiles for each position they work in.

There may be limited exceptions where the position profile naming mechanism is not practical, such as a profile where various different staff may need to move into / out of due to acting positions.

7.4.3 New Position Profiles

Where new position profiles need to be created, this requires some analysis by the system administrator doing this task, however the most common scenario here will be to base the profile on another staff members profile by doing a Copy.

Some discussion may need to be had with the affected staff member and their relevant manager to determine the access required and therefore what should be created and configured.

7.5 Base Profiles

Base Profiles are utilised as part of the approach for access management in CiA, which has the advantage of providing a base for common access via the profiles.

This is advantageous with the City's approach to position profiles, which results in a larger number of profiles that are associated with job positions and reduces the need for potential bulk updates to profiles where common shared roles are concerned.

7.5.1 Naming Convention

Base profiles naming is not as strictly defined, but the following components should be included:

- Suite (abbreviated) – This should be the first component.
- The word BASE – This should be last or second-to-last of the components.

These naming components must be separated by a period "." character.

An example using the an existing base profile is:

CES.GENERAL.BASE

The associated description for this could be "Purchasing Reporting and Analytics" and the breakdown of components would be:

- CES – Abbreviation for Core Enterprise Suite.
- GENERAL – This is indicating that this is a general profile.
- BASE – This is to make it clear the profile is a base profile, as a contrast to other named profiles.

Refer to the documented base profiles below for further examples of base profile naming that should help guide further base profile naming.



7.5.2 Base Profiles – CES

The following table holds the list of base profiles for CES with the description and some notes following.

Profile	Description
CES.EMPLOYEE.BASE	Base profile for staff needing HR and Payroll access
CES.GENERAL.BASE	Base profile for general staff, including reporting
CES.GENERAL.BASE.PURC	Base profile for general staff, including purchasing and reporting
CES.GENERAL.TM.BASE	Base profile for general staff (with team-oriented self-service), including reporting
CES.GENERAL.TM.BASE.PURC	Base profile for general staff (with team-oriented self-service), including purchasing and reporting
CES.GENERAL.MGMT.BASE	Base profile for management (Manager, Coordinator, etc.) staff (with team-oriented self-service), including purchasing and reporting

The descriptions provided give an idea of the purpose for the profiles and how they're configured, but below provides a bit more explanation.

CES.EMPLOYEE.BASE

This is quite basic access, providing only employee self-service, intended for staff that only need to be able to access their own pay slips or the like.

CES.GENERAL.BASE

This is influenced by the COB.GENERAL role for Ci and holds roles for employee self-service along with some general access (e.g. background jobs, server folder), a reporting role and a financials role to access things like EIE, Accounts Payable, etc.

There is also a similar role CES.GENERAL.TM.BASE for which the main variation is an employee and team self-service role instead of just an employee self-service role.

CES.GENERAL.MGMT.BASE

This is influenced by the F1.MANAGER role and is similar to the CES.GENERAL.TM.BASE, however it includes a purchasing role (including permissions for approval) and includes some “ – Management” versions of roles with a little bit of additional access as well as Budgeting and Travel and Expenses.



PURC Profiles

These are copies of the CES.GENERAL.BASE and CES.GENERAL.TM.BASE base profiles that have PURC at the end, and the PURC profiles simply having a Purchasing role included in them.

This setup makes it easier to switch between access with and without purchasing for these profiles.



7.6 Roles

The majority of the roles that have been used in Ci will not provide access to functionality in CiA and new roles are needed for access to CiA functionality.

7.6.1 CiA Considerations

As part of the CiA Live process, TechnologyOne provide the City with pre-configured roles and base roles for Access Management, rather than migrating existing roles from Ci.

The City has received feedback from other Local Governments (including City of Fremantle, City of Stirling, and City of Greater Geraldton) that the CiA Live roles are too permissive, and the recommendation is that these roles should be used only as a guide for new roles.

The City will utilise these roles by copying them (or copying from them) where appropriate to create new roles and modifying the new roles as needed to suit the City's needs, while endeavouring to reduce some of the effort required to configure profiles for CiA access.

Where using roles, no \$ roles should be used and if there is an intent to utilise the role in some way, a non-\$ role override should be created by saving / copying the role and saving the role without the \$ at the start of the role name.

7.6.2 Naming Convention

Roles should, where possible, follow a naming convention comprised of the following components:

- Suite (abbreviated).
- T1 Module (abbreviated).
- Role Purpose (abbreviate as appropriate to avoid role names being too long).

These naming components must be separated by a period “.” character.

An example using the above naming convention would be something like:

CES.CPM.PURCHASING

The associated description for this could be “Purchasing” and the breakdown of components would be:

- CES – Abbreviation for Core Enterprise Suite.
- CPM – Corporate Performance Management, where reporting falls under.
- PURCHASING – Self-evidently relates to purchasing.

While not all roles may have this naming convention, the aim should be to follow this convention where possible.

7.7 Permissions

Permissions in CiA replace what is Authorisations in Ci and permissions solely related to Ci will not show in CiA.

The approach for permission configuration is to endeavour to reduce the access provided by default permissions where feasible and then enable access via permission overrides. This does not mean that default permissions should be configured to remove all access and then only provide access via overrides, but the preference for default permissions should be to aim for what most staff should have access to, adjusting the permissions via overrides as appropriate.

Permissions can be set against the profile (incl. base), role (incl. base), and user level and most permission configuration should be done at the role level.

- While permissions can be set at user level, this should be strongly avoided and consideration should always be given to whether a permission that might be set against a user can be set at a different level, such as the profile level where a user will often be mapped 1:1 anyway.

There is very strong preference to configure needed permissions at a role level to encapsulate the access needed within a role where the permissions relate to the tasks that will be performed by users of that role, e.g. specific banking access might only be needed when a staff member actually has a specific role that exists only for banking tasks.

Profile-level permission configuration is expected where, for example, multiple profiles may utilise a common role, but the specific permissions relevant to the role that may be needed in each respective position differs.

Configuration of permissions should consider the hierarchy of permission inheritance:

- Default permissions sits as the base.
- Role permissions override Default permissions.
- Profile permissions override Role permissions.
- User permissions override Profile permissions.

As a general rule for permissions at the same level, the more permissive permission will normally take precedence, so in the situation of a user with two roles, one with a permission that specifically disables something and another with a permission that specifically enables something, the permission to enable would be the permission to have effect.



7.8 Purchasing Access

The approach for the provision of purchasing access in CiA differs from how this access was provided in Ci. In Ci, staff were provided with a COB.GENERAL role, which included purchasing access. This role was given to the majority of staff (apart from those just needing HR access) and this in turn meant that all staff held purchasing access.

7.8.1 Background

With the Ci to CiA upgrade, there were discussion with finance staff and Finance decided that they wanted to reduce the number of staff with purchasing access with the aim to reduce the high volume of errors experienced in by finance staff and ensure a smoother, more reliable procurement process.

- There was a concern identified here that a lack of clarity in communication to staff may result in staff confusion if they no longer have access to purchasing.

Finance identified an initial list of staff and through discussion with the EDEN project team along with a list of potential procurement staff (based on previous procurement), a list of staff to receive access was identified, with a communication sent to managers to identify procurement champions.

Training was done for these procurement champions before the CES CiA go-live, along with training for staff with financial delegation to approve procurement items.

7.8.2 CiA Access

Procurement Item Creation

For staff who do not have purchasing access now and who request access, the relevant manager for the staff member needs to be contacted, requesting the manager approval that staff member be given access.

To provide access, the Base Profile for the staff member should be changed. Please refer to the **Error! Reference source not found.** section **Error! Reference source not found.** for more detail regarding the base profiles and some noting of the PURC profiles, but for provision of purchasing access, the below provides guidance on the corresponding profile to change to, based on the base profile of the user's profile.

Current Base Profile	New Base Profile
CES.EMPLOYEE.BASE	CES.GENERAL.BASE.PURC*
CES.GENERAL.BASE	CES.GENERAL.BASE.PURC
CES.GENERAL.TM.BASE	CES.GENERAL.TM.BASE.PURC

***Note:** Be conscious of how many other people share the non-base profile here.



Note: If the user's profile is configured with the **CES.GENERAL.MGMT.BASE** base profile, they will already have the purchasing access, so no update should be required here. An issue with purchasing access here may be a user education issue.

Procurement Item Approval

For staff who need access to approve, if the staff member already has the **CES.GENERAL.MGMT.BASE** base profile, the approval access will already be provided.

For staff with either the **CES.GENERAL.BASE.PURC** or **CES.GENERAL.TM.BASE.PURC** base profiles, add the **CES.SCM.APPROVE** permissions-only role to their profile.

7.8.3 Purchasing Permissions

Most of the purchasing permissions are configured as Default permissions, hence provision of a purchasing role is what provides the access to create requisitions, order amendments and goods receipts.

If there is a need for a user to have access to view procurement items but not create or edit procurement items, a dedicated role should be created (no such role has been created at the time of documentation) which has permission overrides to let the user view but not create/edit purchasing items, and this role should be assigned to a profile separately.

If such a read-only purchasing role is created, it should not be allocated along with a PURC profile, due to the same-level behaviour of permissions where the most permissive permissions will win out.

7.8.4 Financial Delegations

The CiA financial delegations are configured through Financials Configuration and the following are the delegation codes:

- PU_MYRQN_FIN_DLG – Requisition
- PU_ORDER_FIN_DLG – Order Amendment
- PU_RCPT_FIN_DLG – Goods Receipt

Access is provided via profiles, not users or roles, which means that consideration should be given to whether a profile should have financial delegation if there are normally multiple users in that profile.

Financial delegations will normally be provisioned and updated on the basis of advice from HR, most notably when new positions are established.



8. Access Management – Concerns, Exceptions and Elevated or Critical Access Provisions

See below for instances of access that may be exceptions to the norm or where there is heightened access due to the nature of the access management, for example heightened access due to extra privileges.

8.1 Server Folders

There are some server folders that have restricted access, limiting the access that most staff have while providing a handful of staff with this access. Access can be provided to **View Files, Read, Add, Update and Delete**.

8.1.1 APEFT

Access to the **APEFT** folder has been restricted by default for all users with the following overrides in place.

User Overrides

The F1DPUSER user has been provided with full access to the folder.

Profile Overrides

There are no direct profile overrides. The access via a profile comes from holding a role with the permissions.

Role Overrides

The following roles have been configured with permission overrides to the folder:

Role	Access Notes
CES.APEFT.ACCESS	Full access
CES.APEFT.ONLYVIEW	Read and View Files
CES.FIN.APOFFICER	Read and Add <i>See note below</i>
COB.APEFT.ONLYVIEW	Read and View Files
COB.APEFT_SERVERFOLDER_ACCESS	Full access

The roles starting with COB are older Ci roles while the roles starting with CES are newer CiA roles with only permissions.



Only the **CES.APEFT.ONLYVIEW** and **CES.FIN.APOFFICER** roles are associated with user profiles.

Note: The access provided to the **CES.FIN.APOFFICER** role is Read and Add, which is just enough access for payment processing to be done by Accounts Payable staff and is access provided based on an issue that was encountered in CiA during UAT. This let’s someone with the Accounts Payable Officer role do the payment processing and generate a file, **but not be able to open or download it.**

8.1.2 PAY_ARCH and PAY_EFT

Access to the **PAY_ARCH** and **PAY_EFT** folders has been restricted by default for all users with the following overrides in place.

User Overrides

The following users has been provided access to the folder. **Note:** The user overrides here are historical and were not removed during the CES Ci to CiA upgrade.

Username	Access Notes
F1DPUSER	Full access
HATA	Full access
HILDA	Full access
LEAH	Full access
ROSE.VILI	Full access
TERESA	Full Access

Profile Overrides

Profile 60473 has been provided with only **Read** access to both folders.

Role Overrides

The following roles have been configured with permission overrides to the folder:

Role	Access Notes
CES.HRP.PAYMGT	Full access
COB.HR.PAYADMIN2	Full access

The roles starting with COB are older Ci roles while the roles starting with CES are newer CiA roles with only permissions.

Both the **CES.HRP.PAYMGT** and **COB.HR.PAYADMIN2** are associated with user profiles.



8.2 Profile Permission Overrides

Many profiles have a permission related to Financials Privileges associated with them, however this permission relates to their configured security category, with the permission being “Allow Selection of Security Category”, which is set to Yes for the security category they have.

Apart from the Financials Privileges permission override, some profiles have profile overrides where the position itself requires the additional access, e.g. multiple finance staff having access to a common role, but only certain accountant roles needing additional access.

Some of the more commonly shared permissions listed below could potentially be added to “permission only” roles, but a determination must be made whether it is more advantageous to have an additional role created or have permissions configured against the profile.

The following profiles have the listed permission overrides associated with them.

Profile	Permission Notes
60467 (Business Analyst)	<p>Financials Privileges <u>Allow</u> Selection of Security Category – Override for all categories (%)</p> <p>Ci Anywhere Workflow Settings Full authorisation for all workflows against all workflow systems (System: %, Workflow: %)</p> <p>Workflow Settings <u>Allow</u> user to Cancel Workflow and access another users tasks</p>
60479 (Accountant)	<p>Reconciliation Settings <u>Allow</u> a user to finalise an Account they have reconciled</p>
60480 (Senior Financial Accountant)	<p>Reconciliation Settings <u>Allow</u> a user to finalise an Account they have reconciled</p>
60483 (Finance Officer Expenditure)	<p>Accounts Payable <u>Can modify</u> Sundry Creditors Bank Fields on the ledger transaction for AP chart</p>
60484 (Finance Officer – Expenditure)	<p>Accounts Payable <u>Can modify</u> Sundry Creditors Bank Fields on the ledger transaction for AP chart</p>
60678 (Asset Management Specialist – Data and Systems)	<p>Asset Register Settings <u>Do not allow</u> assets to be commissioned, update of disposed assets, and asset data collection unfinalise</p>
60834 (Accountant)	<p>Reconciliation Settings <u>Allow</u> a user to finalise an Account they have reconciled</p>
60879 (Assistant Finance Officer)	<p>Accounts Payable <u>Can modify</u> Sundry Creditors Bank Fields on the ledger transaction for AP chart</p>
60902 (Management Accountant)	<p>Accounts Payable</p>



Profile	Permission Notes
	<p>Can <u>view and modify</u> Accounts Payable Bank Accounts (see note below)</p> <p>Can modify Accounts Payable Disable Payments</p> <p>Reconciliation Settings Allow a user to finalise an Account they have reconciled</p>
60975 (Coordinator Business Systems)	<p>Attachment Entity Type Settings Allow Read, Add, Update and Delete for the HRHMNIMG entity type</p>
61033 (Senior Management Accountant)	<p>Accounts Payable Can <u>view and modify</u> Accounts Payable Bank Accounts (see note below)</p> <p>Can modify Accounts Payable Disable Payments</p> <p>Ci Anywhere Workflow Settings Administrative and Managerial access to \$F1_DOCFILE workflow</p> <p>Data Entry Action Settings Allow access to delete a suspended document within a document file which has not been transmitted, and allow access to delete an accepted document within a document file which has not been transmitted for AP, AR and GL transaction types.</p> <p>Executive Information Enquiry (EIE) Allow add, edit & delete of System Enquiries, as well as view of inactive Enquiries</p> <p>Reconciliation Settings Allow a user to finalise an Account they have reconciled</p> <p>Transmission Settings Allow transmission of Documents in suspended Document Files and access to void a successful Document Transmission</p>
61034 (Management Accountant)	<p>Accounts Payable Can <u>view and modify</u> Accounts Payable Bank Accounts (see note below)</p> <p>Can modify Accounts Payable Disable Payments</p> <p>Reconciliation Settings Allow a user to finalise an Account they have reconciled</p>
61047 (Digital Solutions Architect)	<p>Attachment Entity Type Settings Allow Read, Add, Update and Delete for the HRHMNIMG entity type</p>

Note: There is an access concern with the access configured in this manner as due to how CiA works, and the blow provides some explanation, though also note the embedded email for correspondence regarding this issue.



For changing of bank details in CiA, the intended mechanism is to provide some staff with the ability View permission for bank accounts and then changing the bank account requires using a form to request a change to bank details.

This form should then be approved by someone who only has the Modify permission for bank accounts. The intention is that a user does not have both View and Modify permissions, as this allows the user to just change of bank details without going through an approval process.

The issue here arises when a new creditor is created and the user cannot initially set the bank details, which leaves behind and empty but active bank account which is invalid and the system will not let a creditor be enabled while this is the case.

A ticket has been raised with T1 to identify a solution to this, but to resolve this in the meantime, both the View and Modify access are needed to allow select staff to maintain and remove the offending bank account.



RE_CES Ci access
for Financial Service

8.3 User Maintenance

An item identified during review and comparison of existing Ci access management was the provision of a User Maintenance function, that was previously provided to limited Finance staff in Ci. This was specifically not included when the CiA access was provisioned, due to this being a core system administration function.

Subsequent to the go-live, the lack of this function was identified by staff and requested (noted as being to assist in determining staff access associated with Enterprise Budgeting (EB)), however the provision of this raised an access concern as it would provide elevated access that should not be held by Finance staff members.

Through discussion, a request was made to provide read-only access, however a review of the available functions that might provide this access found that almost none of the related functions could be configured for read-only usage.

Subsequent communications have identified that a dashboard or report can be a stand-in for the provision of the User Maintenance function. As at the time of documentation, there is need for requirements to be documented by Finance to advise what information is needed to facilitate the EB setup.

Please see **Error! Reference source not found.** for the embedded email noting the identification of a dashboard or report as being an accepted solution.

8.4 Ci Access Remaining

A key aim in the approach for access management moving from Ci to CiA is an endeavour to remove any existing access to Ci.

There are some known areas where there are exceptions:

- IFRS 16 Lease Management

The role Finance Lease Officer (LEASE_OFFICER) holds functionality for management of IFRS 16 leases and the functionality is something only available in Ci at the time of writing and not available in CiA.

As at the time of writing, staff who had this role previously will retain the role and by virtue of this, will retain some Ci access.

- Payroll / HRP

Efforts to transition the payroll functionality to CiA are a parallel activity to other CES Ci to CiA work and even once completed, it's likely that some existing Ci access will need to be maintained as there is a lack of some functionality in CiA.

Due to the critical nature of the work (being able to pay staff correctly being a critical concern), continued Ci access will continue to be provided as an exception to the approach.

- Stock Import Transaction – the CiA-based import has a timing-issue, which is not a fixed pattern, resulting in some lines of the import failing to process as expected. This Ci-based import uses different properties to perform the process. Without this issue being rectified, staff performing the import are required to complete a reconciliation of the import file to the general ledger. The fix is due for release in January-26

For outstanding Ci access outside of these known and accepted areas, see **Error! Reference source not found.**

Appendix – Additional Considerations and Information

Appendix 1 – Recording Profiles against HR Position Details (Future Consideration)

An option to be considered is the recording of Profiles against HR Positions, specifically the Positions Details under the Position in the HR Organisation Structure could be updated listing the profile(s) that should be allocated to staff (users) who are working in that position for all T1 suites.

The advantages of this would be:

- Reduce ambiguity in provisioning of access.
- Further facilitate automation.

While this is not a primary goal of the core in-scope work, this would be considered advantageous, however there is additional investigation required, considering the following:

- Whether to use Custom Fields or Reporting (Selection) Codes.
 - If using Reporting (Selection) Codes, how to keep the selection items up to date, e.g. an ETL run with an undetermined frequency.
- Impact of imports, e.g. dates of updated position versions, flow-on effect for employee synchronisation with position, etc.



Appendix 2 – APEFT Server Folder Access

Communication regarding the provision of APEFT server folder access and the profiles that access was provided to.



APEFT Folder
Access.msg

Appendix 3 – User Maintenance

Communication regarding provision of User Maintenance function identifying the issues presented in what can be provisioned without providing elevated access. Also noted is a mention of an OAG finding that highlighted the existing Ci access for this that was provided.



RE - Access Concern
- User Maintenance.

Appendix 4 – Outstanding Ci access

Outstanding Ci access that is still provided is listed here, listing roles and the profiles that the roles are associated with.

Role	Profiles	Notes
COB.APOFFICER COB AP Officer	60480 60483 60484 60834 60888	Access for 60480 should be revisited and is needed into December 2025 to facilitate Audit queries.
COB.GLOFFICER COB GL Officer	60479 60480 60483 60484 60834 60888 60902 61033 61034	This is to address ongoing audit queries.
COB.PCARDADMIN Purchase Card Administration	60834	This is to address ongoing audit queries.
LEASE_OFFICER Finance Lease Officer	60478 60478-61033 60479 60480	As noted earlier, this access must remain while there is not a replacement for IFRS 16 lease management functionality in Ci.



	60902 61028 61033 61034	
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Relating to the section titled **Error! Reference source not found. Error! Reference source not found.**, the following are Ci roles related HRP that are still associated with staff profiles:

- COB.HR.PAYADMIN2 (COB Payroll Officer)
- COB.PAY.DATAENTRY2 (COB Payroll Data Entry)
- COB.HR.HRADMIN2 (COB Human Resources Officer)

Access for these should be reviewed and revisited as the Payroll / HRP components of the Ci to CiA project are completed.

Additionally, profiles 60018 and 60826 in the Payroll area have the COB.GENERAL role.



Appendix 5 – Managing privileged access - \$ALL_ROLES

From the previously noted guiding principles, the following key practices related to privileged access stand out:

- Grant rights using the 'principle of least privilege'.
- Elevate access based on need and with an appropriate approval. Use privileged access only for those tasks that specifically require elevated access.
- Disable privileged accounts when no longer required.

As part of efforts to align with these recommended practices, the City approach to managing privileged access is to limit providing users with the \$ALL_ROLES profile within the Production T1 SaaS environment.

Where \$ALL_ROLES access is required for tasks to be completed by a user, a request must be raised with the Service Desk including the following:

- The reason for the request.
- The period that the access is required for.
 - The provision of elevated access cannot be open-ended with no end date.

Ensuring that requests for elevated access are only actioned when documented is important and provides a proper audit trail.

Additionally, there is a preference that provision of the \$ALL_ROLES elevated access be done to a staff member's admin account (e.g. USER.A), rather than their regular account (e.g. USER.LASTNAME). It should be noted of course that this requires that the staff member has had an admin account created for them to use.

Appendix 6 – Account Management

The following provides some context to how account management related to T1 is to be handled:

- Access is normally end-dated if the staff member is on a contract which has an end date.
- Only permanent staff with no end-date to their employment have no end date.
- Staff movement requires end-date changes to existing access and updated dates applied to new access.
- Where a staff member's employment has ended, the user should have all existing profiles removed from their user so that they are not associated with any profiles. This is important so that reporting on provisioned access management will reflect the correct current state.
 - An exception here are users using a contractor / consultant profile, e.g. T1 consultants and external consultants (such as LG Connect), where it's possible the user may be deactivated and then reactivated at a future point. This should be periodically checked, however.
 - Staff on parental leave or long-service leave would not be considered to have had their employment ended and the existing profile access should remain.

9 GENERAL BUSINESS

Nil.

10 CONFIDENTIAL ITEMS

Nil.

11 NEXT MEETING

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

12 CLOSURE