

Agenda

Audit, Risk and Improvement Committee

Monday 31 August 2026

Notice of Meeting

The next Audit, Risk and Improvement Committee will take place in the Embleton Room, City of Bayswater Civic Centre, 61 Broun Avenue, Morley on **Monday 31 August 2026**, commencing at **5:30 pm**.

Yours sincerely



JEREMY EDWARDS
CHIEF EXECUTIVE OFFICER

24 August 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

Members

Mayor Filomena Piffaretti

Cr Cale Black

Cr Calla Loiacono

Cr Anthony Pittaway

Officers

Ryan Hall

Amanda Albrecht

Stuart Monks

Lincoln Hayes

Tami Cooper

Laura Rosher

Lee Oliver

Hilda Ho

Stephanie Barrett

Acting Chief Executive Officer

Acting Director Community Services

Manager Financial Services

Manager Digital Solutions and Services

Acting Manager Governance and Strategy

Acting Planning, Performance and Risk Manager

Project Manager – Eden

Senior Financial Accountant

Executive Assistant Support (minute-taker)

Observers

Frederic Ong

Deputy of the Presiding Member

Leave of Absence**3.1 Apologies**

Tony Wittcomb

Jeremy Edwards

Kym Leahy

Deputy Presiding Member

Chief Executive Officer

Director Corporate Services

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 the following members:

A Presiding Member (Independent)

A Deputy of the Presiding Member (Independent) - noting that this member will only attend meetings in place of the Presiding Member

A Deputy of the Presiding Member (Independent) - noting that this member will only attend meetings in place of the Presiding Member

A Deputy Member (Independent); and

Four Elected Members.

The quorum for this Committee is three 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 4 May 2026 which have been distributed, be confirmed as a true and correct record.

8 METHOD OF DEALING WITH AGENDA BUSINESS

With the exception of items identified to be withdrawn for discussion, the remaining reports will be adopted by exception (enbloc).

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

- (a) in which an interest has been disclosed;
- (b) that has been the subject of a petition or deputation;
- (c) that is a matter on which a Member wishes to make a statement; or
- (d) that is a matter on which a Member wishes to move a motion that is different to the recommendation.

9 REPORTS

9.1 Interim Audit 2025/26 - Management Letter

Responsible Branch:	Governance and Strategy
Responsible Directorate:	Office of the CEO
Authority/Discretion:	Legislative
Voting Requirement:	Simple Majority
Attachments:	1. CONFIDENTIAL REDACTED - Interim Audit Management Letter [9.1.1 - 4 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 in accordance with Section 5.23(2) of the Local Government Act 1995:

- (f) *information the making public of which would be likely to impair the effectiveness of any lawful method or procedure for preventing, detecting, investigating or dealing with any contravention or possible contravention of the law.*

SUMMARY

This report presents the Interim Audit Management Letter, including management comments for the interim audit completed in May 2026.

OFFICER'S RECOMMENDATION

That Council notes the 2025/26 Interim Audit Management Letter including management comments as contained in Confidential Attachment 1 to this report.

BACKGROUND

The City's auditor, the Office of the Auditor General (OAG), has completed the interim audit for the financial year ending 30 June 2026 and has issued an Interim Audit Management Letter to the City.

The procedures undertaken during the interim audit will contribute to the formation of the OAG's audit opinion on the City's Annual Financial Report. This opinion will be provided in the Independent Auditor's Report, which is expected to be issued following the conclusion of the final audit in November 2026.

EXTERNAL CONSULTATION

Officers from OAG liaised with City staff in May and July 2026 to complete the interim audit process.

Officers from OAG met with City staff to discuss the draft interim audit management letter and the recommendations.

OFFICER'S COMMENTS

The 2025/26 audit identified three key areas requiring improvement; however, none were classified as significant. Details of these matters, along with Management's responses, are provided in Confidential Attachment 1.

The City has taken appropriate action and has implemented one of the three recommendations. The remaining item will be recorded in the City's audit log and will be monitored and reported to the Audit, Risk and Improvement Committee.

LEGISLATIVE COMPLIANCE

- *Local Government Act 1995* - Division 3A – Financial audit
- *Local Government (Audit) Regulations 1996* - Section 10 – Report by Auditor
- *Australian Accounting Standards*

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

Implementation of the officer's recommendation can be completed within existing resources.

STRATEGIC IMPLICATIONS

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

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

CONCLUSION

It is recommended that the Audit, Risk and Improvement Committee and Council note the Interim Audit Management Letter, including management's comments.

9.2 Project Eden Update - August 2026

Responsible Branch:	Digital Solutions and Services
Responsible Directorate:	Corporate Services
Authority/Discretion:	Information Purposes
Voting Requirement:	Simple Majority
Attachments:	1. Project Eden Update [9.2.1 - 16 pages] 2. Eden Roadmap [9.2.2 - 4 pages] 3. Payroll Leave UAT Closeout Report [9.2.3 - 6 pages] 4. Payroll Project Assurance Approval [9.2.4 - 6 pages] 5. Request Management UAT Closeout Report [9.2.5 - 25 pages] 6. Sundry Debtors and Leasing Option Paper [9.2.6 - 25 pages]
Office 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 the following attachments to this report:

1. Project Eden Update as contained in Attachment 1
2. Eden Roadmap as contained in Attachment 2
3. Payroll Leave UAT Closeout Report Attachment 3
4. Payroll Project Assurance Approval in Attachment 4
5. Request Management UAT Closeout Report Attachment 5
6. Sundry Debtors & Leasing Option Paper Attachment 6.

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.

Employee Self-Service Leave was successfully implemented on 8 June 2026, improving operational efficiency by simplifying leave requests, reducing administrative effort, eliminating reliance on paper forms, streamlining approvals, and significantly decreasing paper consumption (**Attachment 3** and **Attachment 4**).

Request Management User Acceptance Testing (UAT) has been completed. Key learnings highlighted the need for additional staff training to support the new processes.

To facilitate a successful rollout, the revised go-live date of 24 August 2026 was approved, allowing training for more than 130 staff members. Automated customer notifications have also been implemented, providing email updates when requests are lodged and closed, with administrator override functionality available where required (**Attachment 5**).

Following review, TechOne recommended combining Stage 1B (Animals, Infringements, Debtors) with Stage 2 (Permits, Licenses, Approvals and Leases) due to the current Ci lease functionality relying on hard-coded processes for generating sundry invoices. TechOne has advised that implementation resources will not be available until January 2027. Despite this delay, they confirmed the October 2028 roadmap completion date remains achievable and recommended undertaking the AMS Property & Rating Data Cleanse, noting that other customers have found it significantly improves the transition from Ci to Ci Anywhere (CiA) (**Attachment 6**).

Work is currently progressing with:

1. Discovery phase for Property & Rating Phase 1B, including the transition from Ci to CiA for Animals, Infringements and Sundry Debtors, and the implementation of eServices (24/7 online transactions). Due to hard-coded integrations between Leasing (Property & Rating Stage 2) and Sundry Debtors (Phase 1B), TechOne has recommended combining both stages into a single implementation. While TechOne has advised that resources will not be available until January 2027, they attended the Eden Board meeting on 2 July 2026 and confirmed that the October 2028 completion date remains achievable.
2. Execution phase of Property & Rating 1a, which encompasses CiA Request Management, Ci Sync, Closing the loop functionality with customer requests, and embedded maps, scheduled for implementation on the 24 August 2026.
3. Conducting an Employee Self Service lessons learned workshop as part of the project closeout process.

The ARIC report includes supplementary dashboard-style graphs providing metrics on Risk Impact (High, Medium, Low), Issue Severity (High, Medium, Low), and Action Status (On Track, At Risk, Overdue).

The Eden Provisional Roadmap (**Attachment 2**) has been updated to capture:

1. Centralised User Access Management, implemented 22 March 26
2. Digital Experience Platform (DXP) Knowledge Management, implemented 23 April 26
3. ESS Payroll leave, implementation 8 June 26
4. 1A Request Management, Ci Sync & Embedded maps scheduled for 24 August 2026 go-live
5. Connected Content planning Oct-26 to Nov-26,
6. Rephasing of Stage 1B, with Stage 2, complete by Dec-27
7. Rephasing of Stage 3, implemented by Jun-28
8. Rephasing of Stage 4, implemented by Oct-28

PROJECT EDEN PROVISIONAL ROADMAP

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

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

LEGISLATIVE COMPLIANCE

Nil.

RISK MANAGEMENT CONSIDERATION

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

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

FINANCIAL IMPLICATIONS

Attachment 1 provides further details of the cost breakdown.

STRATEGIC IMPLICATIONS

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

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

CONCLUSION

A comprehensive Project Eden status update is provided in **Attachment 1**, detailing progress against key workstreams, delivery milestones, and emerging risks and dependencies. Significant project achievements include the successful implementation of Employee Self-Service Leave on 8 June 2026, which has improved operational efficiency through streamlined leave processing and reduced administrative effort. Supporting assurance and closeout documentation is provided in the Payroll Leave UAT Closeout Report (**Attachment 3**) and Payroll Project Assurance Approval (**Attachment 4**).

The updated Eden Roadmap is presented in **Attachment 2** and reflects the current delivery sequence and dependencies. Request Management User Acceptance Testing (UAT) has been completed, and a revised go-live date of 24 August 2026 was approved to enable comprehensive training for more than 130 staff and support successful organisational adoption. Outcomes and recommendations from this workstream are documented in the Request Management UAT Closeout Report (**Attachment 5**).

A key strategic consideration for the program is outlined in the Sundry Debtors & Leasing Option Paper (**Attachment 6**). Following review, TechnologyOne recommended combining Stage 1B and Stage 2 implementations due to current Ci lease management dependencies and advised that implementation resources will not be available until January 2027. While this will impact the timing of intermediate deliverables, TechnologyOne has confirmed that the overall October 2028 roadmap completion date remains achievable. The assessment also recommends progressing the AMS Property & Rating Data Cleanse to support a more effective transition from Ci to Ci Anywhere (CiA).

Further updates on project delivery, assurance outcomes, key decisions, and roadmap progress will continue to be reported to the Audit, Risk and Improvement Committee.



Project Eden – ARMI Briefing

31 August 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 <u>SuperUsers</u> 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 <u>CiA</u> conversions as advocated in their <u>CiA</u> 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 <u>Forward Work</u> Packages of <u>eServices</u> 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

- Employee Self-Service Leave was successfully implemented on 8 June 2026, improving operational efficiency by simplifying leave requests, reducing administrative effort, eliminating reliance on paper forms, streamlining approvals, and significantly decreasing paper consumption. (**Attachment 3 and Attachment 4**)
- Request Management User Acceptance Testing (UAT) has been completed. Key learnings highlighted the need for additional staff training to support the new processes. To facilitate a successful rollout, the revised go-live date of 24 August 2026 was approved, allowing training for more than 130 staff members. Automated customer notifications have also been implemented, providing email updates when requests are lodged and closed, with administrator override functionality available where required. (**Attachment 5**)
- Following review, TechOne recommended combining Stage 1B (Animals, Infringements, Debtors) with Stage 2 (Permits, Licenses, Approvals and Leases) due to the current Ci lease functionality relying on hard-coded processes for generating sundry invoices. TechOne has advised that implementation resources will not be available until January 2027. Despite this delay, they confirmed the October 2028 roadmap completion date remains achievable and recommended undertaking the AMS Property & Rating Data Cleanse, noting that other customers have found it significantly improves the transition from Ci to Ci Anywhere (CiA). (**Attachment 6**)

RAID Breakdown

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

New Risks

Rsk-045 - Resistance from staff to transitioning from manual forms to the TechOne leave processing system may lead to continued reliance on manual processes, resulting in increased workload for the Payroll team and reduced team cohesion..

Rsk-046 - Delay to P&R Stage 1B implementation due to dependencies on the City's TechOne build, specifically integration with Sundry Debtors and Leases.

Rsk-047 - The project schedule may be delayed due to TechOne's limited resource availability.

Rsk-048 - If the handover to support is not adequately planned and resourced, the project team may be required to provide extended support beyond the 4-week warranty period.

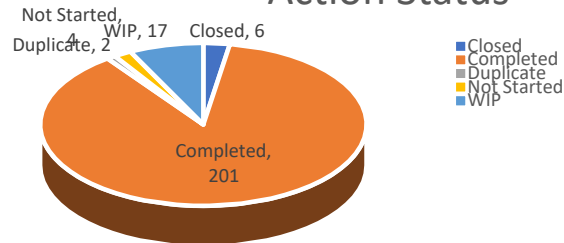
Rsk-049 - Running parallel systems (Ci CRM and CiA Request Management) introduces a risk of employee dissatisfaction due to duplicated effort, unclear processes, and increased workload. This risk will persist while a significant volume of requests remains active in Ci CRM, potentially leading to ongoing disengagement, reduced morale, and impacts to productivity and service quality until full transition is achieved.

Rsk-50 - Staff may enter information into the resolution field that is automatically sent to customers, resulting in inappropriate messaging, customer dissatisfaction, reputational impact, or complaints.

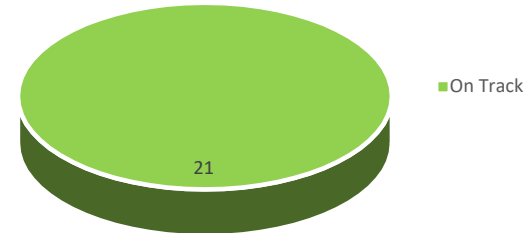
New Issues - NILL

Statistical Dashboard

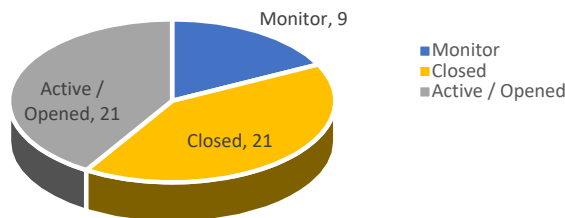
Action Status



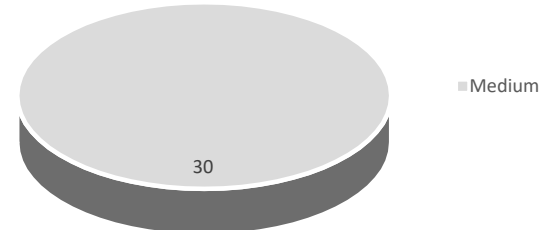
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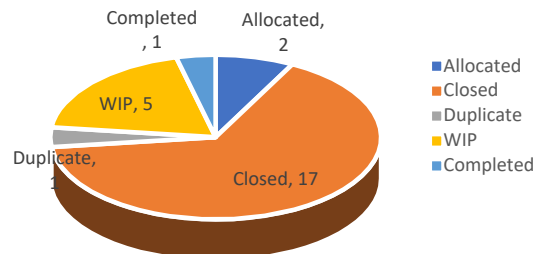
Risk Status



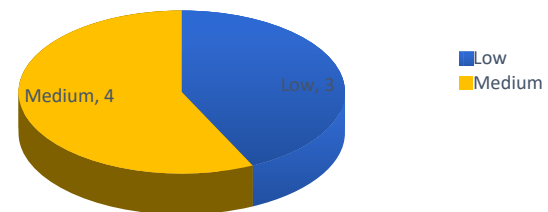
Open - Risk Impact



Issue Status



Open - Issue Impact





2. Timeline

Key Milestones Aug-26

ID	Milestone	Responsible	Due Date	Status	Notes
1	1a P&R Request Management System Integration Testing (includes Test Scenarios creation)	Project Team & SMEs	6 March 2026	Completed	14/7/25 - system integration testing to be scheduled 4/11/25 - Test scenarios are being built based on confirmation of TechOne that changed to the CDD are endorsed that were sent to them on the 4/11/25. 13/2/26 - the City took on the remainder time slippage of the TechOne Build to learn inhouse to support the Request Management System going forward. Date has been revised from 18/12/25 to 6/3/26. 9/4/26 - TechOne have difficulties creating the environment, and have advised the environment will be available for running the transition tool. TechOne have advised a transitional tool is required to be run advising all the updates that need to be added before the testing can commence. This timeline is pushed out two months to enable this process to run.
2	1a P&R Request Management User Acceptance Testing Planning	Project Team, SMEs & Business Units	17 April 2026	Completed	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. 13/2/26 - due to slippage of System Integration has affected downstream activities. This activity has moved from due at the 13/2/26 to 13/03/26. 9/4/26 - UAT was rescheduled following issues identified during System Integration Testing (SIT). SIT determined that statutory reporting requirements and access management controls would not be fully met, requiring remediation prior to proceeding with UAT. 13/7/26 - Completed UAT CloseOut
3	1a P&R Request Management & DXP Knowledge Management - Implementation	Eden Project Manager	24 April 2026	Completed	9/4/26 - TechOne have scheduled the go-live of DXP for the 24/4/26. 9/4/26 - Request Management will be delayed pending UAT and Change Management planning. The intent is to promote DXP to production this month to support Customer Services. 23/4/26 - Implemented into production on the 24/4/26.
4	Payroll Leave Testing - System Integration Testing	Eden Project Manager	24 April 2026	Completed	9/4/26 - SIT is currently in progress. 24/4/26 - SIT closeout approved.
5	Payroll Leave Testing - User Acceptance Testing	Eden Project Manager	7 May 2026	Completed	9/4/26 - UAT scenarios are being created. 21/5/26 - UAT closeout approved to move to production.
6	Payroll Leave Training	Eden Project Manager	15 May 2026	Completed	9/4/26 - planning is underway for Leave Training. 8/6/26 - eLearning rolled out with an Employee Self Service page with FAQ, manual, and eLearning of how to enter Leave and Approve Leave.
7	Payroll Leave Implementation	Eden Project Manager	22 May 2026	Completed	8/6/26 - implementation of Employee Self Service payroll leave.

Summary

- Employee Self Service Leave implemented
- Property & Rating Digital Experience Platform Knowledge Management implemented
- AMS Property & Rating Cleanup scoping

Key Milestones Aug-26

ID	Milestone	Responsible	Due Date	Status	Notes
8	1a P&R Request Management Implementation - Mock go-live	Eden Project Manager	3 August 2026	WIP	15/7/26 - Implementation is scheduled for the 24/8/26 with a mock go-live from 30/7/26 to 3/8/26.
9	1a P&R Request Management Training	Eden Project Manager	18 August 2026	WIP	9/4/26 - User Acceptance Testing (UAT) has identified the need for more comprehensive training in addition to eLearning. UAT participants required approximately four hours of training prior to commencing UAT activities, with the UAT phase then extending over two days. The CiA Request Management system introduces new functionality, including Tasks and Workflow, which were not available in the previous system. These features require detailed training planning, preparation, and delivery to ensure effective adoption. Planning is required to outline timelines. 15/7/26 - SME walkthrough of training approach.
10	1a P&R Request Management Implementation	Eden Project Manager	24 August 2026	WIP	15/7/26 - Go-Live scheduled for the 24/8/26.
11	Connected Content Scope & Plan	Eden Project Manager	18 December 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 prequisite skills for the Connected Content requirements. 15/7/26 - Due to delay in the Request Management implementation has required the planning stage for Connected Content to be re-scheduled.
12	AMS Property & Rating Data Cleanse Scoping	Eden Project Manager	2 October 2026	WIP	15/7/26 - Planning to start
13	1b P&R Animals / Infringements / Sundry Debtors / eServices replacement to CiA DXP - Discovery	Eden Project Manager	28 May 2027	WIP	9/4/26 - the build of the 1b environment is currently underway to enable the discovery of the components in CiA. 15/7/26 - the Finance team and Finance System Analyst discovered that Stage 1b and Stage 2 need to be merged because of the integration with Leasing in Stage 2 being closely integrated with 1b Sundry Debtors.
14	1b P&R Animals / Infringements / Sundry Debtors / eServices replacement to CiA DXP - Implementation placeholder	Eden Project Manager	17 December 2027	WIP	9/4/26 - Placeholder for the implementation of Item 1b, pending business clarification on blackout periods and subject to TechOne resource availability post-UAT. 15/7/26 - Revised implementation date based on TechOne vetting the roadmap at the Eden Board Meeting on Thursday, 2 July 2026.

Summary

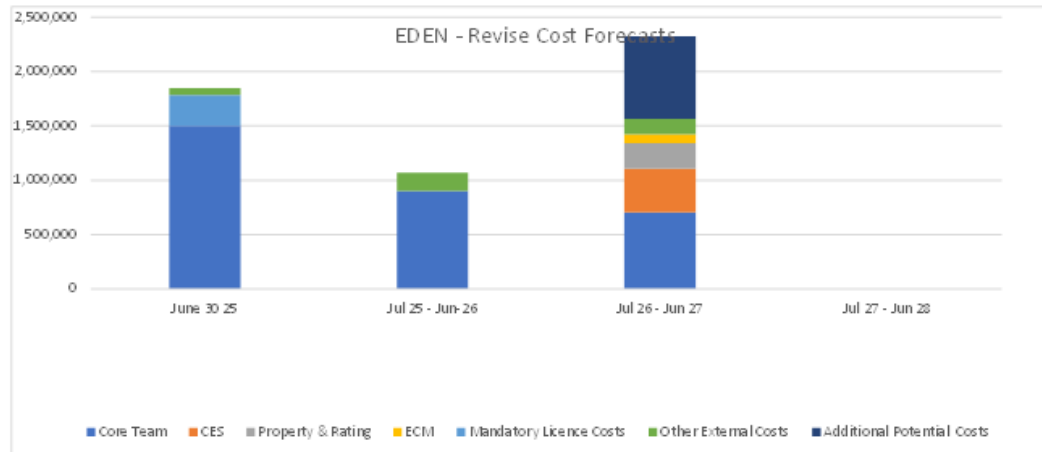
- Employee Self Service Leave implemented
- Property & Rating Digital Experience Platform Knowledge Management implemented
- AMS Property & Rating Cleanup scoping



3. Estimated Costs

Estimated Costs - June -26

Excludes 10% Buffer	Actuals to	Actuals (Yr4)	Forecast Spend (Yr5)	Forecast Spend (Yr6)	
Implementation Area	June 30 25	Jul 25 - Jun-26	Jul 26 - Jun 27	Jul 27 - Jun 28	Totals
Core Team	1,501,201	902,101	704,952		3,108,254
CES	0	0	401,508		401,508
Property & Rating	0	0	236,156		236,156
ECM	0	0	80,000		80,000
Mandatory Licence Costs	280,985	0	0		280,985
Other External Costs	66,065	166,620	141,120		373,806
Additional Potential Costs	0	0	760,000		760,000
Actual / Forecast	1,848,251	1,068,721	2,323,736	0	5,240,708
Original Forecasted Budget	4,463,152	626,228			5,089,380



Comments

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

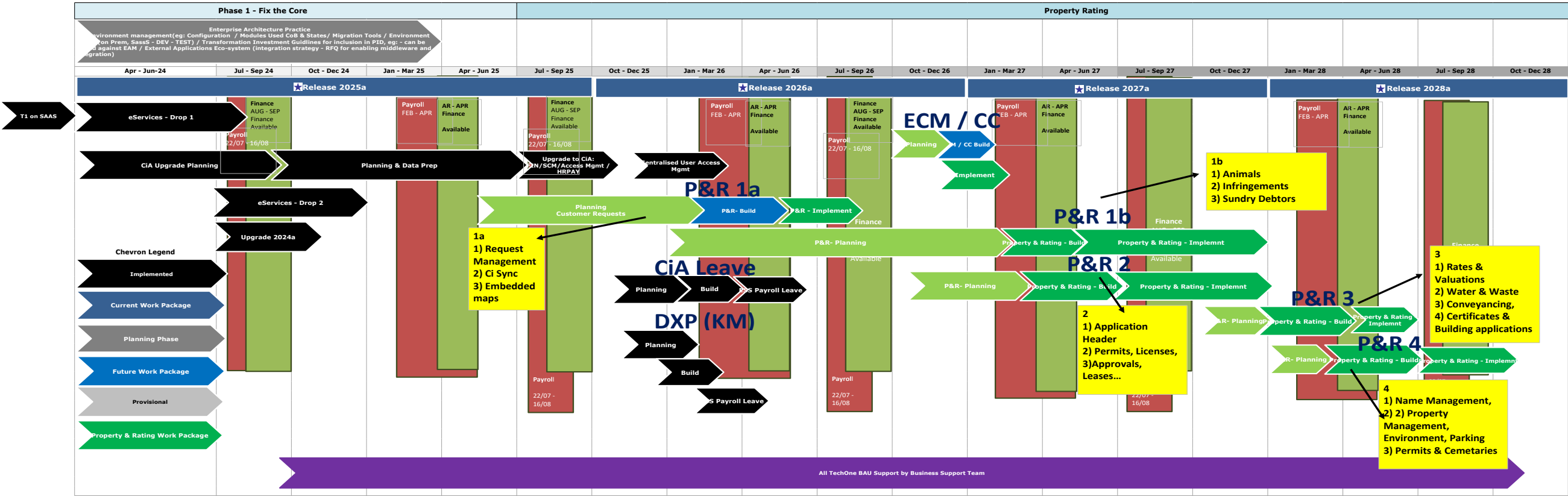


4. Key Next Steps

Key Next Steps Overview

- Request Management activities
 - Mock go-live testing
 - Training delivery, 10 August 2026 to 18 August 2026
 - Implementation 24 August 2026
- 1B and Stage 2 of the Property and Rating discover phase for 1b) Animals, Infringements, Sundry Debtors, and Stage 2 Permits, Licenses, Approvals and Leases (including eServices functionality replacement with CiA DXP)
- Ongoing, Phase 2 TechOne University research and discovery, followed by planning for Project Team unit testing
- AMS Data cleanse scoping to identify timing, and resourcing both internally and via TechOne
- Planning for Connected Content implementation
- Ongoing, updating the budget forecast to reflect TechOne's advice that the Property and Rating implementation phases are expected to take 2.5 years. The original budget was created in November 2022, that extended to July 2027.

EDEN Provisional Roadmap

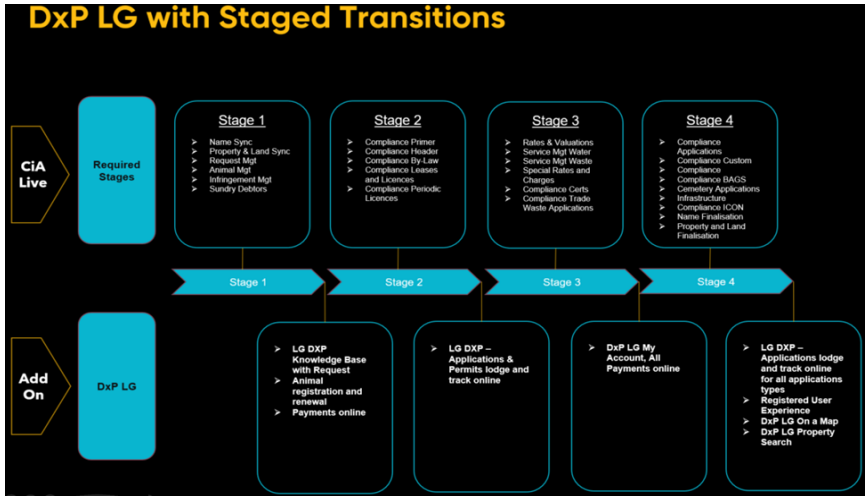
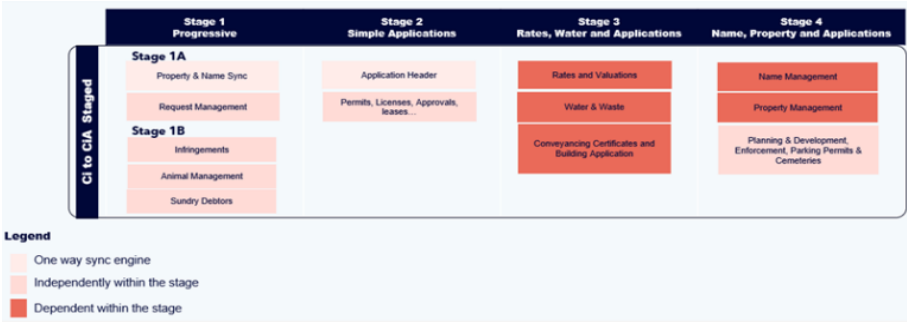


★ = New Release of software available for SAAS customers

- 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

[illegible]

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



User Acceptance Testing

User Acceptance Testing Closeout Report – Payroll Leave on Employee Self Service (ESS)

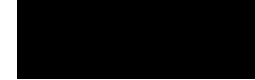
Version History

Date	Version	All / Sections	Name	Change Details
15/05/2026	0.1	All	Lee Oliver	Original



Document Review & Endorsement

I have read and reviewed the document in its current state. I am in agreement and approve the planning activities for the Payroll Leave transition to CiA Employee Self Service.

Name	Title / Department / Project Role	Document Review Role	Signature	Date
Kym Leahy	Project Sponsor - Director Corporate Services	Signoff		21/05/2026
Anna Gillespie	Manager People, Culture & Safety	Signoff		21/05/2026
Annette Besch	Payroll Officer	Signoff		20/05/2026
Lee Oliver	Eden Project Manager	Signoff		15/05/2026

Acronyms

Categories	
Abbrev.	Description
SCM	Supply Chain Management
HR	Human Resources
TechOne	TechnologyOne ERP
P&R	Property & Rating
ECM	Enterprise Content Management
HRP	Human Resources and Payroll
FIN	Finance
SIT	User Acceptance Testing



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1. Purpose

The purpose of this User Acceptance Testing (UAT) Closeout Report is to seek approval to formally close the UAT stage gate, enabling the project to progress to formal approval by the Executive Leadership Team to proceed to the Execution Stage.

2. Background

User Acceptance Testing (SIT) commenced on Tuesday, 17 March 2026 and was formally approved on the Friday, 24 April 2026 to move into the UAT phase of testing. Testing was conducted in the HRP environment, which had been upgraded to support Leave functionality and validated across the 2026a release.

The UAT working group comprised representatives from the business departments across the City, ensuring appropriate cross-functional coverage throughout the testing phase. These departments consisted of, Libraries, Customer Service, Buildings, Finance, People Culture & Safety, Rangers, Governance, Environment Health, & the Eden Project Team.

3. Executive Summary

User

User Acceptance Testing (UAT) scenarios were successfully completed by eighteen staff members. The expected results for scenarios not marked as "Passed" are outlined below:

- a) Four "Not Applicable" results relate to a non-standard work pattern scenario that could not be tested, as participants followed standard schedules during testing for their business unit.
- b) One "Passed – Current Behaviour" result was due to incomplete system setup and insufficient sick leave balance for a tester, reflecting current production behaviour (individual commenced employment after the test environment was created in February 2026).

This formal sign-off confirms that:-

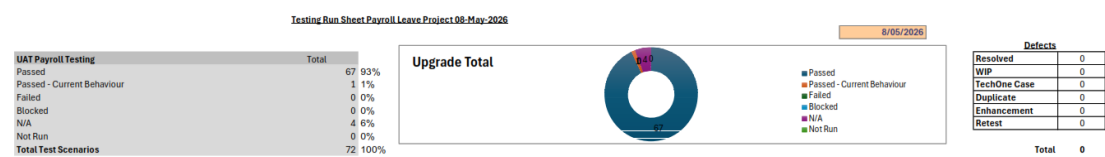
- a) All business scenarios relevant to each department have been fully identified, documented, and successfully validated and
- b) All testing activities have been completed successfully, with no critical or outstanding defects remaining at the conclusion of.

With testing now complete, the Project Manager seeks approval to formally close the User Acceptance Testing phase. Approval will allow the project to progress to the next activities, including the development of elearning training materials in preparation for end-user engagement.

.

4. Test Status

All users completed the tests allocated across 9x Business Units:-



5. Assessment

The Eden Project Manager confirms no defects remain that would prevent progression to the User Execution Phase.

6. Recommendation

- 1) That the *Subject Matter Experts*
 - **NOTE** the scope of testing performed by their nominated testers
 - **NOTE** the test outcomes and exceptions
 - **ENDORSE** the approval of the successful completion of the User Acceptance Testing (SIT) stage.
- 2) That the *Business Process Owner*
 - NOTE** the scope of testing performed by their nominated testers
 - NOTE** the test outcomes and exceptions
 - ENDORSE** the approval of the successful completion of the User Acceptance Testing (UAT) stage.
- 3) That the *Executive Sponsor*:
 - **NOTES** the scope of testing
 - **APPROVES** the successful completion of the System Integration State (UAT) stage.

Employee Self Service Payroll Project Governance Assurance

Governance Assurance

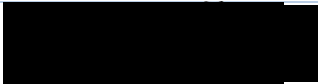
Version History

Date	Version	All / Sections	Name	Change Details
22/05/26	0.1	All	Lee Oliver	Original



Document Review & Endorsement

I have read and reviewed the document in its current state.

Name	Title / Department / Project Role	Document Review Role	Signature	Date
Kym Leahy	Project Sponsor - Director Corporate Services	Signoff		28/5/2026
Lee Oliver	Eden Project Manager	Signoff		22/5/2026

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
	2024 - 2027 Roadmap Draft - Project.xlsx
	Attachment 4 - Testing-DeploymentAssurance.pptx

Acronyms

Categories	
Abbrev.	Description
SCM	Supply Chain Management
HR	Human Resources
TechOne	TechnologyOne ERP
P&R	Property & Rating
ECM	Enterprise Content Management
HRP	Human Resources and Payroll
FIN	Finance
SIT	System Integration Testing



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1. Purpose

The purpose of this document is to provide evidence that all project stage gates have been successfully exited with the required substantiation, thereby reducing the risk of introducing defects into the TechOne production environment.

2. Background

The CES transition to CiA encompasses the Payroll, Finance, and Procurement modules, noting that Human Resources (HR) had already transitioned to the CiA platform. This project was to implement the City of Bayswater's Payroll Leave forms through CiA Employee Self Service.

3. High Level Process Flow - Deployment Assurance Testing Strategy



4. Exit Criteria Substantiation

The table below describes all the substantiation for the stage of the project:-

ID	Project Stage	Document summary	Document Link	Notes	Assurance Comment
1	Project Entry – Exit Criteria	Board approval to utilise the Eden Budget to implement the Payroll Leave Project	EDEN Board Meeting December 2025.pptx Minutes 03.12.2025.pdf	Board approval to proceed with work package.	Meeting agenda and minutes cited. Decision to precede made here.
2	Project Entry – Exit Criteria	Test Scenarios Created for System Integration Testing	1 - SIT	SIT scenarios created	Yes testing spreadsheets cited. Test scenarios created and materials available.
3	Project Entry – Exit Criteria	Access Management documented	Leave Conversion-Upgrade (Ci to CiA) - Instructions.docx	Access management documented so that it can be handed over to support after implementation.	Documentation – process to implement – cited.
4	Project Entry – Exit Criteria	SIT closeout report approved	PayrollLeave_CloseoutSIT.docx	Out of session approval to accept the SIT Closeout report to move into the User Acceptance Testing Phase.	Closed out SIT report cited. Signed by all project roles.
5	User Acceptance Testing – Entry Criteria	UAT scenarios created Recording UAT session	2 - TestScenarios	UAT scenarios available	Spreadsheet of testing scenario's provided. UAT completed and documented.
6	User Acceptance Testing – Exit Criteria	UAT closeout report approved and approval to move to the execution phase of the project	PayrollLeave_CloseoutUAT.pdf Payroll Leave - User Acceptance Testing- 20260430 110159-Meeting Recording.mp4	UAT closeout report approved to enter into execution phase	Closed out UAT report cited. Signed by all project roles. Transcript of UAT testing introduction and instructions cited.

Property & Rating CiA Transition Debtors and Leasing Assessment Paper





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Document Review & Endorsement

Name	Title / Department / Project Role	Document Review Role	Signature	Date
Eden Board	Executive Approval	Board Decision		2/07/2026
Kym Leahy	Director of Corporate Services	Signoff		27/5/2026
Stuart Monks	Manager Financial Services	Signoff		22/05/2026
Lee Oliver	Project Manager - Eden	Co-Author / Signoff		22/05/2026
Hilda Ho	Senior Financial Accountant	Reviewer / Signoff		Click or tap to enter a date.
Ha Ta	Accountant	Reviewer		Click or tap to enter a date.
Josie Perry	Finance Officer - Revenue	Reviewer		Click or tap to enter a date.
Pete Anderson	Finance Systems Analyst	Author		Click or tap to enter a date.

Reference Documents

Type	Document Details	Document Link
Email	Questions posed to TechnologyOne about Finance concerns decoupling Sundry Debtors from Leasing	 3DC1B527.msg
Email	Answer to TechnologyOne question about Debtors and Debtor Type	 839C00CD.msg
Email	Answer to TechnologyOne question about Event Operation custom script	 8A379963.msg
Video	Meeting with TechnologyOne discussing our various options and the way forward	Debtor and Leasing Transition Q&A
Email	Minutes advising 15mth delay for delivering stage 1b & stage 2 P&R	2 - RE Byaswater P\u0026R Transition Project Regular Meeting.msg
Email	Minutes advising completion of Eden staged P&R implementation would complete Dec-28	1 - RE Byaswater P&R Transition Project Regular Meeting.msg

Acronyms / Abbreviations

Acronym / Abbreviation	Definition
------------------------	------------



CiA	CiAnywhere
Ci	Connect Intelligence
P&R	Property & Rating
SME	Subject Matter Expert

RACI Matrix Legend	
A	Accountable
R	Responsible
C	Consulted
I	Informed



Purpose Statement

Outlines the challenges, impacts and risks associated with continuing a traditional staged transition approach for the Property & Rating (P&R) CiAnywhere (CiA) migration for Sundry Debtors and Leasing.

The City is asked to evaluate the transition options presented by TechnologyOne which identifies concerns about how complicated the work may be, the impact on staff and resources, the additional overhead, accuracy and reliability of transactions, and the risk of delays or issues with delivering the project.

The document intends to support decision-making regarding the preferred transition approach for Stage 1B of the P&R CiA program.

Problem Statement

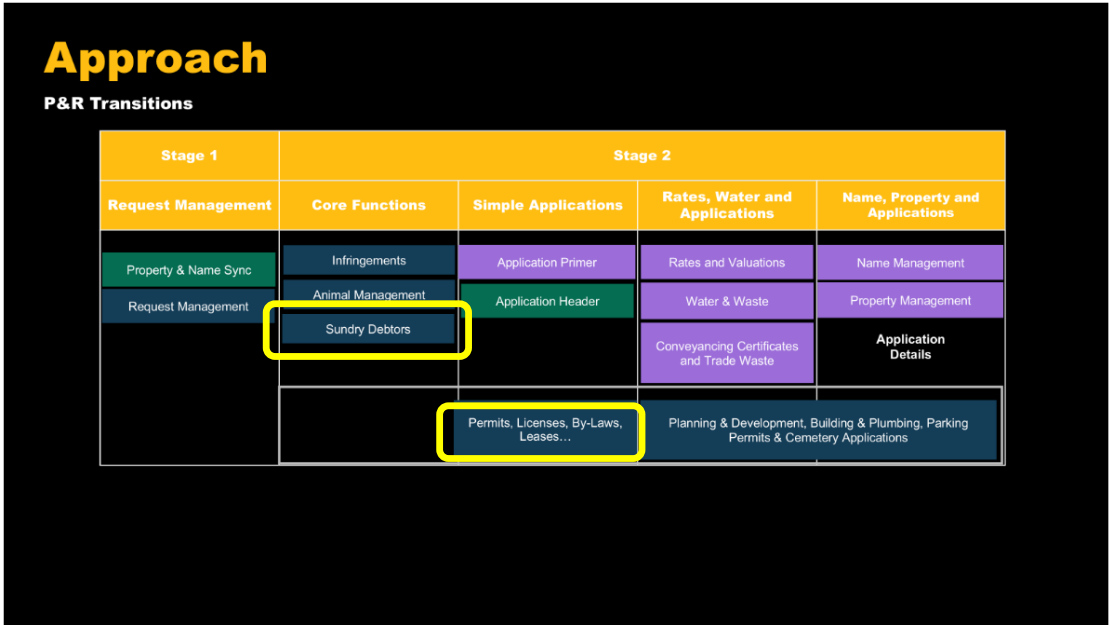
Bayswater's existing business model has maintained a strong dependency between Leasing transactions and Sundry Debtor financial processing. TechnologyOne's transition approach from Ci to CiA separates the implementation of Sundry Debtors (Phase 1a) and Leasing (Stage 2 compliance), with each stage estimated to take approximately six months, resulting in a decoupled delivery model.

Separating these functions across different transition stages introduces avoidable complexity in transaction management, reconciliation, and ongoing operational support. The City has identified significant operational and technical risks associated with transitioning Sundry Debtors independently from the Leasing application during the Ci to CiA migration. Current in Ci, the Leasing and Debtors functionality is heavily integrated through custom scripting when Event Operation process(es) are in use that rely on the existing Ci schema and transactional framework. A partial transition approach will result in transactional inconsistencies and temporary custom functionality between Ci and CiA environments.

Aligning the transition of Leasing and Sundry Debtors will provide a more cohesive implementation approach that protects data integrity, streamlines financial processing, and enables existing customisations to transition into a more supportable and simplified future-state environment.

Background

As part of the P&R CiA transition program, the City was advised that Sundry Debtors and Leasing would transition separately, resulting in a period where the two functions would operate across different environments.



Following consultation with Finance, concerns were raised regarding the viability of this approach due to the strong operational and transactional dependency between the two functions. Finance advised that maintaining a prolonged period where Sundry Debtors and Leasing were separated would introduce significant operational difficulties, reconciliation challenges, and increased business risk.

The current configuration relies on custom Event Operation(s), scripting, and balance apportionment processes that automatically allocate charges to Sundry Debtors while maintaining Lease records as charge free. These processes have evolved over time to support the City’s operational requirements and are closely integrated within the existing Ci environment.

TechnologyOne subsequently advised that the City’s configuration could not be considered a standard ‘vanilla’ implementation due to the level of customisation and interdependency between the Leasing and Debtors functions. As a result, additional consideration is required to determine how the modules could transition to CiA without creating excessive transactional overhead, temporary customised functionality, or increased processing complexity between Ci and CiA environments.

In collaboration with the City, TechnologyOne has played a significant role in reviewing the existing configuration, identifying the operational impacts associated with a delineated transition approach, and developing several implementation options for consideration. These discussions focused on balancing implementation practicality, project scope, transactional integrity, and long-term business sustainability throughout the transition period.

To support this assessment, the City intends to provide TechnologyOne with access to the ‘PR-CiA Live’ environment to enable detailed analysis of the Sundry Debtors and Leasing integration, including custom fields, Event Operations, scripts, and associated transactional processes. This analysis will assist in identifying the remediation effort required and the most sustainable transition pathway moving forward.

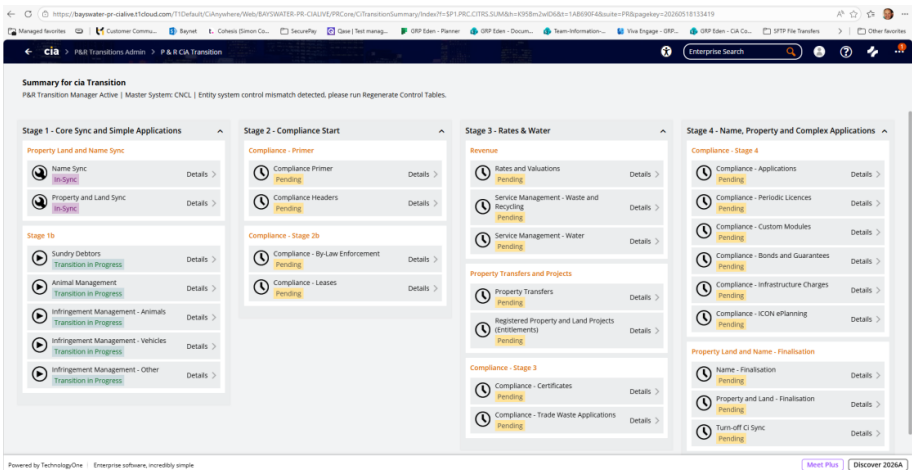


TechnologyOne subsequently presented three (3) potential implementation approaches:

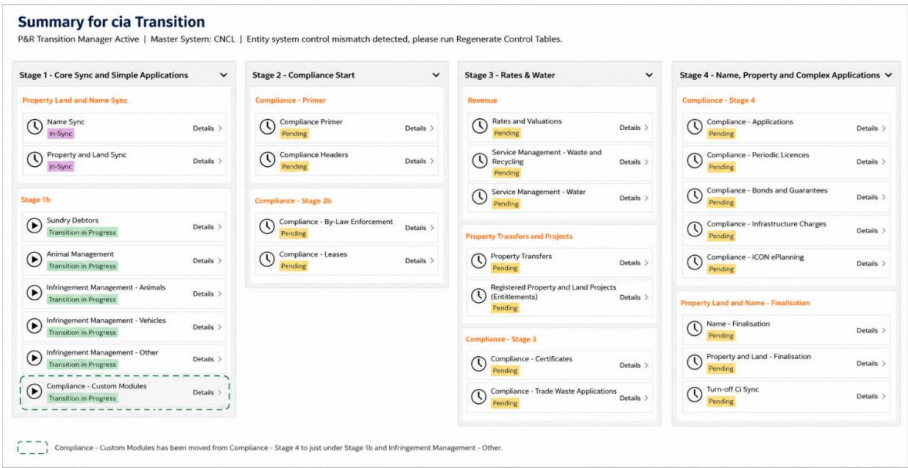
- Option 1** – Transition only the impacted Debtors through scripted updates (1B implementation only where subsequent scripting is later removed when processing Stage 2)
- Option 2** – Transition both Debtors and Leasing concurrently
- Option 3** – Adopt a full ‘Big Bang’ approach and transition all remaining stages concurrently

Finance has indicated a preference for **Option 2**, noting that although it may require elements of future project stages to be accelerated, it provides the most operationally sustainable outcome while minimising disruption, and maintaining transactional integrity, financial control processes, and the long-term sustainability of the City’s P&R environment.

Existing staged transition



Proposed staged transition



Option Assessment

Option 1 – Transition only the impacted Sundry Debtors through scripted updates

Scope Impact

This option limits the Stage 1B scope to only the Sundry Debtors impacted by Leasing transactions. While initially appearing to provide a simplified and accelerated implementation pathway, the approach introduces additional complexity through the need to maintain processing between Ci and CiA transactional processes.

The existing Leasing functionality would remain within Ci while impacted Debtors transition to CiA, resulting in a split-processing model across environments. It would also mean that Enterprise Cash Receipting would require two transaction lines, rather than the existing one to capture the transaction in both Ci and CiA.

Additional development would be required to:

- a) Review and redevelop existing Event Operation(s).
- b) Modify or recreate scripts impacted by schema changes.
- c) Review whether T-Scripts can, initially, replace scripts used in Ci.
- d) Support dual-processing activities during transition periods.

Scheduling Impact

See below for the scheduling impact

- 1) TechnologyOne has advised that delivery will require approximately six months, shifting the target from the original October 2026 placeholder to November 2026. As of Thursday, 21 May 2026, the TechnologyOne Project Manager further advised a two month lead time is required to secure and commit the necessary resources, &
- 2) Potential schedule impacts may also arise from additional advisory or managed services (e.g. AMS) required to support activities such as data cleansing (TechnologyOne advice, 21 May 2026 – applicable across all options).

Cost Impact

See below for the cost impacts:-

- 1) Potential cost increases from TechnologyOne, including advisory or managed services (e.g. AMS) to support activities such as data cleansing (TechnologyOne advice, 21 May 2026 – applicable across all options).

Quality Impact

This option presents considerable quality concerns due to the reliance on existing custom scripts and Event Operation(s).

Current processes:



- a) Apportion balances to Debtors.
- b) Retain Lease accounts as charge free.
- c) Depend on Ci schema structures and transactional behaviours.

Schema changes between Ci and CiA create uncertainty regarding whether these processes will continue functioning as intended. There is a high likelihood of:

- a) Transactional inconsistencies.
- b) Data integrity issues.
- c) Failed balance apportionments.
- d) Increased manual reconciliation activities.

The requirement to perform transactions across both environments significantly increases the risk of operational error and reduced process reliability.

Resource Impact

This option would require substantial technical and operational support resources despite initially being viewed as a 'quick win'.

Impacts include:

- a) Ongoing support for dual transactional environments.
- b) Increased testing requirements.
- c) Redevelopment and validation of scripts.
- d) Additional Finance reconciliation activities.
- e) Increased operational overhead for business SMEs.

The approach is considered highly onerous from both Digital Services and Finance perspectives due to increased requirements of supporting parallel transaction processing across Ci and CiA.

Risk Impact

Key risks associated with this option include:

- a) Failure of existing Event Operations due to schema incompatibility.
- b) Increased manual intervention requirements.
- c) Reduced confidence in financial integrity.
- d) Extended stabilisation periods post 'go-live'.
- e) Increased risk of user error through dual-system processing.

This option is considered to present a high operational and transactional risk profile.

RACI Matrix



Key Activity	Digital Solutions	Finance	TechnologyOne
Maintain and support custom scripts (Event Operations)	R / A	C	C
Validate schema compatibility between Ci and CiA	R / A	C	C
Apportion balances to Debtors (dual environment processing)	C	A / R	I
Maintain Lease accounts as charge free across environments	C	A / R	I
Transaction processing across Ci and CiA environments	R	A	I
Testing of scripts and event operations post schema changes	R / A	C	C
Reconciliation of dual environment transactions	C	A / R	I
Incident resolution (failed apportionments / script failures)	R / A	A	C
Managing operational risk and control assurance	C	A / R	C
End user transaction processing in dual systems	I	R	I
Stabilisation and post 'Go live' support	R / A	A	C

Summary Interpretation

- a) **Finance** is accountable for end-to-end financial integrity, reconciliation, and correctness of transactions and lease treatments.
- b) **Digital Solutions** is responsible for technical enablement, scripts, integrations, schema handling, and operational system support.
- c) **SMEs** are consulted throughout, particularly for validating business rules impacted by Ci / CiA decoupling.
- d) **TechnologyOne** is consulted for schema compatibility and defects, especially where Event Operation(s) fail.
- e) **Project** retains accountability for delivery risk and stabilisation outcomes, given the high risk classification.
- f) **End users** remain responsible for executing transactions but are heavily exposed to dual system complexity.



Option 2 – Transition both Debtors and Leasing concurrently

Scope Impact

This option expands the Stage 1B scope to include both Sundry Debtors and Leasing functionality concurrently.

As a result, elements originally intended for later project stages, specifically components aligned to Stage 4 of the CiA transition program relating to Compliance and Custom Modules, would need to transition earlier than planned.

TechnologyOne would be required to:

- a) Assess the revised implementation approach.
- b) Review impacted custom functionality.
- c) Assess custom fields and scripts requiring conversion.
- d) Confirm dependencies associated with Leasing integrations.

The City would also need to facilitate access to the PR-CiA Live environment for a TechnologyOne Consultant to assess the current Sundry Debtors and Leasing interfaces and associated customisations.

Scheduling Impact

See below for scheduling impacts:-

- 1) TechnologyOne has advised that combining Stage 1b and Stage 2 will require approximately 15 months (6 months plus 9 months), including activities such as data migration, DocOne configuration, and header detail setup. As of 21 May 2026, the TechnologyOne Project Manager further indicated a two-month lead time is required to secure a compliance resource for Stage 2. As at the 18 June 2026, the TechnologyOne account manager has advised there will be no impact to the timeline, &
- 2) Additional schedule impacts may arise from advisory or managed services (e.g. AMS) required to support activities such as data cleansing (TechnologyOne advice, 21 May 2026 – applicable across all options). As at the 18 June 2026, the TechnologyOne account manager advised that this will be a free service for the City.

Cost Impact

See below for the cost impacts:-

- 1) Rephasing of existing budgeted costs associated with backfilling Subject Matter Experts to support compliance activities during Stage 2.

Quality Impact

This option is considered the preferred operational outcome from a Finance perspective.

Transitioning both Sundry Debtors and Leasing concurrently:

- a) Maintains transactional consistency.
- b) Preserves end-to-end processing integrity.
- c) Reduces reliance on interim workaround solutions.



- d) Minimises dual-system transaction handling.

By maintaining aligned transactional processing within a single environment, the City significantly reduces the likelihood of reconciliation issues and operational inconsistencies.

While redevelopment and conversion activities would still be required, the quality outcome is considered substantially stronger than maintaining split environments.

Resource Impact

This option requires:

- a) Additional project planning and coordination.
- b) Increased engagement with TechnologyOne consultant(s).
- c) Earlier involvement of custom module remediation activities.
- d) Increased testing and validation activities during Stage 1B.

However, the approach reduces long-term operational overhead by avoiding prolonged dual-environment processing.

Business SMEs would still be required to support testing and validation activities, though the overall support model is considered more sustainable than **Option 1**.

Risk Impact

Key risks associated with this option include:

- a) Scope expansion impacting timelines.
- b) Additional complexity in Stage 1B delivery.
- c) Dependency on TechnologyOne assessment activities.
- d) Potential delays associated with custom module remediation.
- e) Increased project coordination requirements.

Despite these risks, this option is considered to present a lower operational risk than **Option 1** due to the preservation of transactional integrity and reduced reliance on interim processing arrangements.

This option is currently viewed as the preferred approach.

RACI Matrix

Key Activity	Digital Solutions	Finance	TechnologyOne
Overall solution design (single environment processing model)	A / R	C	C
Transition planning for Sundry Debtors and Leasing	R / A	C	C



Maintain transactional consistency across consolidated environment	R	A	I
End-to-end process integrity validation	R	A	C
Removal of interim workaround processes	R	A	I
Design and implementation of consolidated transaction processing	R / A	C	C
Custom module remediation (Stage 1B alignment)	R	C	A / C
Testing and validation of Stage 1B changes	R	A	C
Reconciliation process validation post transition	C	A / R	I
Project planning and delivery coordination	A / R	C	C
Risk management (timeline, scope, dependency impacts)	A / R	C	C
Operational readiness and 'Go-live' support	R	A	C
Ongoing system support post implementation	R	A	C

Summary Interpretation

- 1) **Digital Solutions** is accountable for:
 - a. Delivery execution.
 - b. Remediation coordination.
 - c. Testing and implementation.
 - d. Project governance and risk management.
 - e. Stage 1B alignment.
- 2) **Finance** are accountable for:
 - a. Financial integrity.
 - b. Validation of outcomes.
 - c. Reconciliation correctness.
 - d. Testing sign-off.
- 3) **TechnologyOne** is:
 - a. Consulted for remediation feasibility.
 - b. Supporting custom module assessment.
 - c. Providing technical validation input.



Option 3 – Adopt a full ‘Big Bang’ approach and transition all remaining stages concurrently

Scope Impact

This option would involve transitioning all remaining CiA stages concurrently as part of a single large-scale implementation.

The scope would significantly increase beyond the currently planned Stage 1B activities and would require:

- a) Concurrent remediation of all remaining modules.
- b) Extensive business transformation activities.
- c) Large-scale testing and training programs.
- d) Coordinated deployment across multiple business units.

TechnologyOne indicated an estimated completion timeframe of approximately 18 months.

Scheduling Impact

A “big bang” approach would require comprehensive replanning to account for Subject Matter Expert availability, organisational blackout periods, and TechnologyOne resource constraints.

Cost Impact

A big bang approach would require bringing forward existing budgeted costs.

Quality Impact

While a single transition event may eliminate interim integration issues, the scale and complexity of the implementation significantly increases delivery risk.

Potential quality concerns include:

- a) Reduced testing effectiveness due to implementation scale.
- b) Competing project priorities.
- c) Increased change fatigue across business areas.
- d) Greater likelihood of defects or post ‘Go-live’ stabilisation issues.

The City currently has concerns regarding whether sufficient business capacity exists to support an implementation of this magnitude.

Resource Impact

This option would require substantial project resourcing across both TechnologyOne and the City.

Other customer sites are in the infancy of similar approaches when questioning TechnologyOne. Details regarding resourcing models were also unclear.



It was noted that:

- a) Other councils may have had full-time, seconded, business SMEs dedicated exclusively to the project.
- b) Bayswater business SMEs currently remain operationally committed and are engaged on a project-request basis rather than fully seconded.

As a result, the City may not currently possess sufficient resource capacity to effectively support a large-scale concurrent transition approach.

Risk Impact

Key risks associated with this option include:

- a) Resource exhaustion and project fatigue.
- b) Insufficient SME availability.
- c) Extended project delivery timelines.
- d) Increased delivery complexity.
- e) Higher likelihood of schedule overruns.
- f) Potential impacts to operational continuity during implementation, including the risk of longer production freezes

While strategically comprehensive, this option currently presents significant delivery and resourcing risks for the City.

RACI Matrix

Key Activity	Digital Solutions	Finance	TechnologyOne
Overall program delivery for concurrent transition	A / R	C	C
Capacity planning and resourcing strategy	A / R	C	C
SME allocation and business engagement model	C	A / R	I
Operational SME participation (workshops, testing, validation)	I	R	I
Business process design and validation	C	A / R	C
Test planning and execution (large-scale implementation)	R / A	C	C
End-to-end testing effectiveness and coverage management	R	A	C
Defect management and triage during implementation	R / A	C	C
Go-live readiness assessment	R / A	A	C
Change management and business readiness impacts	C	A / R	C
Operational continuity planning during implementation	R / A	C	C



Project schedule management and delivery timeline control	A / R	C	C
Risk management (fatigue, capacity, delivery complexity)	A / R	C	C
Post 'Go-live' stabilisation support	R / A	A	C
Vendor support for implementation and technical guidance	C	C	A / R

Summary Interpretation

- 1) **Digital Solutions** carries primary accountability for:
 - a. End-to-end delivery coordination.
 - b. Testing execution and defect management.
 - c. Schedule, risk, and stabilisation control.
 - d. Overall implementation governance.
- 2) **Finance** are:
 - a. Accountable for business readiness and validation.
 - b. Responsible for SME engagement and testing participation.
 - c. Accountable for operational continuity and acceptance.
- 3) **TechnologyOne** is:
 - a. Responsible for technical guidance and implementation support.
 - b. Accountable for platform-specific execution assistance during delivery.

Recommendation

Following assessment of the available options, the City has identified significant concerns regarding the operational sustainability of transitioning Sundry Debtors independently from Leasing.

Option 1, while initially appearing to provide a rapid implementation pathway, introduces substantial transactional, operational and reconciliation risks due to the interconnected nature of the existing Leasing and Debtors processes.

Option 3, while strategically comprehensive, presents considerable resource and delivery risks due to the scale of implementation and current SME capacity constraints.

Option 2 is presently considered the preferred approach as it:

- a) Maintains transactional integrity.
- b) Minimises operational risk.
- c) Provides a more sustainable long-term solution despite increased short-term scope and implementation effort.

Further assessment by TechnologyOne will be required to determine the detailed impacts associated with accelerating Leasing and associated custom module functionality into Stage 1B of the CiA transition program.

Option	Quality Impact	Resource Impact	Risk Impact
Option 1 – Dual Environment (Ci / CiA)	● High quality risk (transactional inconsistency, reconciliation issues, dual processing)	● Medium – High (ongoing dual support & workaround overhead)	● High operational & transactional risk
Option 2 – Consolidated Stage 4; Compliance – Custom Modules with Stage 1B; Sundry Debtors (Preferred)	● Strong quality outcome (single environment integrity, reduced reconciliation issues)	● Medium (structured project effort, but sustainable long-term)	● Low – Medium (delivery complexity, but reduced operational risk)
Option 3 – Large-Scale Concurrent Transition	● Medium – Low (scale increases defect / stabilisation risk despite single event)	● Very High (SME exhaustion, full-time commitment required)	● Very High (fatigue, schedule overrun, delivery complexity)

Appendix 1 – Future transition considerations

See below for future enhancements based on 'As Is' pain points.

Pending Requirements

Recognising the concerns surrounding Sundry Debtors and Leasing, it would be prudent to also consider the broader requirement to modernise and strengthen the reporting and reconciliation processes that support these functions.

At present, a significant amount of manual effort, time and oversight is required to prepare, validate and maintain these activities on a recurring basis. By reviewing and implementing improved automation and reporting capabilities, the organisation has a need not only to mitigate existing risks, but also to enhance operational efficiency, improve data integrity, and provide more timely and reliable financial information for decision making.

The following requirements should be considered as part of any future implementation and process.

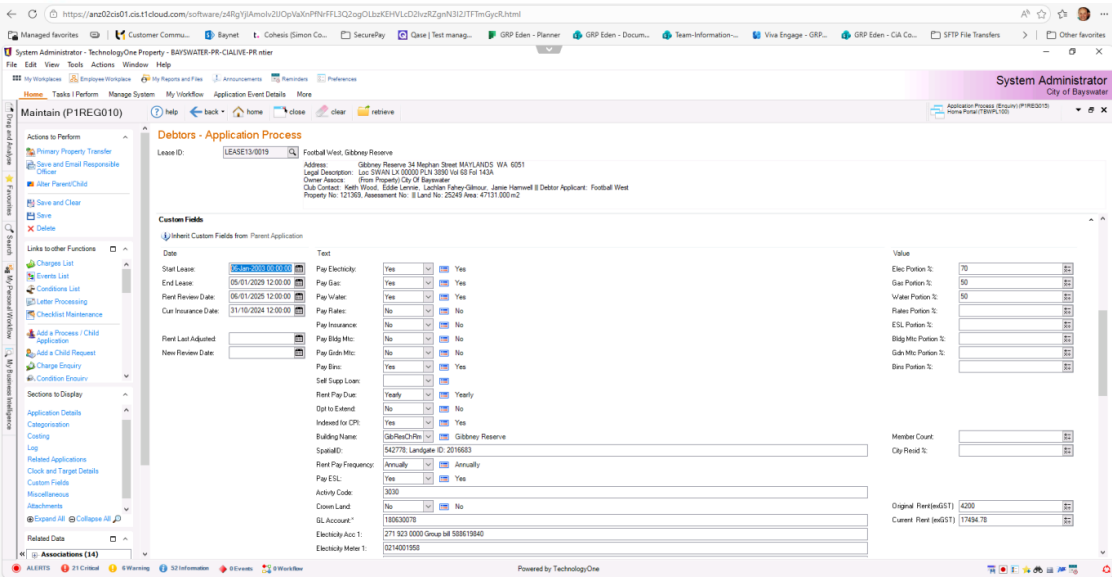
Lease Details (Custom Fields)

Currently, there is no dedicated functionality within TechnologyOne to centrally manage and maintain lease information. As a result, lease details are recorded and administered through a stand-alone Excel spreadsheet, creating reliance on manual processes and limiting reporting capability.

An opportunity exists to use ETL processes and Data Warehouse reporting solutions, enabling a more robust and centralised approach to lease management. This would provide the ability to capture and report on lease information year-on-year, improve accessibility to data, strengthen reconciliation processes, and support operational and financial reporting.

Key lease information that could be incorporated include:

- a) Lease commencement and expiry dates
- b) Rent review dates
- c) Insurance renewal dates
- d) Original and Current rental amounts (ex GST)
- e) Utilities apportionment details



Reporting

Several reports are required within this space as part of the transition from Ci to CiA, as the reporting currently available within Ci lacks the depth and flexibility required by Finance. To address these limitations, Finance has historically relied on an evolving series of Excel spreadsheets incorporating manually extracted data from the platform.

To improve and support Sundry Debtors with Leasing reporting requirements moving forward, the following reports will need to be migrated, enhanced, or newly developed.

Lease Charge List

Provide a consolidated view of lease-related debtor and charging information, enabling Finance to identify lease records, associated debtor details, invoicing and charge data, and the corresponding general ledger postings and account allocations:

Current Process	Required Report (Platform TBD)
Search for list of Lease(s) Identify current Charge IDs Establish Debtor Number / Debtor ID Details collected: • Due Date • Amount (ex GST) / Value (inc GST) • Comment(s) • Invoice Year / Invoice Number • Charge Type • Accrued to • Identify GL Posting Journal ID ▪ Account String ▪ Contra Account String	Columns to include are: • Lease ID • Charge ID • Debtor Number / Debtor ID • Due Date • Amount (ex GST) / Value (inc GST) • Comment(s) • Invoice Year / Invoice Number • Charge Type • GL Posting Accounts • Account String • Contra Account String



Community Leasing

The proposed community lease reporting suite will provide Finance and operational stakeholders with a comprehensive view of lease portfolio activity, financial performance, and outstanding balances across all lease arrangements. The reports will support the management of lease and property information, including lease status, classifications, rental values, review dates, and associated income accounts, while also delivering improved financial visibility through trial balance reporting by Lease ID and Charge Group.

Summary and graphical reporting of charge types and balances carried forward will enable enhanced monitoring of lease related revenue, outstanding charges, and debtor activity, supporting auditing and informed financial decision making.



Detailed Lease Report Summarised by Property & Lease Status

Is a Crystal based report that will require migration using one or many of the mechanisms available in Corporate Performance Management. The report currently does not represent accurate information, and work with Finance is required to confirm detail required to be displayed to ensure the report maintains a value-add proposition.

Community Leases	
Detailed Lease Report Summarised by Property & Lease Status	
Property No: 1228	Address : Hobart Reserve 72 Toowong Street BAYSWATER WA 6053
Lease Status : Current	
Lease ID	LEASE130047
Lease Class	Lease
Site	Toowong Street 72
Lease Type	CAT1
Lease Site Description	Bayswater Extended Community Help Organisation
Income Account (abbr)	CL 217300
Crown Land	No
Lease Start	01/07/2012
Lease End	31/01/2025
Lease Review	31/01/2027
Rent Amount	\$1.00
Property No: 1427	Address : Drill Hall 53-59 Murray Street BAYSWATER WA 6053
Lease Status : Historic	
Lease ID	LEASE130001
Lease Class	Lease
Site	Bayswater Family Centre
Lease Type	CAT1
Lease Site Description	Department For Local Government and Communities
Income Account (abbr)	CL 214200
Crown Land	No
Lease Start	01/01/2015
Lease End	31/12/2019
Lease Review	30/06/2019
Rent Amount	\$3,850.00

Trial Balance by Lease ID & Charge Group (does not currently return any data)

Is a Crystal based report that will require migration using one or many of the mechanisms available in Corporate Performance Management

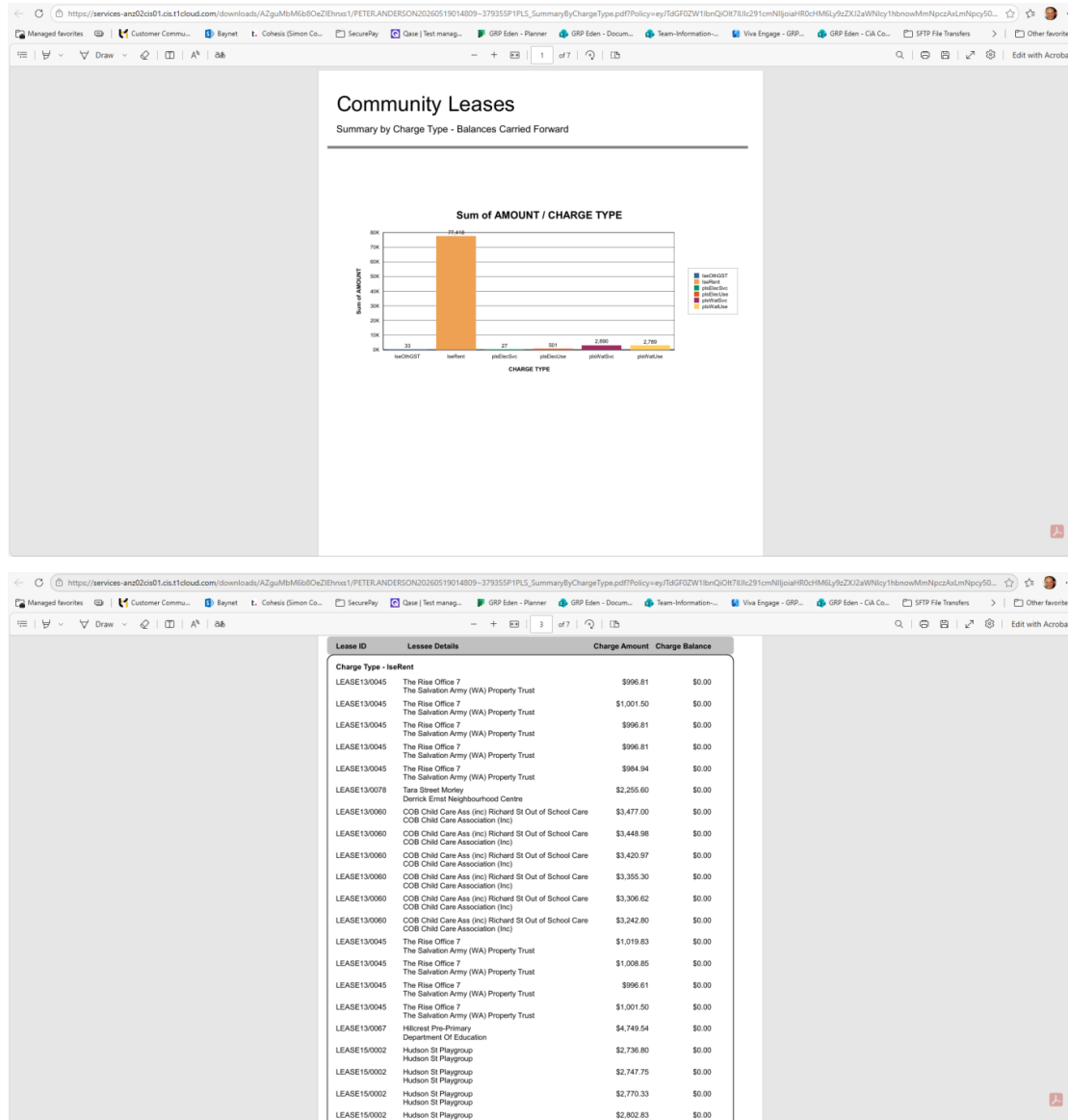
Community Leases - Trial Balance by Lease ID & Charge Group						
Jnl Date	Jnl No.	Account	Contra	Charge Amt	Charge Bal	Tran Amt
Balance for :						
Balance for :						

The report requires enhancement to incorporate the additional fields of Charge Type and Lease Number, enabling Finance to effectively use the report for analysis and transactional purposes.



Summary by Charge Type – Balances Carried Forward

Is a Crystal based report that will require migration using one or many of the mechanisms available in Corporate Performance Management



Recurring invoice schedules for leasing

The report will provide a comprehensive view of Debtors recurring charges enabling Finance to monitor billing arrangements, property associations, charge types, invoice scheduling, frequencies, charge amounts, and responsibility codes.



The report will provide visibility of associated general ledger posting and contra accounts, supporting improved revenue management and audit oversight.

Debtors Recurring Charge

Recurring Charge ID:	1568753	Monthly ADT Security Monitoring
General		
Description:	Monthly ADT Security Monitoring	
Debtor ID:	5062	Orana House Inc
Status:	Current	
Date Effective:	09/07/2024	
Review Date:	09/07/2025	
Termination Date:		
Invoice Details		
Charge Type:	LeaseAlmMoni	Alarm Monitoring
Property ID:		
Responsibility Code:	Leasing	Leasing
Next Invoice Date:	09/06/2025	☒ Charge In Advance
Invoice Period:	Months	☐ Last Day Of Month
Invoice Frequency:	1	
Amount:	56.41	
GL Posting Accounts		
Override GL Account:		
Override Contra:	PJ	1806-30142-4700-3030

Property Charges

Finance requires a report that consolidates Property ID, Lease ID, Charge Type, Charge Amount, and associated invoice details into a single reporting source, as this information is not currently available within the existing system. At present, these details are being manually maintained and reconciled through a series of Excel spreadsheets.

City of
Bayswater

AutoSave ☐ Off Recurring Invoice Charges in PR - Read-Only • Saved to this PC

File Home Insert Draw Page Layout Formulas Data Review View Automate Add-ins Help Nitro

Clipboard Font Alignment Number

B33

	A	B	C
1	Recurring Invoices set up		
2			
3			
4			
5	Lease Number	Debtor	Name
6	Lease21/0004	1001415	Bayswater Infant Health Clinic
7	Lease13/0068	80224	Bayswater Morley District Cricket Club
8	Lease13/0014	80212	Bayswater Tennis Club
9	Debtor	1001127	Bayswater Waves Café - Twin Peaks September CPI
10	Lease16/0001	999969	Casa Mia Montessori
11	Lease13/0017	89930	Chabad Lubavitch Of Western Australia
12	Debtor	995841	Claude Outdoor Pty Ltd
13	Lease18/0004	998776	Dome Coffees Aust - Annual Rent
14	Lease19/0005	1001059	Echo (15 Brand Place)
15	Lease13/0047	85238	Echo (72 Toowonge)
16	Lease13/0044	999706	Ed Connect t/as The School Volunteer Program Rm 3
17	Lease19/0006	999706	Ed Connect t/as The School Volunteer Program Rm 4
18	Lease13/0010	996183	Ellis House Community Art Centre Incorporated
19	Lease13/0031	998932	Environment House
20	Lease13/0019	90663	Football West
21	Lease13/0022	997916	Maylands Historical And Peninsula Association Inc
22	Lease13/0040	999012	Morley Sporting Club
23	Lease13/0076	80226	Noranda Netball Association Inc
24	Lease13/0054	998775	Noranda Sporting Association (Inc
25	Lease23/0003	1001283	Orana House Lease 2
26	Lease20/0005	1001283	Orana House Lease 1
27	Lease25/0004	1001967	Rise Now Pty Ltd
28	Lease15/0001	1000293	WA Youth Jazz Orchestra (WAYJO)
29			

The report will provide a clear foundation for forecasting and monitoring rental income over the full term of each lease, supporting longer-term financial planning and visibility of future revenue streams.

[illegible]

Versioning

Version	Author	Department	Date
1.0	Pete Anderson	Digital Solutions and Services - Project EDEN	20/05/2026
2.0	Lee Oliver	Digital Solutions and Services - Project EDEN	22/05/2026

Property & Rating CiA Transition Debtors and Leasing Assessment Paper





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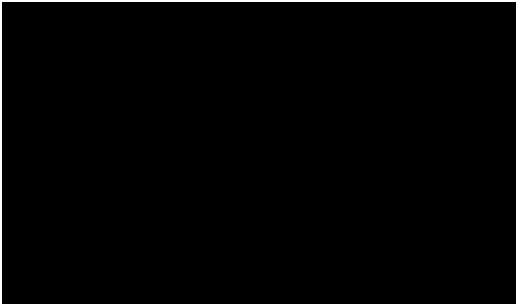
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Document Review & Endorsement

Name	Title / Department / Project Role	Document Review Role	Signature	Date
Eden Board	Executive Approval	Board Decision		2/07/2026
Kym Leahy	Director of Corporate Services	Signoff		27/5/2026
Stuart Monks	Manager Financial Services	Signoff		22/05/2026
Lee Oliver	Project Manager - Eden	Co-Author / Signoff		22/05/2026
Hilda Ho	Senior Financial Accountant	Reviewer / Signoff		Click or tap to enter a date.
Ha Ta	Accountant	Reviewer		Click or tap to enter a date.
Josie Perry	Finance Officer - Revenue	Reviewer		Click or tap to enter a date.
Pete Anderson	Finance Systems Analyst	Author		Click or tap to enter a date.

Reference Documents

Type	Document Details	Document Link
Email	Questions posed to TechnologyOne about Finance concerns decoupling Sundry Debtors from Leasing	 3DC1B527.msg
Email	Answer to TechnologyOne question about Debtors and Debtor Type	 839C00CD.msg
Email	Answer to TechnologyOne question about Event Operation custom script	 8A379963.msg
Video	Meeting with TechnologyOne discussing our various options and the way forward	Debtor and Leasing Transition Q&A
Email	Minutes advising 15mth delay for delivering stage 1b & stage 2 P&R	2 - RE Byaswater P\u0026R Transition Project Regular Meeting.msg
Email	Minutes advising completion of Eden staged P&R implementation would complete Dec-28	1 - RE Byaswater P&R Transition Project Regular Meeting.msg

Acronyms / Abbreviations

Acronym / Abbreviation	Definition
------------------------	------------



CiA	CiAnywhere
Ci	Connect Intelligence
P&R	Property & Rating
SME	Subject Matter Expert

RACI Matrix Legend	
A	Accountable
R	Responsible
C	Consulted
I	Informed



Purpose Statement

Outlines the challenges, impacts and risks associated with continuing a traditional staged transition approach for the Property & Rating (P&R) CiAnywhere (CiA) migration for Sundry Debtors and Leasing.

The City is asked to evaluate the transition options presented by TechnologyOne which identifies concerns about how complicated the work may be, the impact on staff and resources, the additional overhead, accuracy and reliability of transactions, and the risk of delays or issues with delivering the project.

The document intends to support decision-making regarding the preferred transition approach for Stage 1B of the P&R CiA program.

Problem Statement

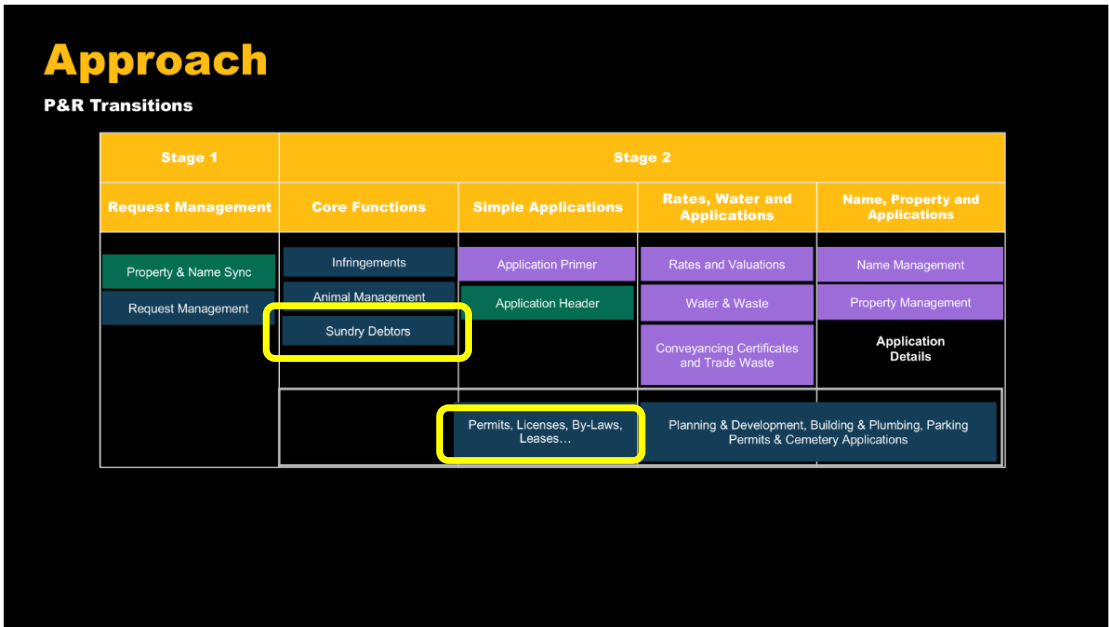
Bayswater's existing business model has maintained a strong dependency between Leasing transactions and Sundry Debtor financial processing. TechnologyOne's transition approach from Ci to CiA separates the implementation of Sundry Debtors (Phase 1a) and Leasing (Stage 2 compliance), with each stage estimated to take approximately six months, resulting in a decoupled delivery model.

Separating these functions across different transition stages introduces avoidable complexity in transaction management, reconciliation, and ongoing operational support. The City has identified significant operational and technical risks associated with transitioning Sundry Debtors independently from the Leasing application during the Ci to CiA migration. Current in Ci, the Leasing and Debtors functionality is heavily integrated through custom scripting when Event Operation process(es) are in use that rely on the existing Ci schema and transactional framework. A partial transition approach will result in transactional inconsistencies and temporary custom functionality between Ci and CiA environments.

Aligning the transition of Leasing and Sundry Debtors will provide a more cohesive implementation approach that protects data integrity, streamlines financial processing, and enables existing customisations to transition into a more supportable and simplified future-state environment.

Background

As part of the P&R CiA transition program, the City was advised that Sundry Debtors and Leasing would transition separately, resulting in a period where the two functions would operate across different environments.



Following consultation with Finance, concerns were raised regarding the viability of this approach due to the strong operational and transactional dependency between the two functions. Finance advised that maintaining a prolonged period where Sundry Debtors and Leasing were separated would introduce significant operational difficulties, reconciliation challenges, and increased business risk.

The current configuration relies on custom Event Operation(s), scripting, and balance apportionment processes that automatically allocate charges to Sundry Debtors while maintaining Lease records as charge free. These processes have evolved over time to support the City’s operational requirements and are closely integrated within the existing Ci environment.

TechnologyOne subsequently advised that the City’s configuration could not be considered a standard ‘vanilla’ implementation due to the level of customisation and interdependency between the Leasing and Debtors functions. As a result, additional consideration is required to determine how the modules could transition to CiA without creating excessive transactional overhead, temporary customised functionality, or increased processing complexity between Ci and CiA environments.

In collaboration with the City, TechnologyOne has played a significant role in reviewing the existing configuration, identifying the operational impacts associated with a delineated transition approach, and developing several implementation options for consideration. These discussions focused on balancing implementation practicality, project scope, transactional integrity, and long-term business sustainability throughout the transition period.

To support this assessment, the City intends to provide TechnologyOne with access to the ‘PR-CiA Live’ environment to enable detailed analysis of the Sundry Debtors and Leasing integration, including custom fields, Event Operations, scripts, and associated transactional processes. This analysis will assist in identifying the remediation effort required and the most sustainable transition pathway moving forward.



TechnologyOne subsequently presented three (3) potential implementation approaches:

Option 1 – Transition only the impacted Debtors through scripted updates (1B implementation only where subsequent scripting is later removed when processing Stage 2)

Option 2 – Transition both Debtors and Leasing concurrently

Option 3 – Adopt a full ‘Big Bang’ approach and transition all remaining stages concurrently

Finance has indicated a preference for **Option 2**, noting that although it may require elements of future project stages to be accelerated, it provides the most operationally sustainable outcome while minimising disruption, and maintaining transactional integrity, financial control processes, and the long-term sustainability of the City’s P&R environment.

Existing staged transition

Summary for cia Transition
P&R Transition Manager Active | Master System: CNCL | Entity system control mismatch detected, please run Regenerate Control Tables.

Stage 1 - Core Sync and Simple Applications	Stage 2 - Compliance Start	Stage 3 - Rates & Water	Stage 4 - Name, Property and Complex Applications
Property Land and Name Sync Name Sync: Pending Property and Land Sync: Pending Stage 1b Sundry Debtors: Transition in Progress Animal Management: Transition in Progress Infringement Management - Animals: Transition in Progress Infringement Management - Vehicles: Transition in Progress Infringement Management - Other: Transition in Progress	Compliance - Primer Compliance Primer: Pending Compliance Headers: Pending Compliance - Stage 2b Compliance - By Law Enforcement: Pending Compliance - Leases: Pending	Revenue Rates and Valuations: Pending Service Management - Waste and Recycling: Pending Service Management - Water: Pending Property Transfers and Projects Property Transfers: Pending Registered Property and Land Projects (Entitlements): Pending Compliance - Stage 3 Compliance - Certificates: Pending Compliance - Trade Waste Applications: Pending	Compliance - Stage 4 Compliance - Applications: Pending Compliance - Periodic Licences: Pending Compliance - Custom Modules: Pending Compliance - Bonds and Guarantees: Pending Compliance - Infrastructure Charges: Pending Compliance - ICON ePlanning: Pending Property Land and Name - Finalisation Name - Finalisation: Pending Property and Land - Finalisation: Pending Turn-off CI Sync: Pending

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Proposed staged transition

Summary for cia Transition
P&R Transition Manager Active | Master System: CNCL | Entity system control mismatch detected, please run Regenerate Control Tables.

Stage 1 - Core Sync and Simple Applications	Stage 2 - Compliance Start	Stage 3 - Rates & Water	Stage 4 - Name, Property and Complex Applications
Property Land and Name Sync Name Sync: Pending Property and Land Sync: Pending Stage 1b Sundry Debtors: Transition in Progress Animal Management: Transition in Progress Infringement Management - Animals: Transition in Progress Infringement Management - Vehicles: Transition in Progress Infringement Management - Other: Transition in Progress Compliance - Custom Modules : Transition in Progress	Compliance - Primer Compliance Primer: Pending Compliance Headers: Pending Compliance - Stage 2b Compliance - By Law Enforcement: Pending Compliance - Leases: Pending	Revenue Rates and Valuations: Pending Service Management - Waste and Recycling: Pending Service Management - Water: Pending Property Transfers and Projects Property Transfers: Pending Registered Property and Land Projects (Entitlements): Pending Compliance - Stage 3 Compliance - Certificates: Pending Compliance - Trade Waste Applications: Pending	Compliance - Stage 4 Compliance - Applications: Pending Compliance - Periodic Licences: Pending Compliance - Bonds and Guarantees: Pending Compliance - Infrastructure Charges: Pending Compliance - ICON ePlanning: Pending Property Land and Name - Finalisation Name - Finalisation: Pending Property and Land - Finalisation: Pending Turn-off CI Sync: Pending

Compliance - Custom Modules has been moved from Compliance - Stage 4 to just under Stage 1b and Infringement Management - Other.

Option Assessment

Option 1 – Transition only the impacted Sundry Debtors through scripted updates

Scope Impact

This option limits the Stage 1B scope to only the Sundry Debtors impacted by Leasing transactions. While initially appearing to provide a simplified and accelerated implementation pathway, the approach introduces additional complexity through the need to maintain processing between Ci and CiA transactional processes.

The existing Leasing functionality would remain within Ci while impacted Debtors transition to CiA, resulting in a split-processing model across environments. It would also mean that Enterprise Cash Receipting would require two transaction lines, rather than the existing one to capture the transaction in both Ci and CiA.

Additional development would be required to:

- a) Review and redevelop existing Event Operation(s).
- b) Modify or recreate scripts impacted by schema changes.
- c) Review whether T-Scripts can, initially, replace scripts used in Ci.
- d) Support dual-processing activities during transition periods.

Scheduling Impact

See below for the scheduling impact

- 1) TechnologyOne has advised that delivery will require approximately six months, shifting the target from the original October 2026 placeholder to November 2026. As of Thursday, 21 May 2026, the TechnologyOne Project Manager further advised a two month lead time is required to secure and commit the necessary resources, &
- 2) Potential schedule impacts may also arise from additional advisory or managed services (e.g. AMS) required to support activities such as data cleansing (TechnologyOne advice, 21 May 2026 – applicable across all options).

Cost Impact

See below for the cost impacts:-

- 1) Potential cost increases from TechnologyOne, including advisory or managed services (e.g. AMS) to support activities such as data cleansing (TechnologyOne advice, 21 May 2026 – applicable across all options).

Quality Impact

This option presents considerable quality concerns due to the reliance on existing custom scripts and Event Operation(s).

Current processes:



- a) Apportion balances to Debtors.
- b) Retain Lease accounts as charge free.
- c) Depend on Ci schema structures and transactional behaviours.

Schema changes between Ci and CiA create uncertainty regarding whether these processes will continue functioning as intended. There is a high likelihood of:

- a) Transactional inconsistencies.
- b) Data integrity issues.
- c) Failed balance apportionments.
- d) Increased manual reconciliation activities.

The requirement to perform transactions across both environments significantly increases the risk of operational error and reduced process reliability.

Resource Impact

This option would require substantial technical and operational support resources despite initially being viewed as a 'quick win'.

Impacts include:

- a) Ongoing support for dual transactional environments.
- b) Increased testing requirements.
- c) Redevelopment and validation of scripts.
- d) Additional Finance reconciliation activities.
- e) Increased operational overhead for business SMEs.

The approach is considered highly onerous from both Digital Services and Finance perspectives due to increased requirements of supporting parallel transaction processing across Ci and CiA.

Risk Impact

Key risks associated with this option include:

- a) Failure of existing Event Operations due to schema incompatibility.
- b) Increased manual intervention requirements.
- c) Reduced confidence in financial integrity.
- d) Extended stabilisation periods post 'go-live'.
- e) Increased risk of user error through dual-system processing.

This option is considered to present a high operational and transactional risk profile.

RACI Matrix



Key Activity	Digital Solutions	Finance	TechnologyOne
Maintain and support custom scripts (Event Operations)	R / A	C	C
Validate schema compatibility between Ci and CiA	R / A	C	C
Apportion balances to Debtors (dual environment processing)	C	A / R	I
Maintain Lease accounts as charge free across environments	C	A / R	I
Transaction processing across Ci and CiA environments	R	A	I
Testing of scripts and event operations post schema changes	R / A	C	C
Reconciliation of dual environment transactions	C	A / R	I
Incident resolution (failed apportionments / script failures)	R / A	A	C
Managing operational risk and control assurance	C	A / R	C
End user transaction processing in dual systems	I	R	I
Stabilisation and post 'Go live' support	R / A	A	C

Summary Interpretation

- a) **Finance** is accountable for end-to-end financial integrity, reconciliation, and correctness of transactions and lease treatments.
- b) **Digital Solutions** is responsible for technical enablement, scripts, integrations, schema handling, and operational system support.
- c) **SMEs** are consulted throughout, particularly for validating business rules impacted by Ci / CiA decoupling.
- d) **TechnologyOne** is consulted for schema compatibility and defects, especially where Event Operation(s) fail.
- e) **Project** retains accountability for delivery risk and stabilisation outcomes, given the high risk classification.
- f) **End users** remain responsible for executing transactions but are heavily exposed to dual system complexity.



Option 2 – Transition both Debtors and Leasing concurrently

Scope Impact

This option expands the Stage 1B scope to include both Sundry Debtors and Leasing functionality concurrently.

As a result, elements originally intended for later project stages, specifically components aligned to Stage 4 of the CiA transition program relating to Compliance and Custom Modules, would need to transition earlier than planned.

TechnologyOne would be required to:

- a) Assess the revised implementation approach.
- b) Review impacted custom functionality.
- c) Assess custom fields and scripts requiring conversion.
- d) Confirm dependencies associated with Leasing integrations.

The City would also need to facilitate access to the PR-CiA Live environment for a TechnologyOne Consultant to assess the current Sundry Debtors and Leasing interfaces and associated customisations.

Scheduling Impact

See below for scheduling impacts:-

- 1) TechnologyOne has advised that combining Stage 1b and Stage 2 will require approximately 15 months (6 months plus 9 months), including activities such as data migration, DocOne configuration, and header detail setup. As of 21 May 2026, the TechnologyOne Project Manager further indicated a two-month lead time is required to secure a compliance resource for Stage 2. As at the 18 June 2026, the TechnologyOne account manager has advised there will be no impact to the timeline, &
- 2) Additional schedule impacts may arise from advisory or managed services (e.g. AMS) required to support activities such as data cleansing (TechnologyOne advice, 21 May 2026 – applicable across all options). As at the 18 June 2026, the TechnologyOne account manager advised that this will be a free service for the City.

Cost Impact

See below for the cost impacts:-

- 1) Rephasing of existing budgeted costs associated with backfilling Subject Matter Experts to support compliance activities during Stage 2.

Quality Impact

This option is considered the preferred operational outcome from a Finance perspective.

Transitioning both Sundry Debtors and Leasing concurrently:

- a) Maintains transactional consistency.
- b) Preserves end-to-end processing integrity.
- c) Reduces reliance on interim workaround solutions.



- d) Minimises dual-system transaction handling.

By maintaining aligned transactional processing within a single environment, the City significantly reduces the likelihood of reconciliation issues and operational inconsistencies.

While redevelopment and conversion activities would still be required, the quality outcome is considered substantially stronger than maintaining split environments.

Resource Impact

This option requires:

- a) Additional project planning and coordination.
- b) Increased engagement with TechnologyOne consultant(s).
- c) Earlier involvement of custom module remediation activities.
- d) Increased testing and validation activities during Stage 1B.

However, the approach reduces long-term operational overhead by avoiding prolonged dual-environment processing.

Business SMEs would still be required to support testing and validation activities, though the overall support model is considered more sustainable than **Option 1**.

Risk Impact

Key risks associated with this option include:

- a) Scope expansion impacting timelines.
- b) Additional complexity in Stage 1B delivery.
- c) Dependency on TechnologyOne assessment activities.
- d) Potential delays associated with custom module remediation.
- e) Increased project coordination requirements.

Despite these risks, this option is considered to present a lower operational risk than **Option 1** due to the preservation of transactional integrity and reduced reliance on interim processing arrangements.

This option is currently viewed as the preferred approach.

RACI Matrix

Key Activity	Digital Solutions	Finance	TechnologyOne
Overall solution design (single environment processing model)	A / R	C	C
Transition planning for Sundry Debtors and Leasing	R / A	C	C



Maintain transactional consistency across consolidated environment	R	A	I
End-to-end process integrity validation	R	A	C
Removal of interim workaround processes	R	A	I
Design and implementation of consolidated transaction processing	R / A	C	C
Custom module remediation (Stage 1B alignment)	R	C	A / C
Testing and validation of Stage 1B changes	R	A	C
Reconciliation process validation post transition	C	A / R	I
Project planning and delivery coordination	A / R	C	C
Risk management (timeline, scope, dependency impacts)	A / R	C	C
Operational readiness and 'Go-live' support	R	A	C
Ongoing system support post implementation	R	A	C

Summary Interpretation

- 1) **Digital Solutions** is accountable for:
 - a. Delivery execution.
 - b. Remediation coordination.
 - c. Testing and implementation.
 - d. Project governance and risk management.
 - e. Stage 1B alignment.
- 2) **Finance** are accountable for:
 - a. Financial integrity.
 - b. Validation of outcomes.
 - c. Reconciliation correctness.
 - d. Testing sign-off.
- 3) **TechnologyOne** is:
 - a. Consulted for remediation feasibility.
 - b. Supporting custom module assessment.
 - c. Providing technical validation input.



Option 3 – Adopt a full ‘Big Bang’ approach and transition all remaining stages concurrently

Scope Impact

This option would involve transitioning all remaining CiA stages concurrently as part of a single large-scale implementation.

The scope would significantly increase beyond the currently planned Stage 1B activities and would require:

- a) Concurrent remediation of all remaining modules.
- b) Extensive business transformation activities.
- c) Large-scale testing and training programs.
- d) Coordinated deployment across multiple business units.

TechnologyOne indicated an estimated completion timeframe of approximately 18 months.

Scheduling Impact

A “big bang” approach would require comprehensive replanning to account for Subject Matter Expert availability, organisational blackout periods, and TechnologyOne resource constraints.

Cost Impact

A big bang approach would require bringing forward existing budgeted costs.

Quality Impact

While a single transition event may eliminate interim integration issues, the scale and complexity of the implementation significantly increases delivery risk.

Potential quality concerns include:

- a) Reduced testing effectiveness due to implementation scale.
- b) Competing project priorities.
- c) Increased change fatigue across business areas.
- d) Greater likelihood of defects or post ‘Go-live’ stabilisation issues.

The City currently has concerns regarding whether sufficient business capacity exists to support an implementation of this magnitude.

Resource Impact

This option would require substantial project resourcing across both TechnologyOne and the City.

Other customer sites are in the infancy of similar approaches when questioning TechnologyOne. Details regarding resourcing models were also unclear.



It was noted that:

- a) Other councils may have had full-time, seconded, business SMEs dedicated exclusively to the project.
- b) Bayswater business SMEs currently remain operationally committed and are engaged on a project-request basis rather than fully seconded.

As a result, the City may not currently possess sufficient resource capacity to effectively support a large-scale concurrent transition approach.

Risk Impact

Key risks associated with this option include:

- a) Resource exhaustion and project fatigue.
- b) Insufficient SME availability.
- c) Extended project delivery timelines.
- d) Increased delivery complexity.
- e) Higher likelihood of schedule overruns.
- f) Potential impacts to operational continuity during implementation, including the risk of longer production freezes

While strategically comprehensive, this option currently presents significant delivery and resourcing risks for the City.

RACI Matrix

Key Activity	Digital Solutions	Finance	TechnologyOne
Overall program delivery for concurrent transition	A / R	C	C
Capacity planning and resourcing strategy	A / R	C	C
SME allocation and business engagement model	C	A / R	I
Operational SME participation (workshops, testing, validation)	I	R	I
Business process design and validation	C	A / R	C
Test planning and execution (large-scale implementation)	R / A	C	C
End-to-end testing effectiveness and coverage management	R	A	C
Defect management and triage during implementation	R / A	C	C
Go-live readiness assessment	R / A	A	C
Change management and business readiness impacts	C	A / R	C
Operational continuity planning during implementation	R / A	C	C



Project schedule management and delivery timeline control	A / R	C	C
Risk management (fatigue, capacity, delivery complexity)	A / R	C	C
Post 'Go-live' stabilisation support	R / A	A	C
Vendor support for implementation and technical guidance	C	C	A / R

Summary Interpretation

- 1) **Digital Solutions** carries primary accountability for:
 - a. End-to-end delivery coordination.
 - b. Testing execution and defect management.
 - c. Schedule, risk, and stabilisation control.
 - d. Overall implementation governance.
- 2) **Finance** are:
 - a. Accountable for business readiness and validation.
 - b. Responsible for SME engagement and testing participation.
 - c. Accountable for operational continuity and acceptance.
- 3) **TechnologyOne** is:
 - a. Responsible for technical guidance and implementation support.
 - b. Accountable for platform-specific execution assistance during delivery.

Recommendation

Following assessment of the available options, the City has identified significant concerns regarding the operational sustainability of transitioning Sundry Debtors independently from Leasing.

Option 1, while initially appearing to provide a rapid implementation pathway, introduces substantial transactional, operational and reconciliation risks due to the interconnected nature of the existing Leasing and Debtors processes.

Option 3, while strategically comprehensive, presents considerable resource and delivery risks due to the scale of implementation and current SME capacity constraints.

Option 2 is presently considered the preferred approach as it:

- a) Maintains transactional integrity.
- b) Minimises operational risk.
- c) Provides a more sustainable long-term solution despite increased short-term scope and implementation effort.

Further assessment by TechnologyOne will be required to determine the detailed impacts associated with accelerating Leasing and associated custom module functionality into Stage 1B of the CiA transition program.

Option	Quality Impact	Resource Impact	Risk Impact
Option 1 – Dual Environment (Ci / CiA)	● High quality risk (transactional inconsistency, reconciliation issues, dual processing)	● Medium – High (ongoing dual support & workaround overhead)	● High operational & transactional risk
Option 2 – Consolidated Stage 4; Compliance – Custom Modules with Stage 1B; Sundry Debtors (Preferred)	● Strong quality outcome (single environment integrity, reduced reconciliation issues)	● Medium (structured project effort, but sustainable long-term)	● Low – Medium (delivery complexity, but reduced operational risk)
Option 3 – Large-Scale Concurrent Transition	● Medium – Low (scale increases defect / stabilisation risk despite single event)	● Very High (SME exhaustion, full-time commitment required)	● Very High (fatigue, schedule overrun, delivery complexity)

Appendix 1 – Future transition considerations

See below for future enhancements based on 'As Is' pain points.

Pending Requirements

Recognising the concerns surrounding Sundry Debtors and Leasing, it would be prudent to also consider the broader requirement to modernise and strengthen the reporting and reconciliation processes that support these functions.

At present, a significant amount of manual effort, time and oversight is required to prepare, validate and maintain these activities on a recurring basis. By reviewing and implementing improved automation and reporting capabilities, the organisation has a need not only to mitigate existing risks, but also to enhance operational efficiency, improve data integrity, and provide more timely and reliable financial information for decision making.

The following requirements should be considered as part of any future implementation and process.

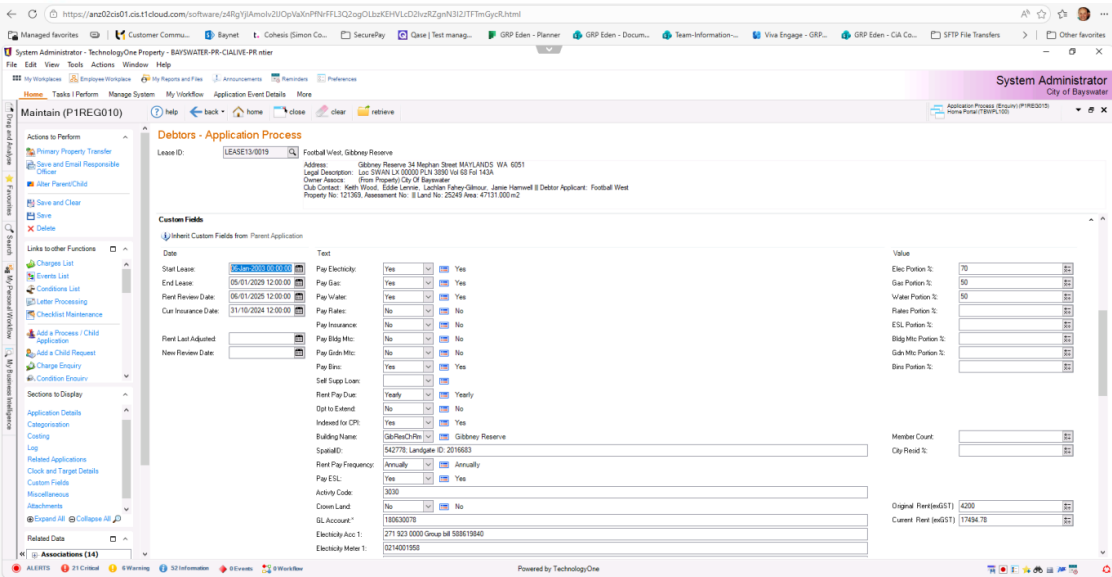
Lease Details (Custom Fields)

Currently, there is no dedicated functionality within TechnologyOne to centrally manage and maintain lease information. As a result, lease details are recorded and administered through a stand-alone Excel spreadsheet, creating reliance on manual processes and limiting reporting capability.

An opportunity exists to use ETL processes and Data Warehouse reporting solutions, enabling a more robust and centralised approach to lease management. This would provide the ability to capture and report on lease information year-on-year, improve accessibility to data, strengthen reconciliation processes, and support operational and financial reporting.

Key lease information that could be incorporated include:

- a) Lease commencement and expiry dates
- b) Rent review dates
- c) Insurance renewal dates
- d) Original and Current rental amounts (ex GST)
- e) Utilities apportionment details



Reporting

Several reports are required within this space as part of the transition from Ci to CiA, as the reporting currently available within Ci lacks the depth and flexibility required by Finance. To address these limitations, Finance has historically relied on an evolving series of Excel spreadsheets incorporating manually extracted data from the platform.

To improve and support Sundry Debtors with Leasing reporting requirements moving forward, the following reports will need to be migrated, enhanced, or newly developed.

Lease Charge List

Provide a consolidated view of lease-related debtor and charging information, enabling Finance to identify lease records, associated debtor details, invoicing and charge data, and the corresponding general ledger postings and account allocations:

Current Process	Required Report (Platform TBD)
Search for list of Lease(s) Identify current Charge IDs Establish Debtor Number / Debtor ID Details collected: • Due Date • Amount (ex GST) / Value (inc GST) • Comment(s) • Invoice Year / Invoice Number • Charge Type • Accrued to • Identify GL Posting Journal ID ▪ Account String ▪ Contra Account String	Columns to include are: • Lease ID • Charge ID • Debtor Number / Debtor ID • Due Date • Amount (ex GST) / Value (inc GST) • Comment(s) • Invoice Year / Invoice Number • Charge Type • GL Posting Accounts • Account String • Contra Account String



Community Leasing

The proposed community lease reporting suite will provide Finance and operational stakeholders with a comprehensive view of lease portfolio activity, financial performance, and outstanding balances across all lease arrangements. The reports will support the management of lease and property information, including lease status, classifications, rental values, review dates, and associated income accounts, while also delivering improved financial visibility through trial balance reporting by Lease ID and Charge Group.

Summary and graphical reporting of charge types and balances carried forward will enable enhanced monitoring of lease related revenue, outstanding charges, and debtor activity, supporting auditing and informed financial decision making.



Detailed Lease Report Summarised by Property & Lease Status

Is a Crystal based report that will require migration using one or many of the mechanisms available in Corporate Performance Management. The report currently does not represent accurate information, and work with Finance is required to confirm detail required to be displayed to ensure the report maintains a value-add proposition.

Community Leases	
Detailed Lease Report Summarised by Property & Lease Status	
Property No: 1228	Address : Hobart Reserve 72 Toowong Street BAYSWATER WA 6053
Lease Status : Current	
Lease ID	LEASE130047
Lease Class	Lease
Site	Toowong Street 72
Lease Type	CAT1
Lease Site Description	Bayswater Extended Community Help Organisation
Income Account (abbr)	CL 217300
Crown Land	No
Lease Start	01/07/2012
Lease End	31/01/2025
Lease Review	31/01/2027
Rent Amount	\$1.00

Property No: 1427	Address : Drill Hall 53-59 Murray Street BAYSWATER WA 6053
Lease Status : Historic	
Lease ID	LEASE130001
Lease Class	Lease
Site	Bayswater Family Centre
Lease Type	CAT1
Lease Site Description	Department For Local Government and Communities
Income Account (abbr)	CL 214200
Crown Land	No
Lease Start	01/01/2015
Lease End	31/12/2019
Lease Review	30/06/2019
Rent Amount	\$3,850.00

Trial Balance by Lease ID & Charge Group (does not currently return any data)

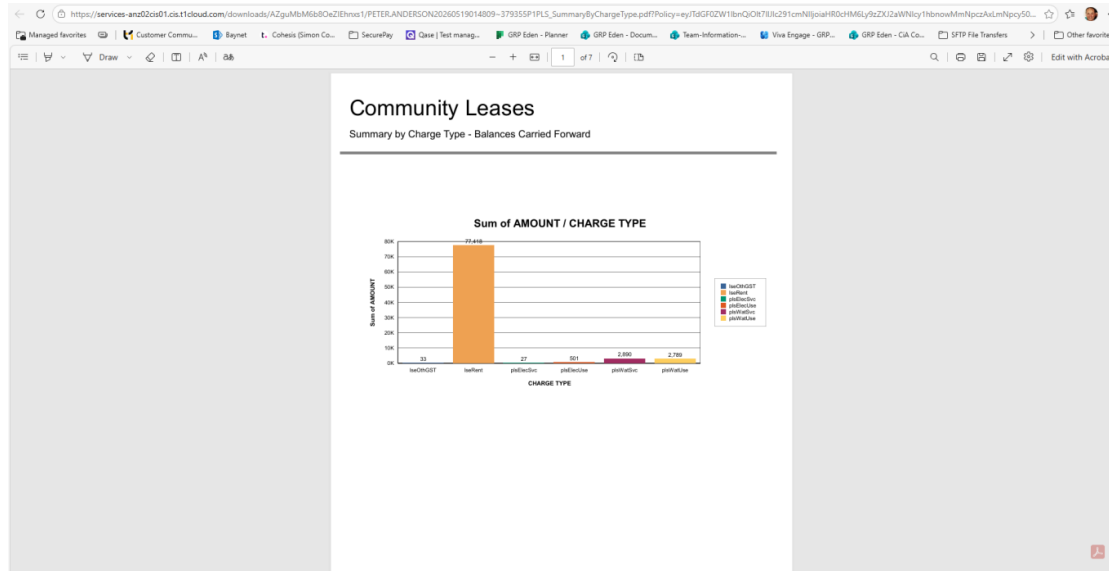
Is a Crystal based report that will require migration using one or many of the mechanisms available in Corporate Performance Management

Community Leases - Trial Balance by Lease ID & Charge Group						
Jnl Date	Jnl No.	Account	Contra	Charge Amt	Charge Bal	Tran Amt
Balance for :						
Balance for :						

The report requires enhancement to incorporate the additional fields of Charge Type and Lease Number, enabling Finance to effectively use the report for analysis and transactional purposes.

Summary by Charge Type – Balances Carried Forward

Is a Crystal based report that will require migration using one or many of the mechanisms available in Corporate Performance Management



https://services-anz2cs01.csis.tcloud.com/downloads/A2gubM6mB6eZHeHnI/PETERANDERSON2020051901480-473935F8U_SummaryByChargeType.pdf?Policy=eyJ0dGQwZWYlbnQvR0E7JlUkZD91cmNlNi9oCHMcGyZkZjZGVhcnVibWVudC91bm9tZSxlcmlucyZmNm90cy50b3...>

Managed favorites Customer Commu... Baynet Cohesive Simon Co... SecurePay Qwe | Test manag... GRP Eden - Planner GRP Eden - Docum... Team Information... Viva Engage - GRP... GRP Eden - CA Ca... SFTP File Transfers > | Other favorite

| Draw | A' &b

Lease ID	Lessee Details	Charge Amount	Charge Balance
Charge Type - IsRent			
LEASE130045	The Risa Office 7 The Salvation Army (WA) Property Trust	\$996.81	\$0.00
LEASE130045	The Risa Office 7 The Salvation Army (WA) Property Trust	\$1,001.50	\$0.00
LEASE130045	The Risa Office 7 The Salvation Army (WA) Property Trust	\$996.81	\$0.00
LEASE130045	The Risa Office 7 The Salvation Army (WA) Property Trust	\$996.81	\$0.00
LEASE130045	The Risa Office 7 The Salvation Army (WA) Property Trust	\$984.94	\$0.00
LEASE130078	Tara Street Morley Derrick Ernst Neighbourhood Centre	\$2,255.60	\$0.00
LEASE130060	COB Child Care Ass (inc) Richard St Out of School Care COB Child Care Association (Inc)	\$3,477.00	\$0.00
LEASE130060	COB Child Care Ass (inc) Richard St Out of School Care COB Child Care Association (Inc)	\$3,448.98	\$0.00
LEASE130060	COB Child Care Ass (inc) Richard St Out of School Care COB Child Care Association (Inc)	\$3,420.97	\$0.00
LEASE130060	COB Child Care Ass (inc) Richard St Out of School Care COB Child Care Association (Inc)	\$3,355.30	\$0.00
LEASE130060	COB Child Care Ass (inc) Richard St Out of School Care COB Child Care Association (Inc)	\$3,306.62	\$0.00
LEASE130060	COB Child Care Ass (inc) Richard St Out of School Care COB Child Care Association (Inc)	\$3,242.80	\$0.00
LEASE130045	The Risa Office 7 The Salvation Army (WA) Property Trust	\$1,019.83	\$0.00
LEASE130045	The Risa Office 7 The Salvation Army (WA) Property Trust	\$1,008.85	\$0.00
LEASE130045	The Risa Office 7 The Salvation Army (WA) Property Trust	\$996.81	\$0.00
LEASE130045	The Risa Office 7 The Salvation Army (WA) Property Trust	\$1,001.50	\$0.00
LEASE130067	Hilcrest Pre-Primary Department Of Education	\$4,749.54	\$0.00
LEASE150002	Hudson St Playgroup Hudson St Playgroup	\$2,736.80	\$0.00
LEASE150002	Hudson St Playgroup Hudson St Playgroup	\$2,747.75	\$0.00
LEASE150002	Hudson St Playgroup Hudson St Playgroup	\$2,770.33	\$0.00
LEASE150002	Hudson St Playgroup Hudson St Playgroup	\$2,802.83	\$0.00

Recurring invoice schedules for leasing

The report will provide a comprehensive view of Debtors recurring charges enabling Finance to monitor billing arrangements, property associations, charge types, invoice scheduling, frequencies, charge amounts, and responsibility codes.



The report will provide visibility of associated general ledger posting and contra accounts, supporting improved revenue management and audit oversight.

Debtors Recurring Charge

Recurring Charge ID:	1568753	Monthly ADT Security Monitoring
General		
Description:	Monthly ADT Security Monitoring	
Debtor ID:	5062	Orana House Inc
Status:	Current	
Date Effective:	09/07/2024	
Review Date:	09/07/2025	
Termination Date:		
Invoice Details		
Charge Type:	LeaseAlmMoni	Alarm Monitoring
Property ID:		
Responsibility Code:	Leasing	Leasing
Next Invoice Date:	09/06/2025	☒ Charge In Advance
Invoice Period:	Months	☐ Last Day Of Month
Invoice Frequency:	1	
Amount:	56.41	
GL Posting Accounts		
Override GL Account:		
Override Contra:	PJ	1806-30142-4700-3030

Property Charges

Finance requires a report that consolidates Property ID, Lease ID, Charge Type, Charge Amount, and associated invoice details into a single reporting source, as this information is not currently available within the existing system. At present, these details are being manually maintained and reconciled through a series of Excel spreadsheets.

City of
Bayswater

AutoSave ☐ Off Recurring Invoice Charges in PR - Read-Only • Saved to this PC

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Paste Font Alignment Number

B33

	A	B	C
1	Recurring Invoices set up		
2			
3			
4			
5	Lease Number	Debtor	Name
6	Lease21/0004	1001415	Bayswater Infant Health Clinic
7	Lease13/0068	80224	Bayswater Morley District Cricket Club
8	Lease13/0014	80212	Bayswater Tennis Club
9	Debtor	1001127	Bayswater Waves Café - Twin Peaks September CPI
10	Lease16/0001	999969	Casa Mia Montessori
11	Lease13/0017	89930	Chabad Lubavitch Of Western Australia
12	Debtor	995841	Claude Outdoor Pty Ltd
13	Lease18/0004	998776	Dome Coffees Aust - Annual Rent
14	Lease19/0005	1001059	Echo (15 Brand Place)
15	Lease13/0047	85238	Echo (72 Toowonge)
16	Lease13/0044	999706	Ed Connect t/as The School Volunteer Program Rm 3
17	Lease19/0006	999706	Ed Connect t/as The School Volunteer Program Rm 4
18	Lease13/0010	996183	Ellis House Community Art Centre Incorporated
19	Lease13/0031	998932	Environment House
20	Lease13/0019	90663	Football West
21	Lease13/0022	997916	Maylands Historical And Peninsula Association Inc
22	Lease13/0040	999012	Morley Sporting Club
23	Lease13/0076	80226	Noranda Netball Association Inc
24	Lease13/0054	998775	Noranda Sporting Association (Inc
25	Lease23/0003	1001283	Orana House Lease 2
26	Lease20/0005	1001283	Orana House Lease 1
27	Lease25/0004	1001967	Rise Now Pty Ltd
28	Lease15/0001	1000293	WA Youth Jazz Orchestra (WAYJO)
29			

The report is currently manually collated on an Excel spreadsheet.

[illegible]

Version	Author	Department	Date
1.0	Pete Anderson	Digital Solutions and Services - Project EDEN	20/05/2026
2.0	Lee Oliver	Digital Solutions and Services - Project EDEN	22/05/2026

9.3 Compliance Audit Return for 2025

Responsible Branch:	Governance and Strategy
Responsible Directorate:	Office of the CEO
Authority/Discretion:	Legislative
Voting Requirement:	Simple Majority Required.
Attachments:	1. Draft Compliance Audit Return [9.3.1 - 27 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 presents the City's completed Compliance Audit Return (CAR) for the period 1 January 2025 to 31 December 2025 for Council's consideration and adoption. The CAR assesses the City's compliance with prescribed statutory requirements under the Local Government Act 1995 and associated regulations.

No instances of non-compliance were identified in the 2025 CAR. Following Council's adoption, the signed return, together with any recommendations arising from the Audit, Risk and Improvement Committee's review, will be submitted to the Local Government Inspector by the due date of 30 September 2026.

OFFICER'S RECOMMENDATION

That Council adopts the completed Compliance Audit Return for the period 1 January 2025 to 31 December 2025, as contained in Attachment 1.

BACKGROUND

R14 of the *Local Government (Audit) Regulations 1996* requires local governments to carry out a compliance audit with the statutory requirements prescribed by R13 for each calendar year.

In accordance with R14, the CEO must prepare a compliance audit return (CAR) in the form approved by the inspector and provide a copy to the Audit, Risk and Improvement Committee (ARIC). The ARIC must review the CAR and report to the Council on the results of the review, making recommendations as it considers appropriate.

The Council must then determine if any matters raised by the ARIC in relation to the CAR require action to be taken by the local government, and whether to adopt the CAR or to adopt the CAR subject to amendments.

R15 requires the signed adopted compliance return and any recommendation of the ARIC to be provided to the Inspector, no later than 31 March next following the period to which the return relates. For the 2025 return, the 31 March date does not apply as it is the first year under the new local government Inspector regime. The due date for the 2025 signed return to be submitted to the Inspector has been deferred to 30 September 2026.

EXTERNAL CONSULTATION

Not applicable.

OFFICER'S COMMENTS

The CAR for the reporting period 1 January 2025 to 31 December 2025 is contained in Attachment 1.

This is the first year that the CAR is being managed by the Local Government Inspector, in accordance with amendments made to the *Local (Audit) Regulations 1996*, which came into effect on 1 January 2026. This year's CAR questions are arranged differently to previous years, when questions were grouped into categories such as "disclosure of interest" and "disposal of property". The 2025 car questions are instead grouped in order of the legislation to which they relate:

- *Local Government Act 1995*
- *Local Government (Administration) Regulations 1996*
- *Local Government (Constitution) Regulations 1998*
- *Local Government (Elections) Regulations 1997*
- *Local Government (Financial Management) Regulations 1996*
- *Local Government (Functions and General) Regulations 1996.*

No instances of non-compliance have been identified in the 2025 CAR.

As part of the City's assurance process, the Compliance Audit Return is subject to review through the internal Audit Program, with the 2025 CAR to be audited following adoption of the Strategic Internal Audit Plan 2026/27-2029/30, as contained in the agenda for this meeting.

LEGISLATIVE COMPLIANCE

Section 7.13(1)(i) of the *Local Government Act 1995*.

Regulations 13 – 15A of the *Local Government (Audit) Regulations 1996*.

RISK MANAGEMENT CONSIDERATION

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

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

FINANCIAL IMPLICATIONS

Nil.

STRATEGIC IMPLICATIONS

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

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

CONCLUSION

The completed 2025 Compliance Audit Return in **Attachment 1** demonstrates the City has met the statutory compliance requirements for the reporting period, with no matters of non-compliance identified.

Adoption of the CAR will enable the City to meet its obligations under the *Local Government (Audit) Regulations 1996* and facilitate submission of the signed return to the Local Government Inspector.

**Local Government
Inspector**

2025 Compliance Audit Return

Local Government Authority: The City of Bayswater

Local Government Act 1995

s. 2.29

Has every person elected or appointed to a mayor, president, deputy, or councillor role made the required declaration in the prescribed form before a prescribed person, prior to acting in the office?

Response: Yes

Comments: The swearing in Ceremony for the members elected in the 2025 local government elections was held on 20 October 2025.

s. 3.16

Has the local government reviewed local laws, which have not been reviewed in the previous 8 years, to ensure compliance with Schedule 9.3, Clause 65?

Response: Yes

Comments: The City completed a review of its Property Local Law 2016, Parking and Parking Facilities Local Law 2016 and Dogs Local Law 2016 under section 3.16 of the Local Government Act 1995 at its meeting of 24 September 2024. The Property Local Law was amended in 2025, and the Dogs and Parking Local Laws are currently being reviewed under section 3.12 of the Act.

s.3.57

Subject to Local Government (Functions and General) Regulations 1996, regulation 11(2), did the local government invite tenders for all contracts for the supply of goods or services where the consideration under the contract was, or was expected to be, worth more than the consideration stated in regulation 11(1) of the Regulations?

Response: Yes

Comments: The City tenders for all contracts that are expected to be >\$250,000.

s. 3.58(3)

Where the local government disposed of property other than by public auction or tender, did it dispose of the property in accordance with section 3.58(3) of the Local Government Act 1995 (unless section 3.58(5) applies)?

Response: N/A

Comments: The City did not dispose of any property in 2025.

s. 3.58(4)

Where the local government disposed of property under section 3.58(3) of the Local Government Act 1995, did it provide details, as prescribed by section 3.58(4) of the Act, in the required local public notice for each disposal of property?

Response: N/A

Comments: The City did not dispose of any property in 2025.

s. 3.59(2)(a)

Has the local government prepared a business plan for each major trading undertaking that was not exempt in 2025?

Response: N/A

Comments: The City did not have any major trading undertakings in 2025.

s. 3.59(2)(b)

Has the local government prepared a business plan for each major land transaction that was not exempt in 2025?

Response: N/A

Comments: The City did not have any major land transactions in 2025.

s. 3.59(2)(c)

Has the local government prepared a business plan before entering into each land transaction that was preparatory to entry into a major land transaction in 2025?

Response: N/A

Comments: The City did not have any major land transactions in 2025.

s. 3.59(4)

Has the local government complied with public notice and publishing requirements for each proposal to commence a major trading undertaking or enter into a major land transaction or a land transaction that is preparatory to a major land transaction for 2024?

Response: N/A

Comments: The City did not have any major land transactions in 2025.

s. 3.59(5)

During 2025, did the council resolve to proceed with each major land transaction or trading undertaking by absolute majority?

Response: N/A

Comments: The City did not have any major land transactions or trading undertakings in 2025.

s. 5.16 (1)

Were all delegations to committees resolved by absolute majority?

Response: N/A

Comments: The City did not have any committees with delegated authority in 2025.

s. 5.16 (2)

Were all delegations to committees in writing?

Response: N/A

Comments: The City did not have any committees with delegated authority in 2025.

s. 5.17

Were all delegations to committees within the limits specified in section 5.17 of the Local Government Act 1995?

Response: N/A

Comments: The City did not have any committees with delegated authority in 2025.

s. 5.18

Were all delegations to committees recorded in a register of delegations?

Response: N/A

Comments: The City did not have any committees with delegated authority in 2025.

s. 5.36(4) and s. 5.37(3)

Were all CEO and/or senior employee vacancies advertised in accordance with Local Government (Administration) Regulations 1996, regulation 18A?

Response: N/A

Comments: No CEO or designated senior employee positions were advertised in the reporting period.

s. 5.37(2)

Did the CEO inform council of each proposal to employ or dismiss senior employee?

Response: N/A

Comments: No designated senior employee was dismissed in the reporting period.

Where council rejected a CEO's recommendation to employ or dismiss a senior employee, did it inform the CEO of the reasons for doing so?

Response: N/A

Comments: No designated senior employee was dismissed in the reporting period.

s. 5.39B

Has the local government adopted and maintained model standards that incorporate the prescribed model standards within required timeframes (including amendments), ensured adoption by absolute majority, published an up-to-date version on its official website, and avoided including any inconsistent additional provisions?

Response: Yes

Comments: The Council adopted the Model Standard by an absolute majority on 23 March 2021 and did not include any additional provisions.

s. 5.42

Were all delegations to the CEO resolved by an absolute majority?

Response: Yes

Comments: Council resolved delegations to the CEO by an absolute majority at its meeting of 27 May 2025.

Were all delegations to the CEO in writing?

Response: Yes

Comments: The delegations to the CEO were provided in writing in the register of delegations as attached to the Council report.

s. 5.43

Did the powers and duties delegated to the CEO exclude those listed in section 5.43 of the Local Government Act 1995?

Response: Yes

s. 5.44(2)

Were all employees delegated authority by the CEO under Section 5.44(1), issued with a written instrument of delegation?

Response: Yes

Comments: The City uses the Attain software to manage its delegations. When an employee is assigned to a position with delegated authority, the written instrument is generated by the system and provided to the employee by email. The instrument also reminds employees of their responsibilities under the Act, including that they must keep a written record any time that they exercise that delegation.

s. 5.45(1)(b)

Were all decisions by the Council to amend or revoke a delegation made by absolute majority?

Response: Yes

Comments: The Council revoked two delegations (TP-D03 - Development Assessment Panels) and FM-D02A - Procurement for the supply of reticulated natural gas for Bayswater Waves at its meeting of 27 May 2025, by an absolute majority.

s. 5.46

Has the CEO kept a register of all delegations made under Division 4 of the Act to the CEO and to employees?

Response: Yes

Comments: The City keeps a register of all delegations made under division 4 of the Act to the CEO and employees, using the Attain software system. This register is published on the City's website.

Were all delegations made under Division 4 of the Act reviewed by the delegator at least once during the 2024/2025 financial year?

Response: Yes

Comments: The City reviews all of its delegations to the CEO and from the CEO to employees at least once a year. The CEO signed off on delegations to employees in a memorandum dated 30 June 2025.

Did all persons exercising a delegated power or duty under the Act keep, on all occasions, a written record in accordance with Local Government (Administration) Regulations 1996, regulation 19?

Response: Yes

Comments: The City keeps records of determinations made under delegated authority using its enterprise software system. Planning determinations made under delegated authority are also published on the City's website.

s. 5.50

If the local government paid a finishing employee an amount in addition to their entitlement, did the local government follow a policy it had adopted and published on its website outlining the circumstances in relation to payments made to terminated employees?

Response: Yes

Comments: A policy was published and the requirements of the policy followed including reporting to the Audit and Risk Committee. No payments were made that were more than provided for in the policy.

If the local government made a payment to a finishing employee that is more than the amount set out in the policy, was local public notice given?

Response: N/A

Comments: No payments were made that were more than provided for in the policy.

s. 5.51A

Has the CEO prepared and implemented a code of conduct to be observed by employees of the local government?

Response: Yes

Comments: The City's Code of Conduct for Employees was originally adopted on 11 February 2022. It was updated on 23 January 2025, with amendments made to clauses relating to values, WHS and gifts.

Has the CEO published an up-to-date version of the code of conduct for employees on the local government's website?

Response: Yes

Comments: The up-to-date version of the code of conduct is available on the City's website at the address: <https://www.bayswater.wa.gov.au/city-and-council/management-and-governance/codes-of-conduct-and-complaints>.

s. 5.67

Where a council member disclosed an interest in a matter and did not have participation approval under sections 5.68 or 5.69 of the Local Government Act 1995, did the council member ensure that they did not remain present to participate in discussion or decision making relating to the matter?

Response: Yes

Comments: There were no situations in 2025 where a council member disclosed an interest in a matter and did not have participation approval but remained and participated in the matter.

s. 5.68(2)

Were all decisions regarding participation approval in relation to Section 5.68(2), including the extent of participation allowed and, where relevant, the information required by the Local Government (Administration) Regulations 1996 regulation 21A, recorded in the minutes of the relevant council or committee meeting?

Response: N/A

Comments: There were no decisions to provide participation approval made by the Council in 2025 under s5.68(2).

s. 5.69(5)

Were all decisions regarding participation approval in relation to Section 5.69(5), including the extent of participation allowed recorded in the minutes of the relevant council or committee meeting?

Response: Yes

Comments: At the Ordinary Council Meeting of 26 August 2025, Cr Giorgia Johnson participated in item 10.1.5 Consent to advertise Local Planning Scheme No. 25, with Ministerial Approval granted under s5.69(3)(a) of the Act. The extent of the participation allowed was recorded in page 10 of the minutes of the meeting.

s. 5.70

Where an employee had an interest in any matter in respect of which the employee provided advice or a report directly to council or a committee, did that person disclose the nature and extent of that interest when giving the advice or report?

Response: Yes

Comments: The City's report template requires a disclosure to be made by the report writer and reviewers of the report. An example of a disclosure made by an officer can be seen in the minutes of the Ordinary Council Meeting of 28 October 2025, where the Director Infrastructure and Assets made a disclosure relating to item 10.3.3 and withdrew from the chamber for the item.

s. 5.71B(5) and (7)

Where council applied to the Minister to allow the CEO to provide advice or a report to which a disclosure under section 5.71A(1) of the Local Government Act 1995 relates, did the application include details of the nature of the interest disclosed and any other information required by the Minister for the purposes of the application?

Response: N/A

Comments: No applications were made to the Minister in 2025 in relation to s5.71B(6).

Was any decision made by the Minister under section 5.71B(6) of the Local Government Act 1995, recorded in the minutes of the council meeting at which the decision was considered?

Response: N/A

Comments: No applications were made to the Minister in 2025 in relation to s5.71B(6).

s. 5.73

Were disclosures under sections 5.65, 5.70 or 5.71A(3) of the Local Government Act 1995 recorded in the minutes of the meeting at which the disclosures were made?

Response: Yes

Comments: The City records all interests in the minutes for the meeting at which they were disclosed in the "Disclosure of Interest Summary" section and also in the item to which the declaration relates.

s. 5.75

Was a primary return in the prescribed form lodged by all relevant persons within three months of their start day?

Response: Yes

Comments: All primary returns were lodged by relevant persons within 3 months of their start day.

s. 5.76

Was an annual return in the prescribed form lodged by all relevant persons by 31 August 2025?

Response: Yes

Comments: All annual returns were lodged by relevant persons by the deadline of 31 August 2025.

s. 5.77

On receipt of a primary or annual return, did the CEO, or the Mayor/President, as the case may be, give written acknowledgment of having received the return?

Response: Yes

Comments: Acknowledgements of primary and annual returns were given in writing and managed through the City's governance application, Attain. The Manager Governance and Strategy is delegated to acknowledge primary and annual returns for employees (delegation LGA-01).

s. 5.88

Did the CEO keep a register of financial interests which contained the returns lodged under sections 5.75 and 5.76 of the Local Government Act 1995?

Response: Yes

Comments: The City manages its returns with the Attain application, which produces the statutory register of returns lodged.

Did the CEO keep a register of financial interests which contained a record of disclosures made under sections 5.65, 5.70, 5.71 and 5.71A of the Local Government Act 1995, in the form prescribed in the Local Government (Administration) Regulations 1996, regulation 28?

Response: Yes

Comments: The City keeps a separate register of disclosures made under sections 5.65, 5.70, 5.71 and 5.71A of the Act, which is in the form required by R28. These can both be found on the registers page on the City's website.

After a person ceased to be a person required to lodge a return under sections 5.75 and 5.76 of the Local Government Act 1995, did the CEO remove from the register all returns relating to that person?

Response: Yes

Comments: Once a person ceases to be a relevant person under s5.75 and 5.76, they are excluded from inclusion in the register.

Have all returns removed from the register in accordance with section 5.88(3) of the Local Government Act 1995 been kept for a period of at least five years after the person who lodged the return(s) ceased to be a person required to lodge a return?

Response: Yes

Comments: Returns are kept for a minimum period of 5 years following the cessation of that person's status as a "relevant person".

s. 5.89A

Did the CEO keep a register of gifts which contained a record of disclosures made under sections 5.87A and 5.87B of the Local Government Act 1995, in the form prescribed in the Local Government (Administration) Regulations 1996, regulation 28A?

Response: Yes

Comments: This statutory register is managed using the City's Attain governance software.

Did the CEO publish an up-to-date version of the gift register on the local government's website?

Response: Yes

Comments: The register is updated and published to the City's registers website page as soon as gift disclosures are made.

s. 5.90A

Did the local government prepare, adopt by absolute majority and publish an up-to-date version on the local government's website, a policy dealing with the attendance of council members and the CEO at events?

Response: Yes

Comments: The Attendance at Events Policy was originally adopted on 8 December 2020. It was last reviewed on 28 January 2025 and the revised policy was adopted by an absolute majority.

s. 5.94

Does the local government have information available for members of the public to inspect, free of charge as prescribed under section 5.94 and Admin Reg 29, except where restricted under this section?

Response: Yes

Comments: A member of the public can attend the Civic Centre and view the information as prescribed under S5.94 and R29 at any time during office hours.

s. 5.96

Where a person is entitled to inspect information under this Division, can the local government confirm that copies are available and that the price at which it sells copies does not exceed the cost of providing them, (unless prescribed otherwise)?

Response: Yes

Comments: The City does not charge for provision of this information.

s. 5.96A

Did the CEO publish information on the local government's website in accordance with sections 5.96A(1), (2), (3), and (4) of the Local Government Act 1995?

Response: Yes

Comments: The information prescribed in s5.96A is available on the City's website

s. 5.104

Did the local government prepare and adopt, by absolute majority, a code of conduct to be observed by council members, committee members and candidates that incorporates the model code of conduct?

Response: Yes

Comments: The Code of Conduct that was in effect during the 2025 calendar year was adopted by an absolute majority in 2021.

Did the local government adopt additional requirements in addition to the model code of conduct?

Response: No

Comments: The City did not include any additional requirements to the Model Code.

Has the CEO published an up-to-date version of the code of conduct for council members, committee members and candidates on the local government's website?

Response: Yes

Comments: It should be noted that a new Code of Conduct was adopted by the Council at its meeting of 24 March 2026 and that is the version that is currently on the City's website

s. 5.128

Did the local government prepare and adopt (by absolute majority) a policy in relation to the continuing professional development of council members?

Response: Yes

Comments: Provisions relating to professional development are included in the City's Elected Members Entitlements Policy. The Policy was reviewed by an absolute majority at the Council meeting of 9 December 2025.

s. 7.12A(3), (4) and (5)

Where the local government determined that matters raised in the auditor's report prepared under section 7.9(1) of the Local Government Act 1995 required action to be taken, did the local government ensure that appropriate action was undertaken in respect of those matters?

Response: Yes

Comments: The City ensured that appropriate action was taken.

Where matters identified as significant were reported in the auditor's report, did the local government prepare a report that stated what action the local government had taken or intended to take with respect to each of those matters?

Response: N/A

Comments: As no significant matters were identified, the City was not required to prepare a report to the Minister.

Within 14 days after the local government gave a report to the Minister under section 7.12A(4)(b) of the Local Government Act 1995, did the CEO publish a copy of the report on the local government's official website?

Response: N/A

Comments: As no significant matters were identified, the City was not required to prepare a report to the Minister or publish the results on its website.

Local Government (Administration) Regulations 1996

r. 18F

Were the remuneration and other benefits paid to a CEO on appointment the same remuneration and benefits advertised for the position under section 5.36(4) of the Local Government Act 1995?

Response: N/A

Comments: No CEO was appointed during the reporting period.

r. 19AB

Does the code of conduct contain the requirement that a local government employee (not including the CEO) must not accept a prohibited gift from an associated person?

Response: Yes

Comments: Clause 1.16.1 of the City's Code of Conduct for Employees states that Employees must not accept prohibited gifts.

r. 19AC

Does the local government's code of conduct include requirements for the recording, storing, disclosure, and use of information relating to gifts accepted by local government employees (excluding the CEO) from associated persons, in accordance with regulatory requirements?

Response: Yes

Comments: Clause 1.16.2 of the City's Code of Conduct for Employees includes requirements for the recording, storing, disclosure, and use of information relating to gifts accepted by local government employees (excluding the CEO) from associated persons, in accordance with regulatory requirements.

r. 19AE

Does the local government's code of conduct include requirements addressing employee behaviour in the performance of duties, interactions with others, use and disclosure of information, use of local government resources and finances, the keeping of records, and the reporting and management of suspected breaches and misconduct, in accordance with regulatory requirements?

Response: Yes

r. 19B

Did the local government include in its annual report all information required under section 5.53(2)(g) and (i) and regulation 3A(2), including number of employee's in salary bands over \$130,000, remuneration and allowances paid, ordered payments, CEO remuneration, council member meeting attendance, available demographic information about council members, and details of any modifications to the strategic community plan or significant modifications to the corporate business plan?

Response: Yes

Comments: This information can be found on pages 14,17,18 and 167-246 of the report.

r. 19C

Has the local government adopted by absolute majority a strategic community plan?

Response: Yes

Adoption date or the date of the most recent review: 01/07/2025

r. 19DA

Has the local government reviewed its corporate business plan in accordance with Admin Regulation 19DA(4)?

Response: Yes

Date of review: 01/07/2025

Does the corporate business plan comply with the requirements of Local Government (Administration) Regulations 1996 19DA(2) & (3)?

Response: Yes

r. 22

No response required. This is covered by s5.75.

r. 23

No response required. This is covered by s5.76.

r. 28

No response required. This is covered by s5.88(1).

r. 28A

No response required. This is covered by s5.89A(1).

r. 29

No response required. This is covered by s5.94.

r. 29C

Does the local government publish all prescribed information on its official website— including up-to-date policies, required details of council member and employee returns, council member fees and allowances, and relevant public notices—within the specified timeframes and in accordance with legislative requirements?

Response: Yes

Comments: The City published all of the information required by Reg 29C on its website.

r. 35

Has every local government council member completed and passed the Council Member Essentials course, consisting of the five required modules and delivered by an approved provider, within 12 months of being elected?

Response: Yes

Comments: The 2023-2025 Council had completed all of their mandatory training within 12 months of election and by the end of 2025, Councillors elected in 2025 had partially completed their training. At this stage only one unit remains outstanding for one elected member.

r. 36

Does the local government appropriately identify and document council members who are exempt from the training requirements under section 5.126(1), including verifying that the member:

- has completed an approved course within the specified 5-year period prior to election, or
- completed the LGASS00002 Elected Member Skill Set before 1 July 2019 within the relevant timeframe, or
- qualifies for the transitional exemption applicable to council members in office at the commencement of the 2019 regulatory amendments?

Response: Yes

Comments: The City appropriately identified one elected member who was elected in 2025 and qualified for the exemption. That member completed the declaration. The declaration is stored in the City's record keeping system together with supporting documentation.

Local Government (Audit) Regulations 1996

r. 10

Was the auditor's report for the financial year ending 30 June 2025 received by the local government within 30 days of completion of the audit?

Response: Yes

Comments: The audit was completed in late November and the Audit Opinion was dated 1 December 2025.

r. 17

Did the CEO review the appropriateness and effectiveness of the local government's systems and procedures in relation to risk management, internal control and legislative compliance in accordance with Local Government (Audit) Regulations 1996 regulation 17 within the three financial years prior to 31 December 2025?

Response: Yes

Comments: Council resolved on the Regulation 17 review on 22 August 2023

(please note, no earlier date was able to be accepted in the field below, hence 1/1/2025 was selected on the advice of the office of the Local Government Inspector)

Date of council's resolution to accept the report: 01/01/2025

Local Government (Constitution) Regulations 1998

r. 11FA

Did the CEO provide the Minister a report as to the result of the election within 14 days of the declaration and in the form of Form 20 of the Local Government (Elections) Regulations 1997, modified as necessary?

Response: Yes

Comments: The City submitted the Form 20 through the Department's Election Portal on Friday 24 October 2025.

r. 13

Were all required oaths, affirmations and declarations under section 2.42 (in relation to Commissioners) made in the correct form (Form 8), before the appropriate authorised person?

Response: N/A

Comments: No commissioners were appointed in 2025.

Local Government (Elections) Regulations 1997

r. 30G

Did the CEO establish and maintain an electoral gift register and ensure that all disclosure of gifts forms completed by candidates and donors and received by the CEO were placed on the electoral gift register at the time of receipt by the CEO and in a manner that clearly identifies and distinguishes the forms relating to each candidate in accordance with regulations 30G(1) and 30G(2) of the Local Government (Elections) Regulations 1997?

Response: Yes

Comments: The City's electoral gift register is available on its website.

Did the CEO remove any disclosure of gifts forms relating to an unsuccessful candidate, or a successful candidate that completed their term of office, from the electoral gift register, and retain those forms separately for a period of at least two years in accordance with regulation 30G(4) of the Local Government (Elections) Regulations 1997?

Response: Yes

Did the CEO publish an up-to-date version of the electoral gift register on the local government's official website in accordance with regulation 30G(5) of the Local Government (Elections) Regulations 1997?

Response: Yes

Local Government (Financial Management) Regulations 1996

r. 5

Has the CEO ensured efficient systems and procedures are established under provisions set out in Financial Management Regulations 5(1)(a) to (g)?

Response: Yes

Comments: Regulation 5 Audit completed and provided to Audit and Risk Committee in March 2025.

r. 6

Has the local government ensured that any employee delegated responsibility for day-to-day accounting or financial management operations is not also delegated the responsibility for conducting internal audits, reviewing their own duties, or for managing, directing or supervising someone who carries out these functions?

Response: Yes

Comments: The City uses William Buck to conduct its internal audits. This function is not conducted by any employee of the City.

r. 7

Did the local government ensure it has regard to the needs of the inhabitants of the district as a whole and not keep separate ward accounts or determine expenditure on the basis of revenue from a ward?

Response: Yes

Comments: The City does not keep separate financial records or transactions by Ward, only the City as a whole.

r. 8

Does the local government maintain separate accounts with a bank or other financial institution for money to be held in the municipal fund, trust fund and for reserve account purposes?

Response: Yes

Comments: The City has separate NAB accounts and all investments are held separately by Municipal, Trust or Reserve.

r. 9

Did the local government keep separate financial records for each trading undertaking and each major land transaction?

Response: N/A

Comments: There were no major trading undertakings or major land transactions in the reporting period.

r. 11

Has the local government developed procedures for the authorisation of, and the payment of, accounts in accordance with Local Government (Financial Management) Regulations 11(1), (2) and (3)?

Response: Yes

r. 12

Were payments made from the municipal fund or trust fund made by the CEO under a delegated authority or authorised, in accordance with regulation 13(2), in advance by a council resolution?

Response: Yes

Comments: Under delegated authority - 'FM-D04 Payments from the Municipal and Trust Funds'

r. 13

Can the local government confirm that, where the CEO has been delegated authority to make payments from the municipal or trust fund, the CEO prepared accurate monthly lists that are presented at the next ordinary council meeting and recorded in the minutes?

- includes the payee's name, payment amount, payment date, and sufficient information to identify each transaction where payments have already been made; or
- includes the payee's name, payment amount, sufficient information to identify each transaction, and the date of the council meeting (to which the list will be presented) for accounts requiring council approval.

Response: Yes

Comments: A "list of payments" report is prepared and provided for Council's consideration at each monthly Ordinary Council Meeting.

r. 13A

Did the local government prepare a list each month of all payments made using employee-authorised credit, debit or other purchasing cards, and include the payee's name, the amount of the payment, the date of the payment, sufficient information to identify the payment, and present the list at the next ordinary council meeting (and record in the minutes)?

Response: Yes

Comments: This information is available in the monthly "list of payments" report to Council.

r. 19

Has the local government established and documented internal control procedures to enable identification of the nature and location of all investments and any related transactions?

Response: Yes

Comments: Internal procedures are used on a weekly basis for investments.

r. 19C

Has the local government ensured that all investments made under section 6.14(1) comply with statutory restrictions set out in Financial Management Reg. 19C?

Response: Yes

Comments: Investments comply with both legislation and Council Policy as evidenced in the Monthly Investment report to Council.

Local Government (Functions and General) Regulations 1996

r. 7

No response required. This is covered by s3.59(2).

r. 9

No response required. This is covered by s3.59(2).

r. 10

No response required. This is covered by s3.59(2).

r. 11A

Did the local government comply with its current purchasing policy, adopted under the Local Government (Functions and General) Regulations 1996, regulations 11A(1) and (3) in relation to the supply of goods or services where the consideration under the contract was, or was expected to be, \$250,000 or less or worth \$250,000 or less?

Response: Yes

Comments: There are no known instances of non-compliance for the reporting period

r. 11

No response required. This is covered by s3.57.

r. 12

Did the local government consider the implications of Local Government (Functions and General) Regulations 1996, Regulation 12 when deciding to enter into multiple contracts rather than a single contract?

Response: Yes

Comments: There were no known cases of non-compliance.

r. 14(1), (3) and (5)

If the local government sought to vary the information supplied to tenderers, was every reasonable step taken to give each person who sought copies of the tender documents, or each acceptable tenderer notice of the variation?

Response: Yes

Comments: Addendums posted to all potential respondents.

r. 15

Did the local government's procedure for receiving and opening tenders comply with the requirements of Local Government (Functions and General) Regulations 1996, Regulation 15 and 16?

Response: Yes

Comments: There are no known cases of non-compliance.

r. 16

No response required. This is covered by r. 15.

r. 17

Did the information recorded in the local government's tender register comply with the requirements of the Local Government (Functions and General) Regulations 1996, Regulation 17 and did the CEO make the tenders register available for public inspection and publish it on the local government's official website?

Response: Yes

Comments: Available on the City's website.

r. 18(1) and (4)

Did the local government reject any tenders that were not submitted at the place, and within the time, specified in the invitation to tender?

Response: Yes

Comments: This occurred on two or three occasions.

Were all tenders that were not rejected assessed by the local government via a written evaluation of the extent to which each tender satisfies the criteria for deciding which tender to accept?

Response: Yes

r. 19

Did the CEO give each tenderer written notice containing particulars of the successful tender or advising that no tender was accepted?

Response: Yes

Comments: The written notice was sometimes delegated.

r. 21

Does the local government's advertising and expression of interest processes for limiting who can tender comply with the requirements of the Local Government (Functions and General) Regulations 1996, Regulations 21 and 22?

Response: Yes

Comments: There are no known cases of non-compliance.

r. 22

No response required. This is covered by r. 21.

r. 23

Did the local government reject any expressions of interest that were not submitted at the place, and within the time, specified in the notice or that failed to comply with any other requirement specified in the notice?

Response: N/A

Comments: None were received during the reporting period.

Were all expressions of interest that were not rejected under the Local Government (Functions and General) Regulations 1996, Regulation 23(1) & (2) assessed by the local government? Did the CEO list each person as an acceptable tenderer?

Response: N/A

Comments: None were received during the reporting period.

r. 24

Did the CEO give each person who submitted an expression of interest a notice in writing of the outcome in accordance with Local Government (Functions and General) Regulations 1996, Regulation 24?

Response: Yes

Comments: The written notice was sometimes delegated.

r. 24AD(2), (4) and (6)

Did the local government invite applicants for a panel of pre-qualified suppliers via Statewide public notice in accordance with Local Government (Functions & General) Regulations 1996 regulations 24AD(4) and 24AE?

Response: N/A

Comments: The City utilises Primary and Secondary Providers in place of panels.

If the local government sought to vary the information supplied to the panel, was every reasonable step taken to give each person who sought detailed information about the proposed panel or each person who submitted an application notice of the variation?

Response: N/A

r. 24AE

No response required. This is covered by r. 24AD(2), (4) and (6).

r. 24AF

No response required. This is covered by r. 24AD(2), (4) and (6).

r. 24AG

Did the information recorded in the local government's tender register about panels of pre-qualified suppliers comply with the requirements of Local Government (Functions and General) Regulations 1996, Regulation 24AG?

Response: N/A

r. 24AH(1) and (3)

Did the local government reject any applications to join a panel of prequalified suppliers that were not submitted at the place, and within the time, specified in the invitation for applications?

Response: N/A

Were all applications that were not rejected assessed by the local government via a written evaluation of the extent to which each application satisfies the criteria for deciding which application to accept?

Response: N/A

r. 24AI

Did the CEO send each applicant written notice advising them of the outcome of their application?

Response: N/A

r. 24E

Where the local government gave regional price preference, did the local government comply with the requirements of Local Government (Functions and General) Regulations 1996, Regulation 24E and 24F?

Response: N/A

r. 24F

No response required. This is covered by r. 24E.

I certify this is a true and accurate copy of the 2025 Compliance Audit Return, as adopted by Council at the meeting of _____ 2026.

CEO

Date

Mayor or President

Date

9.4 Quarter 4 - Performance Report - CEO KPI

Responsible Branch:	Governance and Strategy
Responsible Directorate:	Office of the CEO
Authority/Discretion:	Information Purposes
Voting Requirement:	Simple Majority Required.
Attachments:	1. CEO KPI Qtr. 4 [9.4.1 - 4 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 an update on the Chief Executive Officer (CEO) Key Performance Indicators (KPIs) for Quarter 4 (April - June) 2025-26.

OFFICER'S RECOMMENDATION

That Council notes the Quarter 4 - 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 4 progress reporting against the below approved CEO KPIs for 2025/26 is provided in **Attachment 1**.

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

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

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

LEGISLATIVE COMPLIANCE

- *Local Government Act 1995* – section 5.38(1) and section 5.39
- *Local Government (Administration) Regulations 1996* – Regulation 18FA, Schedule 2, Division 3 – Standards for Review of Performance of CEO's

RISK MANAGEMENT CONSIDERATION

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

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

FINANCIAL IMPLICATIONS

Nil.

STRATEGIC IMPLICATIONS

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

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

CONCLUSION

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

2025/26 CEO KPI: QUARTERLY REPORTING					Reporting For: Qtr 4 - FY25/26	
CEO KPI No.	CEO KPI / Goal	Deliverable No.	Deliverable / Outcome	Deliverable / Action	Current Quarter Status	Current Quarter Comment
1	Lead improved organisational change	1.1	Community Building Contract Management	1.1.1 Complete a comprehensive review of the City's current community building contract management processes and conditions.	Complete	A comprehensive review of seven community building maintenance contracts was completed, identifying opportunities to improve consistency, service level alignment, reporting and contract management practices. The review resulted in the development of a standardised contract management framework, strengthening oversight and service delivery. A demonstration and review of the improvements was provided to Council at 30 June briefing session.
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.	Complete	Draft Service Level Agreements were developed and presented to support consistent service delivery and contractor performance management. A Building Maintenance Contract Matrix was also implemented to align service standards with contract requirements and support ongoing monitoring. A demonstration and review of the improvements was provided to Council at 30 June briefing session.
1	Lead improved organisational change	1.3	Community Building Contract Management	1.1.3 Implement a process to monitor and manage contract compliance.	Complete	A structured compliance framework was implemented, including routine inspections, compliance schedules, verification processes and corrective action procedures. New compliance forms and regular operational review meetings have strengthened contractor accountability and contract oversight. A demonstration and review of the improvements was provided to Council at 30 June briefing session.
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	Complete	A comprehensive review of community lease processes, conditions and governance arrangements was completed. The review informed policy updates, clarified responsibilities and strengthened lease administration across the City's community facilities portfolio.
1	Lead improved organisational change	2.2	Community Lease Management	1.2.2 Identify and document improvement opportunities with recommended actions.	Complete	Improvement opportunities were identified and documented, resulting in new processes for annual audits, inspections, lease renewals, variations and breach management. These improvements provide greater consistency and governance across the lease portfolio.
1	Lead improved organisational change	2.3	Community Lease Management	1.2.3 Develop and implement a lease compliance monitoring process, ensuring leases are regularly reviewed and compliance monitored.	Complete	A formal lease compliance monitoring framework was implemented, including annual audits, building inspections and breach management processes. Documented procedures and workflows now provide a consistent and centralised approach to lease compliance management.
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	Complete	Significant advocacy activity was undertaken across key strategic projects. Governance arrangements, stakeholder engagement programs and election-ready advocacy materials were established to strengthen future funding and partnership opportunities.
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.	Complete	The 2025/26 round of Placemaking Grants opened for applications on 1 May 2026 closing on 31 May 2026 with all applications assessed after this date. An online information session was held during the advertising period to assist prospective applicants. A comprehensive review of the Placemaking Grants Program was completed, incorporating legislative changes, operational reviews, applicant feedback and internal audit findings.
2	Support delivery of the Economic Development Strategy	2.2	Place Management - Grants	2.2.2 Develop a plan to implement identified improvements	Complete	An implementation plan was developed and commenced, including policy updates, improved acquittal and assessment processes, enhanced SmartyGrants functionality and establishment of a grants register.
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.	Complete	Priority actions arising from the Economic Development Strategy were documented and embedded within service planning and business planning processes. Delivery commenced across business engagement, investment attraction, economic data, activation initiatives and business capability programs.
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	Complete	Mother's Day in Maylands took place on 10 May. Maylands Business Association will provide a project assessment in due course. The website accessibility project went live on 13 May. This will benefit businesses that speak a language other than English as a first language. The April Business Newsletter was circulated. Feed Me Morley and Bayswater Business Awards are both progressing well through planning stages.
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	Complete	Funding requests were prepared and submitted through the 2026/27 business planning process to support development of an Investment Attraction, Retention and Expansion Plan.

2025/26 CEO KPI: QUARTERLY REPORTING					Reporting For: Qtr 4 - FY25/26	
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.	Complete	154 Leake Street - The City has advertised the intended disposal of this site in accordance with the Local Government Act with submissions being presented to Elected Members at the May OCM. A Development Management Agreement for this site is being negotiated. 14 King William Street - The City has sort Expressions of Interest (EOIs) for the lease of this property. Five EOIs have been received for assessment. 23C Redgum Way - A valuation has been received and next steps are being reviewed. 127 King William Street - A development opportunity is progressing with a proposal expected prior to the end of financial year. Aligns with LADS.
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	Complete	Progress against this KPI is on track, with strong delivery of initiatives that increase tree canopy and promote community awareness. The Waterwise Native Verge Program continues to achieve measurable outcomes, with 43 verges converted in 2025 and the 2026 program already supporting approximately 28 properties since opening on 1 April 2026. The upcoming Plants to Residents program will further support canopy growth through the distribution of approximately 11,000 subsidised native plants. The City will also use this event to deliver targeted tree planting demonstrations and promote the benefits of increased tree canopy coverage. In addition, the City is undertaking a free tree giveaway in June, with two sessions offering 160 trees per session. Educational and community-based initiatives remain a key focus. Tree planting and community planting day activities have been promoted through the City's communications channels and broader media coverage, including Perth is OK, helping to increase community awareness and engagement with urban forest initiatives. The City's Urban Forest Officer has also been actively engaging with schools, Environment House and the Urban Tree Advocacy Network to promote the benefits of tree canopy and strengthen community participation in greening initiatives. The City is also working with Environment House to support urban greening initiatives and education programs, including native garden workshops and promotion of the role of urban canopy in increasing biodiversity in urban areas. Community planting programs have contributed significantly, with 42,000 plants installed in Winter 2025 and a further 47,500 planned for Winter 2026. Community planting events continue to support environmental education, volunteer participation and stewardship of the City's natural areas.
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.	Complete	Progress against this KPI is on track, with continued improvements to the City's canopy data systems and implementation planning. The appointment of the Urban Forest Officer in April 2026, following an extended recruitment process, is expected to accelerate delivery of detailed canopy analysis and implementation activities. During the quarter, Tree Plotter continued to be implemented as the City's primary canopy and tree asset data platform, improving mapping capability, field data access and integration opportunities. Consultant support also continued to address remaining data gaps and strengthen the City's evidence base for future planning. Integration with Intramaps is progressing and will improve internal planning capability while also supporting future public-facing canopy mapping opportunities. These improvements continue to support refinement of the Urban Canopy Implementation Program and alignment with emerging State canopy strategies and policy directions.

2025/26 CEO KPI: QUARTERLY REPORTING					Reporting For: Qtr 4 - FY25/26	
CEO KPI No.	CEO KPI / Goal	Deliverable No.	Deliverable / Outcome	Deliverable / Action	Current Quarter Status	Current Quarter Comment
4	Support delivery of the Urban Forest Strategy	1.3	Urban Forest	4.1.3 Development of tree planting projects and seek funding opportunities for its delivery	Complete	Progress against this KPI is on track, with several tree planting and revegetation projects progressing alongside successful external funding outcomes. The Riverside Gardens Urban Forest project continues to progress, with Lotterywest funding secured and a federal funding application submitted in March 2026 currently under assessment. The City has also secured \$850,000 in grant funding for Phase 2 of the Riverside Gardens Urban Forest Program, with implementation planned for Winter 2026. A detailed project plan has been developed and initial planting works have commenced. The City also secured approximately \$250,000 in SCRUF funding for the Maylands Foreshore Riverpark project, supporting the planting of more than 150 advanced native trees and contributing directly to increased canopy cover outcomes. The City's Catchment Management Officer secured funding for four Drainage for Liveability projects, which will convert City and Water Corporation drainage assets into living streams, providing urban canopy, habitat connectivity and improved water-sensitive urban design outcomes. Additional funding has been secured through multiple Water Corporation and Community Rivercare grants, supporting weed control and revegetation activities across a range of natural areas. The Community Rivercare Iconic Project, Urban Forest Stage 1A, is nearing completion and continues to contribute to canopy and ecological outcomes across the City. The City's Urban Forest Officer has also submitted grant applications associated with mitigating impacts from polyphagous shot-hole borer. City officers partnered with schools to submit Let it Grow grant applications for two separate locations within the City. The City progressed environmental restoration works at Tranby Reserve, including significant areas of urban greening and tree planting. The City's Natural Areas team also continued to establish new planting areas to reduce turf, increase canopy and improve biodiversity outcomes.
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	Complete	1) Ci CRM to CiA Request Management 2) Ci paper-based Leave to CiA Leave via Employee Self Service (ESS) 3) Stage 1b transition from Ci to CiA, covering the following modules: i) Animals, ii) Infringements, iii) Sundry Debtors, iv) Transfer of associated functionality to the CiA eServices equivalent, DXP The following work packages are progressing across different delivery stages: 1. CiA Request Management – Currently in User Acceptance Testing (UAT), with change management planning underway. 2. CiA Leave – Successfully completed System Integration Testing (SIT) and UAT, and is now in the implementation phase. 3. Stage 1b P&R – In the discovery phase, with the second environment currently under development.
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	Complete	This KPI has been completed, with the City developing a comprehensive Waste Business Model to support evaluation of future waste service options and long-term strategic planning. The model enables financial comparison of multiple service scenarios against the City's current waste service baseline and incorporates nine service models. It includes detailed revenue and expenditure assumptions and allows testing of key variables including service levels, contract rates, waste volumes, growth assumptions and operational costs. Importantly, the model demonstrates the relationship between service delivery models and the Annual Waste Charge, allowing officers to assess cost recovery requirements under various future scenarios. The Waste Business Model was reviewed by the Executive Team and presented to Council as part of a formal briefing on the City's waste services and future strategic direction. The model is now being actively utilised to support the development of the City's future waste contract and broader long-term waste service planning.

2025/26 CEO KPI: QUARTERLY REPORTING					Reporting For: Qtr 4 - FY25/26	
CEO KPI No.	CEO KPI / Goal	Deliverable No.	Deliverable / Outcome	Deliverable / Action	Current Quarter Status	Current Quarter Comment
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	Complete	A briefing was held 7 April 2026 on current and future advocacy priorities. Purple lead an interactive briefing with Elected Members on 12 May 2026 to determine additional priority matters for advocacy. A review of the Advocacy Plan will take place following the Council-led business planning and budget process. The review will incorporate Councillor discussions and assess current advocacy projects, with the view to tailoring an approach to maximise potential in the lead up to the next election cycle.
7	Strengthen partnerships and advocate for the City	1.2	Partnerships and Advocacy	7.1.2 Manage partnerships and source commitments from State and Federal stakeholders to support the City's strategic advocacy priorities.	Complete	The City and advocacy consultants, Purple continue to engage with, and facilitate meeting with, State and Federal stakeholders.
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	Complete	Progress against this KPI is well advanced, with multiple Phase 1 projects either completed or underway during the reporting period. Key milestones achieved include completion of ground and bathymetric surveys, delivery of algaecide and Phoslock dosing programs, and review of the Midge Management Plan, which has contributed to a significant reduction in midge activity. Design development is continuing for major infrastructure components, including the Brickworks Biofilter and water recirculation system. The landscape design was endorsed by Council in June 2025. Community and stakeholder engagement has continued throughout project delivery, including community information sessions, Council briefings and regular updates through Engage Bayswater. A community forum was held in June, highlighting the success of the works delivered to date. Of particular note is the significant reduction in cyanobacteria, demonstrating positive early water quality outcomes from the restoration program.
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.	Complete	Continued advocacy to State Government agencies and Ministers regarding future funding and responsibility for remaining phases of the Maylands Lakes Environmental Restoration Master Plan. The Mayor and senior officers have continued engagement with the Department of Planning, Lands and Heritage, the Department of Biodiversity, Conservation and Attractions, and relevant Ministers through meetings and formal correspondence. Advocacy has focused on the scale and regional significance of the project, noting the complexity of delivering major restoration works on Crown land. The State Government has acknowledged the significance of the project and the City's commitment in delivering Phase 1 works, including the allocation of \$2.4 million to fully fund Phase 1. While no commitment has yet been secured for future phases, the City continues to advocate for a collaborative funding and governance approach informed by the outcomes of Phase 1 delivery.

9.5 Quarter 4 - Performance Report - Corporate

Responsible Branch:	Governance and Strategy
Responsible Directorate:	Office of the CEO
Authority/Discretion:	Information Purposes
Voting Requirement:	Simple Majority Required.
Attachments:	1. Preliminary Performance Report Quarter 4 April - June 2025-26 [9.5.1 - 33 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

The City of Bayswater prepares the Quarterly Performance Report to provide Council and the community with an overview of operational performance and progress in delivering the Corporate Business Plan (CBP) 2025/26-2028/29.

As the 2025/26 financial year has concluded and year-end reconciliation, validation and review processes are still underway, the City has prepared a Preliminary Quarter 4 Performance Report (**Attachment 1**) to provide Council with an interim update on progress against the Corporate Business Plan. The report includes information relating to Services, Operating Projects, Capital Works Programs and Projects, Informing Plan deliverables and Corporate Business Plan measures.

Final validated performance results, including financial outcomes, will be reported through the City's 2025/26 Annual Report and presented to the Audit and Risk Improvement Committee (ARIC) in December 2026.

OFFICER'S RECOMMENDATION

That Council notes the Preliminary Quarterly Performance Report – Corporate Quarter 4 (April - June) 2025/26 as contained in Attachment 1.

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 four-year period and supports accountability, transparency and performance reporting across the organisation.

Under the Integrated Planning and Reporting Framework (IPRF), local governments are required to monitor and report on organisational performance. The Quarterly Performance Report provides Council and the community with regular updates on service delivery and implementation of Corporate Business Plan commitments.

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 delivery during the financial year.

As this reporting period represents the conclusion of the 2025/26 financial year, the review and validation of year-end performance information is still underway. Accordingly, this report provides a preliminary assessment of performance across Services, Operating Projects, Capital Works Programs and Projects, Informing Plan deliverables and Corporate Business Plan measures.

The preliminary results provide an indication of the extent to which Corporate Business Plan commitments have been delivered during 2025/26 and may be subject to change following completion of the year-end reconciliation and validation process.

Actions marked as **Complete** indicate that the 2025/26 deliverable has been fully implemented, delivered as intended, or completed following approved adjustments.

Actions identified as **Off-Track** represent deliverables that were not completed as planned during 2025/26 and are expected to be progressed in 2026/27.

Actions identified as **On-Track** are generally approved multi-year deliverables that are progressing in accordance with approved milestones and delivery timeframes.

Final validated performance results, including financial outcomes, will be reported through the City's 2025/26 Annual Report and presented to the Audit and Risk Improvement Committee (ARIC) in December 2026.

Performance Overview

The table below provides a preliminary summary of performance outcomes against Corporate Business Plan actions at the conclusion of the 2025/26 financial year.

Category	Total Actions	Complete	On Track	Not Started	Off Track	Discontinued	% Complete
Services	28	28	-	-	-	-	100%
Operating Projects	20	8	7	-	4	1	75%
Capital Projects	138	93	13	3	22	7	77%
Informing Plan Actions	102	68	12	6	11	5	78%
Total	288	197	32	9	37	13	80%

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	SR07 - Unethical or inadequate governance and/or decision-making.	

FINANCIAL IMPLICATIONS

Nil

STRATEGIC IMPLICATIONS

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

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

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

CONCLUSION

The report provides an update on the implementation of the City's Integrated Planning and Reporting Framework and reports on progress at the end of Quarter 4 for the City's services, programs, projects and Informing Plan actions.

As year-end reconciliation, validation and review processes for the 2025/26 financial year are still underway, the results contained within this report should be considered preliminary. Final validated performance results, including financial outcomes, will be reported through the City's 2025/26 Annual Report and presented to the Audit and Risk Improvement Committee (ARIC) in December 2026.

Preliminary Performance Report Quarter 4

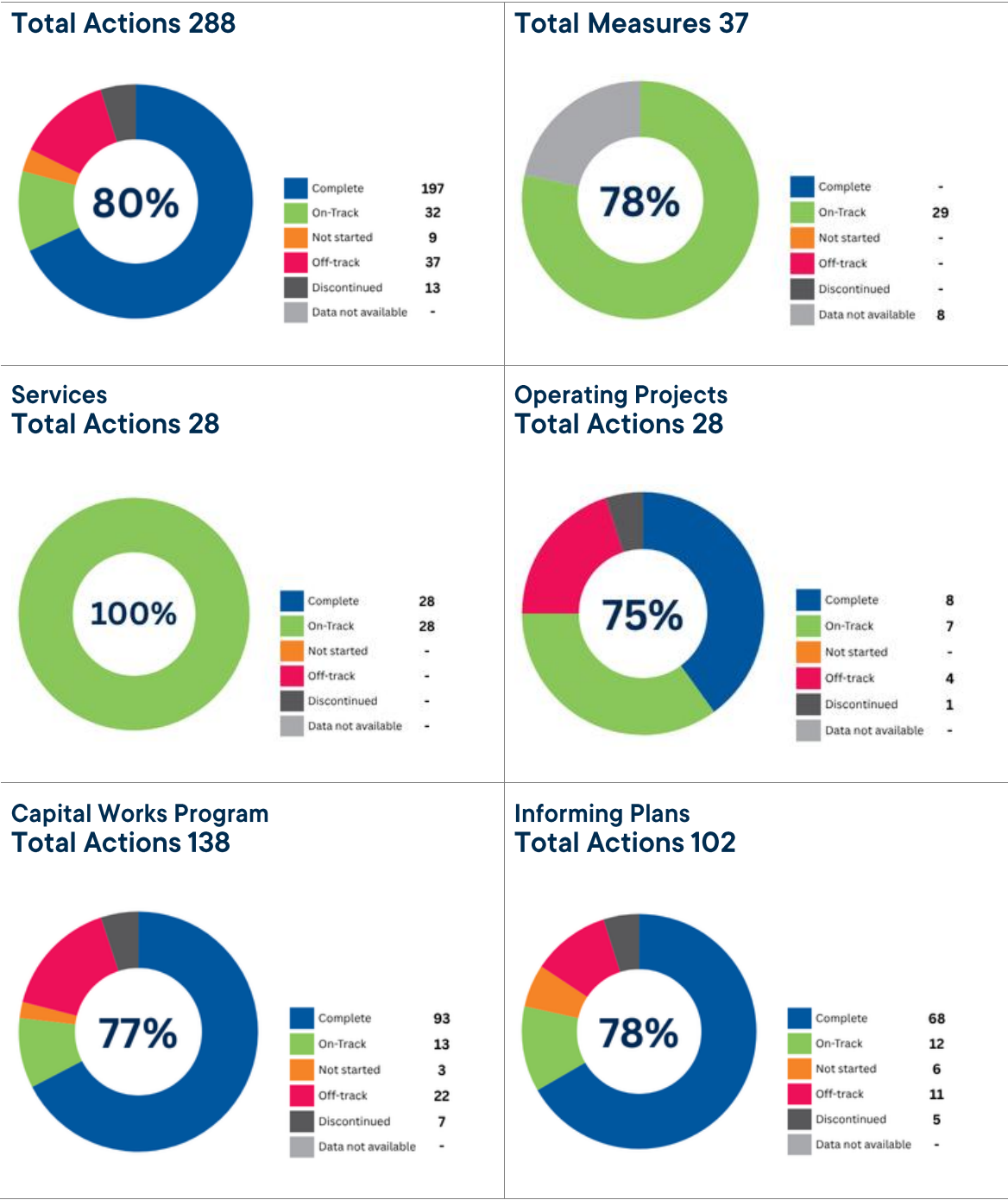
April – June 2026

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Progress Overview

Action progress is reported quarterly using a Red, Amber, Green, Grey and Blue traffic light system, covering quarter 4 of 2025/26 financial year.



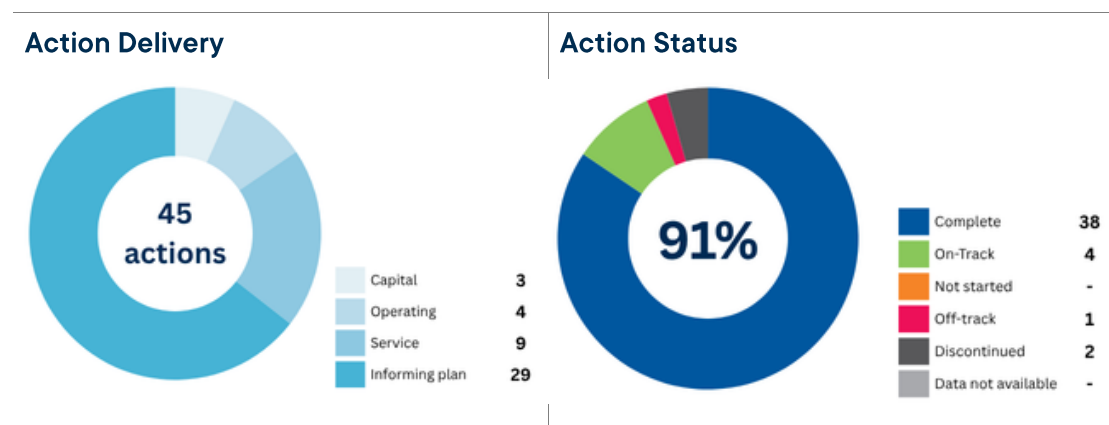
Social

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.

How we Performed

Total Actions: 45

Total actions complete or on track: 43



Performance measures

Measure		Q1	Q2	Q3	Q4
Better Bayswater Grants issued (biannual)	Number	Measured Biannually	4	Measured Biannually	3
	Value	Measured Biannually	\$11,560	Measured Biannually	\$10,547
Community Service partnership agreements		16	14	10	12
Community Event Grants and City Support	Number	9	4	0	0
	Value	\$35,223	\$19,028	0	0
City led community events		4	8	1	3
Bayswater residents registered as library members		22%	22%	23%	24%
Bayswater residents registered as recreation centre members		6%	7%	6%	10%
Usage of City's facilities Hours booked/total available hours	Meeting room	23%	27%	28%	28%
	Sports Courts	51%	41%	43%	48%
	Venue Hire	44%	47%	46%	29%

Measure	Q1	Q2	Q3	Q4
Customer requests received for Community Safety matters	1865	2912	2718	3155

1.1 Connected and Inclusive Community

Services

Services	Subservice	Status
Arts and Events	- Arts and Culture - City led events - Community led events - Grants management	Complete
Community Strategy and Programs	- Community Strategy - Community Programming - Community Grants	Complete
Library and Community Centres	- Library Services - Customer Experience - Community Centres	Complete

Operating Projects

Operating Projects	Status
Events Grants and Sponsorships	Complete
Perth Wildcats Preseason Game	Complete
StrEATS	Discontinued

1.2

A Safe and Resilient Community

Services

Services	Subservice	Status
Emergency Management	Emergency Management	Complete
Ranger Services	- Animal Management - Call Centre/ Administration - Community Rangers - Parking Enforcement	Complete
Safety and Crime Prevention	- Community Security Patrol - Crime Prevention	Complete

Operating Projects

Operating Project	Status
CCTV System	On Track

Capital Program

Capital Program	Number of Projects	Status			
		Complete	On track	Off Track	Not Started
CCTV System	3	1	2	-	-

1.3

An Active and Healthy Community

Services	Subservice	Status
Health Services	- Environmental Health - Mosquito Control	Complete
Golf Courses	- Contractor Management - Golf Course Grounds/Facilities - Maintenance	Complete
Recreation Services	- Booking Facilities, Halls and Reserves - Club liaison and Development - Recreation Facilities	Complete

Informing Plans

Informing Plan	Status				
	Complete	On-Track	Off-Track	Not Started	Discontinued
Reconciliation Action Plan 2021-2023	3	-	1	-	1
Public Health and Wellbeing 2021 - 2025	2	-	-	-	-
Cultural Plan 2019 - 2024	6	-	-	-	-
Access and Inclusion Plan 2025 - 2029	14	-	-	-	-
CCTV Strategy 2018 - 2028	1	1	-	-	-

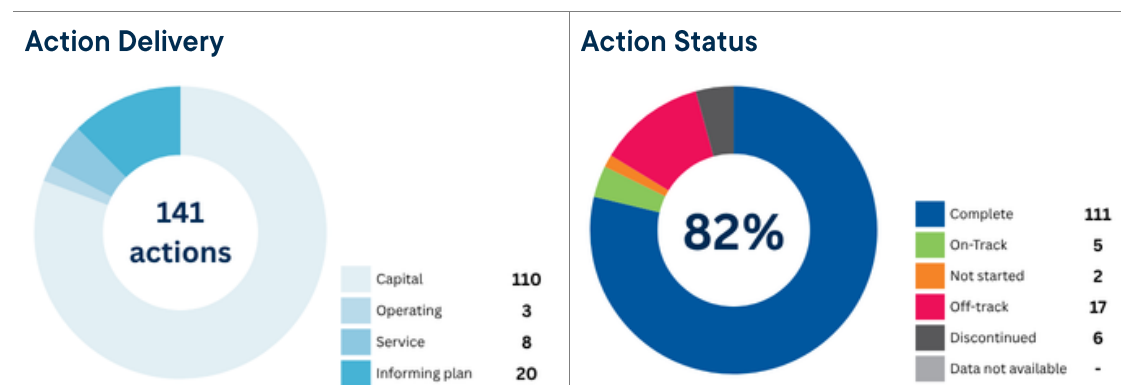
Built

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.

How we performed

Total Actions: 141

Total actions complete or on track: 116



Performance measures

Measure	Q1 2025/26	Q2 2025/26	Q3 2025/26	Q4 2026/27
Building Applications Received	265	266	239	288
Building approval compliance rate within statutory approval timelines	100%	100%	100%	100%
Planning applications received	174	145	133	162
Planning approval compliance rate within statutory approval timelines	97%	98%	83%	96%
Resolved graffiti incidents	1330	1233	1469	1487

2.1 A Connected and Accessible City

Services

Services	Subservice	Status
Statutory Building	- Building Approvals - Swimming pool inspections - Application Liaison	Complete
Infrastructure Projects	- Infrastructure Planning - Project Management	Complete
Statutory Planning and Compliance	- Statutory Planning - Development Compliance	Complete
Strategic Land Use Planning	- Land Planning Strategy - Town Planning Scheme	Complete
Transport Infrastructure and Operations	- Car Parks - Drainage - Footpaths and Cycleways - Other Transport Infrastructure - Roads - Street Lighting - Surveying Systems Management	Complete

Operating Projects

Operating Projects	Status
Local Planning Scheme Review	Off track
Major Recreation Building Masterplan	Off track

Capital Programs

		Status			
Capital Program	Number of Projects	Complete	On Track	Off track	Discontinued
Transport - Other	3	2	-	-	1
Transport - Pathways	7	5	-	-	2
Transport – Roads and Carparks	25	22	2	1	-

2.2

Built Infrastructure that Meets Current and Future Community Needs

Services

Services	Subservice	Status
Asset Management and Mapping	- Digital Mobile Radio and GPS Enabled Duress systems - Infrastructure Asset Management - Land and Property Data Management - Spatial Information Management (GIS)	Complete
Building Maintenance	Building Services and Maintenance	Complete
Property (Community)	Property (Community)	Complete

Operating Projects

Operating Project	Status
Town Centre Streetscape Banners	Complete

Capital Programs

Program	Number of Projects	Status				
		Complete	On Track	Off track	Discontinued	Not Started
Buildings - Buildings	11	7	1	1	-	2
Buildings – City Sport and Recreation Buildings	18	13	-	4	1	-
Buildings – Community Buildings	19	13	1	4	1	-
Parks and Reserves – Parks Built	8	8	-	-	-	-
Parks and Reserves – Playgrounds	3	2	-	1	-	-
Parks and Reserves – Sportsgrounds	11	9	-	2	-	-
Transport - Drainage	5	5	-	-	-	-

Informing Plans

Informing Plan	Status				
	Complete	On-Track	Off-Track	Not Started	Discontinued
Bike Plan 2023	9	1	-	-	-
Play Space Strategy 2019 - 2029	3	-	-	-	-
Community Recreation Plan 2022 - 2032	4	-	2	-	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.

How we performed

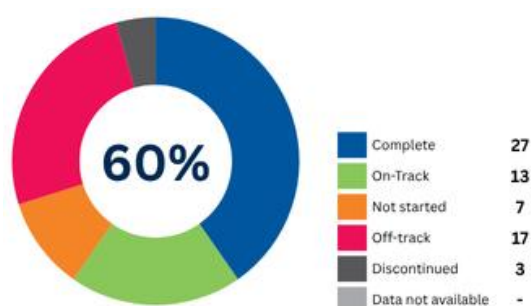
Total Actions: 67

Total actions complete or on track: 40

Action Delivery



Action Status



Performance Measures

Performance Measure	Q1 2025/26	Q2 2025/26	Q3 2025/26	Q4 2026/27
City carbon footprint	Data not available	15, 121	0	0
Native Plant Planted	38,447	0	0	37,375
Trees planted	3,200	0	0	0
Tree canopy coverage (measured every three years)	14.48%	14.48%	14.48%	14.48%
Groundwater allocation used	3%	22%	78%	87%
Waste Recovery rate (includes recycling and FOGO)	Data Not Available (Annual Measure)	Data Not Available (Annual Measure)	Data Not Available (Annual Measure)	46%

3.1 A Climate Resilient City

Services	Subservice	Status
Environmental Sustainability	• Catchment Management • Natural Areas Management • Protecting Biodiversity • Sustainability	Complete
Waste Management	• Bayswater Transfer Station • Bulk Waste • Commercial Waste Collection • Residential Waste Collection • Street and Park Bin Collections and Infrastructure • Waste Education	Complete

Operating Projects	Status
Biodiversity Management	Complete
Fleet Transition Plan	Off track
Maylands Lakes Environmental Restoration	On track

3.2 Sustainable Natural Green Spaces

Services	Subservice	Status
Parks and Gardens	• Irrigation • Landscape Design • Parks Infrastructure • Parks Projects • Planning and Maintenance • Spraying • Tree Care	Complete

Capital Program	Number of Projects	Status				
		Complete	On-Track	Off-Track	Not Started	Discontinued
Parks and Reserves – Bores and Irrigation	10	2	-	7	-	1
Parks and Reserves – Parks Natural	4	-	2	1	1	-

Informing plans	Status				
	Complete	On-Track	Off-Track	Not Started	Discontinued
Waterwise Bayswater Strategy 2020-2030	-	4	-	6	-
Urban Forest Strategy 2017	6	-	-	-	-
Local Biodiversity Strategy 2008	7	-	-	-	-
Emission Reduction and Renewable Energy Plan 2021 -2040	4	-	5	-	-
Environment and Livability Framework 2021 - 2045	4	1	3	-	-
Foreshore Area 10-year Plan 2019	-	5	-	-	2

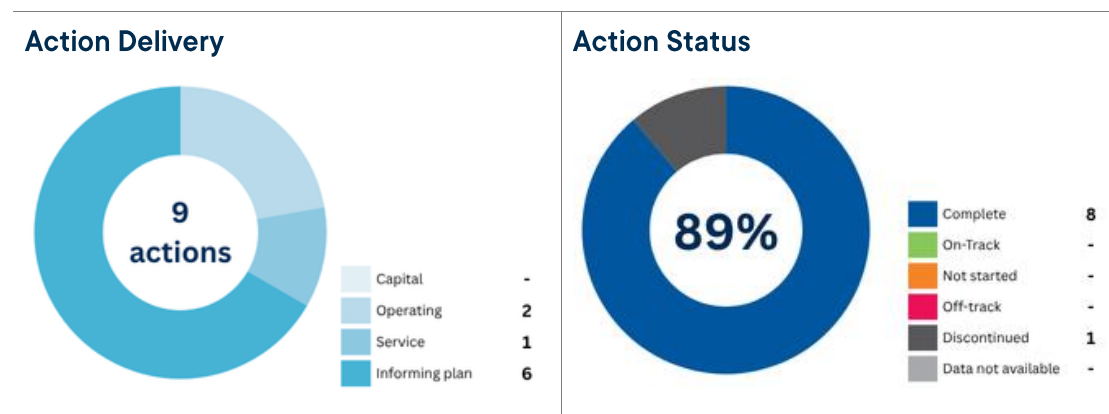
Economic

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.

How we performed

Total Actions: 9

Total actions complete or on track: 8



Performance Measures

Performance Measures	Q1 2025/26	Q2 2025/26	Q3 2025/26	Q4 2026/27
Job to worker ratio	0.58	0.58	0.58	0.58
Per capita gross regional product of City of Bayswater	\$52,381	\$52,381	\$52,381	\$58,670
Active trading businesses in City of Bayswater	Annual Measure	6,424	6,424	6,779

Outcome

4.1 Diverse Economic Opportunities

4.2 Distinctive Centres

4.3 Sustainable Thriving Businesses and Employment

Services

Services	Subservice	Status
Economic Development	- Advocacy - Commercial Activities - Economic Development - Place Management and Town Centre Activation	Complete

Operating Projects

Operating Projects	Status
Advocacy Priorities	Complete
Implementation of Economic Development Strategy	Complete

Informing Plans

Informing Plan	Status				
	Complete	On-Track	Discontinued	Off-Track	Not Started
Morley activity Centre Plan 2018	5	-	-	-	-
Maylands Town Centre Car Parking Strategy 2018	-	-	1	-	-

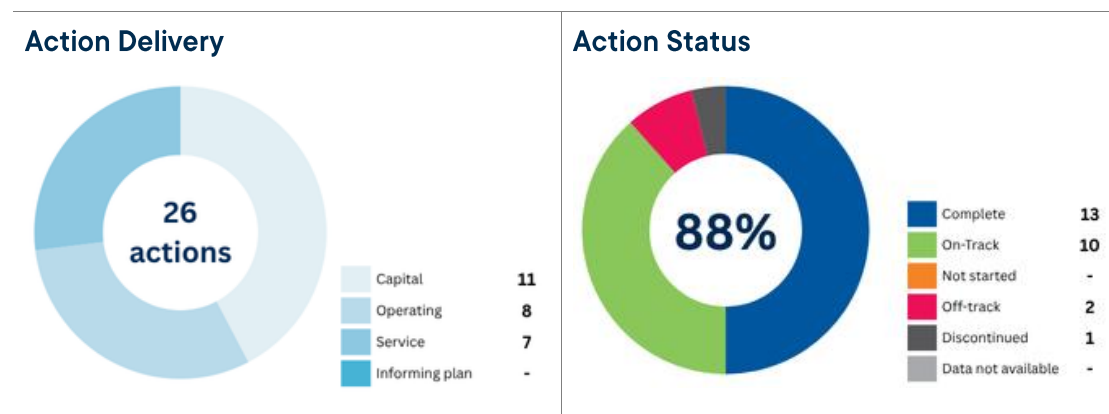
Leadership and Governance

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.

How we performed

Total Actions: 26

Total actions complete or on track: 23



Performance Measures

Performance Measure		Q1 2025/26	Q2 2025/26	Q3 2025/26	Q4 2026/27
Financial Sustainability	Current Ratio	Data Not Available	Data Not Available	Data Not Available	Data Not Available
	Operating surplus ratio	Data Not Available	Data Not Available	Data Not Available	Data Not Available
	Own revenue ratio	Data Not Available	Data Not Available	Data Not Available	Data Not Available
	Debt service ratio	Data Not Available	Data Not Available	Data Not Available	Data Not Available
Annual capital budget utilization		Data Not Available	Data Not Available	Data Not Available	Data Not Available
Employee turnover rate		13.58%	15.03%	15.28%	14.87%
Lost time injury frequency rate (LTIFR)		37.92	48.37	43.08	45.46
Visitors to the City of Bayswater website		81,000	91,000	94,000	84,000
Visitors to the Engage Bayswater portal		19,700	21,300	18,162	37,400
Social media follower growth		4%	3%	4%	5%
Engagement rate of social media content		11%	10%	13%	9%

5.1 Good Governance

Services	Subservice	Status
Financial Services	- Accounting Services - Cash Management - Procurement - Rating Services	Complete
Governance and Executive Services	- Executive and Council Support - Executive Leadership - Governance - Policy Development	Complete

Operating Projects	Status
2025 Ordinary Council Election	Complete

5.2 Stakeholder Leadership

Services	Subservice	Status
Communications, Engagement and Customer Relations	- Communications and Marketing - Community Engagement - Customer Relations	Complete

5.3 Optimised Performance

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

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

Capital Programs	Number of Projects	Status				
		Complete	On Track	Off Track	Discontinued	Not Started
Plant and Fleet	1	1	-	-	-	-
ICT -Technology and Equipment	10	3	5	1	1	-

Attachment 1

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

Type	KRA	Deliverable	Status	Comment
Capital Programs	Built	Bayswater Waves Large equipment storage shed	Off-Track	Scope completed. Action will be carried forward into 2026/27, with works programmed for August 2026.
Capital Programs	Built	Bayswater Waves Upgrade hydrotherapy air handling - stage 1 design	Off-Track	Final design in progress. Action will be carried forward into 2026/27.
Capital Programs	Built	Civic Centre Refurbishing	Not Started	Project direction pending. Action will be carried forward into 2026/27.
Capital Programs	Built	Civic Centre Security & access control upgrade	Off-Track	Contractor has been appointed and delivery planning is pending. Action will be carried forward into 2026/27.
Capital Programs	Built	De Lacy Reserve Clubrooms - Maylands Cricket club- Hot water System Replacement	Off-Track	Quote accepted. Action will be carried forward into 2026/27, with works expected to be completed by the end of July 2026.
Capital Programs	Built	Houghton Park Clubroom - Hot water System Replacement 1	Off-Track	Quote accepted. Action will be carried forward into 2026/27, with works expected to be completed by the end of July 2026.

Type	KRA	Deliverable	Status	Comment
Capital Programs	Built	Lightning Park - sewer connection	Off-Track	Design quotations pending. Action will be carried forward into 2026/27.
Capital Programs	Built	Maylands Tennis Court Redevelopment (CSRFF)	Off-Track	Project costs exceed the current budget allocation. Action will be carried forward into 2026/27 for further assessment and consideration.
Capital Programs	Built	Morley Sport and Rec Court 1 grandstand rectification	Discontinued	The grandstand storage issue has been resolved through equipment relocation and the creation of multiple minor stores.
Capital Programs	Built	Morley Sport and Rec Court 3 flooring replacement	Off-Track	Action will be carried forward into 2026/27, with works programmed for September 2026 to align with operational requirements.
Capital Programs	Built	New Bus Shelter no 16512, TRANBY RD	Discontinued	Replaced by the Eighth Avenue bus shelter, which is now complete.
Capital Programs	Built	New pathway (Local Access) - Bellew Way from McGilvray Avenue to 23 Bellew Way	Discontinued	Funds reallocated to the continuation of Mickleham St path which is now complete.
Capital Programs	Built	New pathway (Local Access) - Wholley Street from Traylen Road to Darby Street	Discontinued	Discontinued as per Ordinary Council Meeting. Funds reallocated to reserve.

Type	KRA	Deliverable	Status	Comment
Capital Programs	Built	Pat O'Hara Reserve Rugby Clubrooms and Changerooms Upgrades	Discontinued	External funding was not received.
Capital Programs	Built	Peninsula Hotel (Dome) Balcony repairs	Not Started	Project costs exceed the current budget allocation. Action will be carried forward into 2026/27 for further assessment and consideration.
Capital Programs	Built	Renewal of Grand Prom Synthetic Cricket Practice Wickets	Off-Track	Delayed demolition works now complete. Action will be carried forward into 2026/27.
Capital Programs	Built	Riverside Gardens Playground Renewal	Off-Track	Funding approved and tender process completed, with project delivery to be carried forward into 2026/27.
Capital Programs	Built	Roberts Str traffic treatments	Off-Track	Following additional consultation, works are now in progress. Project delivery carried forward into 2026/27.
Capital Programs	Built	Senses/WA Ballet Building - Wooden decking upgrade - Community Grant Program	Off-Track	Project costs exceed the current budget allocation. Action will be carried forward into 2026/27 for further scope assessment.
Capital Programs	Built	The RISE sports courts ducting Aircon	Off-Track	Works are underway. Action will be carried forward into 2026/27, with completion expected July 2026.

Type	KRA	Deliverable	Status	Comment
Operating Project	Built	Local Planning Scheme	Off-Track	The draft Local Planning Scheme is currently under assessment by the Department of Planning, Lands and Heritage (DPLH). Progression is pending Ministerial consent. Action will be carried forward into 2026/27.
Operating Project	Built	Major Recreation Building Masterplan	Off-Track	Pending further assessment. Action will be carried forward into 2026/27.
Informing Plan	Built	Develop / support a plan to guide locations of Neighbourhood level skate and bike nodes across the City, in conjunction with City's Skate and Bike Development Advisory Committee. The Strategy will identify the demand for skate, scooter and BMX infrastructure in the City, and guide planning for the future.	Discontinued	The project was an initiative of the City's Skate and Bike Development Advisory Committee, which disbanded following the 2025 election. As a result, this action has been discontinued and will instead be implemented through the Skate and BMX framework.
Informing Plan	Built	Develop a map of current and future locations to install exercise equipment, for community use and health promotion programs.	Off-Track	Pending implementation planning. Action will be carried forward into 2026/27.
Informing Plan	Built	Guide locations for outdoor exercise equipment to be installed across the City, considering shade, access and other park infrastructure	Off-Track	Pending local considerations report. Action will be carried forward into 2026/27.
Informing Plan	Economic	Mark parking bays on Whatley Crescent where road width allows.	Discontinued	The City is no longer completing this action due to conflict with proposed improvements in the Main Roads Maylands Town Centre Streetscape Masterplan.

Type	KRA	Deliverable	Status	Comment
Capital Programs	Leadership and Governance	Audio Visual Equipment Renewal	Off-Track	Pending implementation planning. Action will be carried forward into 2026/27.
Capital Programs	Leadership and Governance	Sport and Recreation IT Equipment Renewal (Wellington Room Wi-Fi)	Discontinued	Funding reallocated to Community Safety for CCTV upgrades at Morley Sport and Recreation.
Operating Project	Leadership and Governance	Digitising Archives	Off-Track	Digitisation of archived building plans is ongoing. Due to the scale of the project action will be carried forward into 2026/27.
Capital Programs	Natural	Addlestone Reserve Irrigation System Renewal	Off-Track	Pending outcome of Irrigation Study. Action will be carried forward into 2026/27.
Capital Programs	Natural	Arbor Park Irrigation System Renewal	Off-Track	Pending outcome of Irrigation Study. Action will be carried forward into 2026/27.
Capital Programs	Natural	Bath Street / Tranby Reserve Irrigation System Renewal	Off-Track	Pending outcome of Irrigation Study. Action will be carried forward into 2026/27.

Type	KRA	Deliverable	Status	Comment
Capital Programs	Natural	City Wide - Irrigation system design	Off-Track	Pending outcome of Irrigation Study. Action will be carried forward into 2026/27.
Capital Programs	Natural	Median Island Tree Planting Program	Off-Track	Pending further engagement. Action will be carried forward into 2026/27.
Capital Programs	Natural	Morley Community Centre Garden	Not Started	Pending scope discussions. Action will be carried forward into 2026/27.
Capital Programs	Natural	Noranda Sporting Complex - Running Track - Soccer Irrigation System Renewal	Off-Track	Pending outcome of Irrigation Study. Action will be carried forward into 2026/27.
Capital Programs	Natural	Pat O'Hara Reserve / Morley Recreation Irrigation System Renewal	Off-Track	Pending outcome of Irrigation Study. Action will be carried forward into 2026/27.
Capital Programs	Natural	Puntie Crescent Reserve Irrigation System Renewal	Off-Track	Pending outcome of Irrigation Study. Action will be carried forward into 2026/27.
Capital Programs	Natural	Strutt Reserve Irrigation Modification	Discontinued	Assessment made and no works were required.

Type	KRA	Deliverable	Status	Comment
Operating Project	Natural	Fleet Transition Plan	Off-Track	Timeline has been revised following project planning. Revised timeframe will be carried forward into 2026/27.
Informing Plan	Natural	Develop a plan for EV charging infrastructure for the City's EVs as well as at community facilities (including potential increase in energy demand)	Off-Track	Project is underway. Action will be carried forward into 2026/27.
Informing Plan	Natural	Develop or update plans for the City's fleet fuel transition to hybrid and electric vehicles across all vehicle categories	Off-Track	Project is underway. Action will be carried forward into 2026/27.
Informing Plan	Natural	Advocate the State Government to require all houses for sale to publish their energy star rating. - The City to provide information and grants as an incentive for people to make modifications to existing dwellings to improve their energy efficiency	Off-Track	Delayed due to competing priorities and resource limitations. Action will be carried forward into 2026/27.
Informing Plan	Natural	Bardon and Berringa Park- Retreat (relocate Yacht Club Tower)	Discontinued	Revegetation and erosion management works will enable the tower to remain in its existing location.
Informing Plan	Natural	Consider ways to actively promote and increase uptake of fit-for-purpose alternative water supply options, both with residents and in City-owned/operated assets. Options for promotion include provision of a greywater design and installation or rainwater tank maintenance workshops; sharing resident success stories and scheme water savings via the City's website or during a home open day events; or the use of subsidies.	Not Started	Project commencement has been deferred due to competing priorities. Action will be carried forward into 2026/27.

Type	KRA	Deliverable	Status	Comment
Informing Plan	Natural	Develop a practice note for (i) tree pits and raingardens and (ii) living streams that documents the design and construction process and key “success factors”.	Not Started	Project commencement has been deferred due to competing priorities. Action will be carried forward into 2026/27.
Informing Plan	Natural	Ensure best practice energy efficiency (and renewable energy generation or design provision) is incorporated into all capital works projects (for example Morley Sport and Recreation Centre and Maylands Waterland). Develop a design guide or standard for future projects	Off-Track	Delayed due to competing priorities and resource limitations. Action will be carried forward into 2026/27.
Informing Plan	Natural	Identify and plan the implementation of high priority systemic and behavioural changes that will yield the greatest benefit in emissions savings and staff engagement	Off-Track	Delayed due to competing priorities and resource limitations. Action will be carried forward into 2026/27.
Informing Plan	Natural	Install alternatives to soak wells in new/upgraded City buildings (e.g. in-ground rain garden, raised wicking bed, buffer strips, rainwater tanks, pervious paving).	Not Started	Project commencement has been deferred due to competing priorities. Action will be carried forward into 2026/27.
Informing Plan	Natural	Prepare a procedure for City capital works (roads, buildings, parks) that integrates the consideration of water with other objectives.	Not Started	Project commencement has been deferred due to competing priorities. Action will be carried forward into 2026/27.
Informing Plan	Natural	Prepare simple diagrams that depict WSUD solutions appropriate to low, medium and high density residential and commercial/industrial built forms.	Not Started	Project commencement has been deferred due to competing priorities. Action will be carried forward into 2026/27.
Informing Plan	Natural	Provide charging infrastructure at major activity centres to accelerate the uptake of electric vehicles.	Off-Track	Pending the development of the City's Fleet Transition Plan. Action will be carried forward into 2026/27.

Type	KRA	Deliverable	Status	Comment
Informing Plan	Natural	Review the City's current range of specifications used to procure services and equipment across operational and capital expenditure, and current awareness of and use of sustainability provisions of existing procurement. Progressively update specifications to align with best practice in sustainable procurement and the City's targets, and provide education / training to City staff	Off-Track	Delayed due to competing priorities and resource limitations. Action will be carried forward into 2026/27.
Informing Plan	Natural	Roll out of an app based technology that enables residents to monitor and reduce their carbon footprint in real time.	Off-Track	Pending updates to the City's website. Action will be carried forward into 2026/27.
Informing Plan	Natural	Tranby House Reserve North of Peninsular Farm-RETREAT (Relocate Footpath)	Discontinued	Stabilisation works in-progress to enable footpath to remain in its existing location.
Informing Plan	Natural	Use the City's website to report on targets for City water use – community, City parks and City buildings.	Not Started	Project commencement has been deferred due to competing priorities. Action will be carried forward into 2026/27.
Operating Project	Social	StrEATS	Discontinued	Project deferred to support delivery of the Business Awards event. Delivery partnership discussions are underway. Action will be carried forward into 2026/27.
Service Delivery Improvement	Social	Consult local Elders and Aboriginal families and respective Aboriginal organisations to identify community need and prioritisation for the first naming and co-naming of City buildings, places and spaces, in alignment with Landgate's Aboriginal Dual Naming Guidelines, and planned City projects and upgrades	Off-Track	Pending consultation. Action will be carried forward into 2026/27.
Service Delivery Improvement	Social	Review the City's Naming Policy to include dual and renaming to Aboriginal names	Discontinued	Action deferred to be considered with the next review of the policy scheduled July 2027.

9.6 Quarter 4 Quarterly Performance Report Risk

Responsible Branch:	Governance and Strategy
Responsible Directorate:	Office of the CEO
Authority/Discretion:	Executive/Strategic
Voting Requirement:	Simple Majority Required.
Attachments:	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 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 City's corporate risk management activities for Quarter 4 of 2025/26, including improvements to the Risk Management Framework, risk management systems and reporting capability.

OFFICER'S RECOMMENDATION

That Council notes the Quarter 4 – Quarterly Performance Report – Risk.

BACKGROUND

The City maintains a Risk Management Framework to support the identification, assessment, treatment and monitoring of strategic and operational risks. The Audit, Risk and Improvement Committee (ARIC) receives regular updates on the effectiveness of the City's risk management activities and the implementation of risk treatments.

This report provides an update on risk management activities undertaken during Quarter 4 of 2025/26, with a particular focus on capability, system and process improvements completed during the reporting period.

EXTERNAL CONSULTATION

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

OFFICER'S COMMENTS

During the reporting period, the City's risk management capacity was impacted by staff turnover. As a result, no formal risk assessment workshops or risk reviews were conducted during the quarter.

Following recruitment and onboarding of a new City officer, focus has been placed on strengthening the City's risk management foundations and addressing several data quality and process issues identified within the existing risk management framework, risk register and treatment reporting processes.

Key achievements during the reporting period include:

- Review and update of the Risk Management Framework, with the revised framework scheduled for consideration by the ARIC in December 2026.
- Identification of supporting risk management processes requiring development to improve consistency and governance.
- Collaboration with the Workplace Health and Safety team to align and integrate risk management review and reporting processes.
- Commencement of a comprehensive data cleansing and validation exercise.

- Development of an updated risk treatment register to improve treatment monitoring, accountability and reporting.

These activities have strengthened the City's risk management capability, and identified opportunities to improve the quality, completeness and consistency of existing risk data.

Risk Management System Improvements

Progress has been made in the design and development of a new Corporate Risk Register and supporting reporting dashboards. These improvements have been designed to:

- Improve consistency in risk assessments across all service areas.
- Simplify data entry through a standardised assessment process.
- Strengthen data integrity by establishing a single source of truth for operational risks.
- Improve monitoring of treatment actions and overdue activities.
- Enable improved reporting through automated dashboards and performance indicators.

The redesigned register incorporates improved controls for risk ownership, treatment tracking, due dates, review schedules and reporting functionality.

To improve executive oversight, interactive dashboards are being developed to provide real-time visibility of key risk information, including:

- Risks by rating.
- Risks by status.
- Control status, type and effectiveness.
- Treatment action progress.
- Overdue risk treatments.

These dashboards are intended to reduce manual reporting requirements while improving the accessibility and quality of risk information available to the ELT and the ARIC.

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	SR07 - Unethical or inadequate governance and/or decision-making.	

FINANCIAL IMPLICATIONS

Nil

STRATEGIC IMPLICATIONS

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

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

CONCLUSION

During Quarter 4, priority was given to strengthening the City's risk management framework, systems and reporting processes following a period of resource transition. Significant progress has been made in the development of a new Corporate Risk Register, treatment monitoring processes and reporting dashboards.

These improvements will enhance risk visibility, strengthen data integrity and support more effective monitoring and reporting of corporate risks.

9.7 Quarter 4 - Quarterly Performance Report - Audit Function

Responsible Branch:	Governance and Strategy
Responsible Directorate:	Office of the CEO
Authority/Discretion:	Information Purposes
Voting Requirement:	Simple Majority Required.
Attachments:	1. Audit Dashboard [9.7.1 - 1 page] 2. CONFIDENTIAL REDACTED - Audit Register [9.7.2 - 3 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 4 (April - June) 2025/26.

Key Points

- Quarter 4 opened with 26 actions
- Nine actions added
- Nine actions closed/discontinued
- Twenty-six actions remain in progress: 2 are overdue and 24 are not yet due.

OFFICER'S RECOMMENDATION

That Council:

1. **Notes the Quarter 4 - Quarterly Performance Report – Audit.**
2. **Notes 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 4 (April – June) 2025/26.

EXTERNAL CONSULTATION

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

OFFICER'S COMMENTS

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

- Regulation 17 CEO Review
- Footpath Maintenance
- Fees and Charges
- Food Business Inspections

All audits for 25/26 are complete.

Audit Function – 2025/26 Progress to date

The 2025/26 financial year opened with 14 actions; since that time, 35 actions have been added totalling 49 actions. 23 actions have been completed, with 26 remaining to be actioned.

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

Implementation of Recommendations (Confidential Attachment 2)

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

Quarter 4 commenced with 14 actions and closed with 26 actions. During the quarter, 9 new actions were added and 9 actions were completed.

STATUS	Qtr. 1	Qtr. 2	Qtr. 3	Qtr. 4
Period Open	14	13	11	26
Actions Added	3	-	23	9
Actions Superseded	-	-	-7	-
Actions Complete	-4	-2	-1	-9
Period Close	13	11	26	26

In-Progress Actions

At the close of Quarter 4, 26 actions remain in progress: 2 are overdue and 24 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					
26					
Overdue			Not Yet Due		
2			24		
Off-Track	On-Hold	On-Track	Off-Track	On-Hold/Not Started	On-Track
2	-	-	4	0	20

Overdue Actions

There are 2 overdue audit actions at the end of Quarter 4. One action relates to the Community Grants and Sponsorship Audit, with delays primarily attributable to internal resourcing constraints. The second action relates to the Office of the Auditor General (OAG) General Computer Controls Audit and remains in progress due to ongoing system changes.

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

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

FINANCIAL IMPLICATIONS

Nil

STRATEGIC IMPLICATIONS

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

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

CONCLUSION

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 Audit, Risk and Improvement Committee.



9.8 Strategic Internal Audit Plan 2026/27 - 2029/30

Responsible Branch:	Governance and Strategy
Responsible Directorate:	Office of the CEO
Authority/Discretion:	Review
Voting Requirement:	Simple Majority Required.
Attachments:	1. Strategic Internal Audit Plan 2026/27 - 2029/30 [9.8.1 - 12 pages] 2. CONFIDENTIAL REDACTED - Audit Universe and Assurance Map [9.8.2 - 3 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

The City's Internal Audit function prepares and annually reviews a four-year Strategic Internal Audit Plan, with the first year forming the annual Internal Audit Program. The Plan is reviewed and updated annually to ensure assurance activities remain aligned with the City's strategic objectives, operational priorities, legislative obligations and emerging risks.

The proposed Strategic Internal Audit Plan 2026/27 – 2029/30 has been developed using a risk-based approach informed by the City's Risk Management Framework, consultation with management and consideration of strategic, operational and compliance risks across the organisation.

OFFICER'S RECOMMENDATION

That Council notes the proposed Strategic Internal Audit Plan 2026/27 – 2029/30 (Attachment 1 and Confidential Attachment 2).

BACKGROUND

The City's Internal Audit function adheres to mandatory guidance contained in the International Professional Practices Framework (IPPF) and Global Internal Audit Standards issued by the Institute of Internal Auditors (IIA). This includes developing and maintaining a risk-based Strategic Internal Audit Plan (the Plan) that considers the City's strategic objectives and risk profile, including risks identified by management, and submitting the Plan to the Audit, Risk and Improvement Committee for review and recommendation to Council for noting and adoption.

The Strategic Internal Audit Plan is prepared over a four-year horizon and reviewed annually, or more frequently as considered necessary, to ensure it remains aligned with the City's strategic priorities, operational environment and emerging risks. The first year of the Plan forms the annual Internal Audit Program, which guides the work undertaken by the Internal Auditor each financial year.

The Plan has the following key objectives:

- To support the Audit, Risk and Improvement Committee through the provision of reports and assurance activities that enable effective oversight of internal and external audit functions, risk management, internal controls and compliance obligations.

- To provide independent and objective assurance and advisory services through reviews of City operations, systems and processes to assess the effectiveness of governance, risk management, control and compliance activities.

EXTERNAL CONSULTATION

The proposed Strategic Internal Audit Plan 2026/27 - 2029/30 has been prepared by management in consultation with the City's Internal Audit Service Provider, William Buck.

OFFICER'S COMMENTS

The Strategic Internal Audit Plan is developed over a four-year horizon in accordance with the International Professional Practices Framework and the Global Internal Audit Standards.

The Plan provides a structured framework for the delivery of internal audit and assurance activities across the City and is reviewed annually to ensure assurance activities remain aligned with the City's strategic objectives, operational priorities, legislative obligations and emerging risks.

The first year of the Strategic Internal Audit Plan forms the annual Internal Audit Program, which guides the assurance activities undertaken by the Internal Auditor during the relevant financial year. The annual review process enables internal audit resources to be focused on areas of greatest strategic, operational and compliance risk and supports the delivery of proactive, value-added assurance and advisory services.

The City's Internal Audit Charter recognises the dynamic operating environment in which the City operates and allows for the review and adjustment of the Plan, where necessary, in response to changes in risks, operations, programs, systems and controls.

The City's Risk Management Framework informs risk assessments aligned with the strategic and operational objectives and initiatives contained within the Strategic Community Plan and service plans. Risk assessments are regularly reviewed and updated by risk owners and management, with consideration also given to changes in the City's operating environment through ongoing engagement and review of corporate and operational risks.

Internal audit and assurance activities focus on areas of higher strategic, operational and compliance risk, with assurance work directed toward assessing the effectiveness of mitigation strategies, governance processes and internal controls. While the objective is to provide assurance coverage across all key risk areas and control environments, available resources require audit activities to be prioritised toward areas of greatest risk and strategic importance.

The proposed Strategic Internal Audit Plan 2026/27 - 2029/30 (**Attachment 1**) has been developed using this risk-based approach and incorporates the proposed 2026/27 Internal Audit Program. The Assurance Map, although forming part of the Strategic Internal Audit Plan, is provided as **Confidential Attachment 2** due to the sensitive nature of its content.

Proposed auditable areas for inclusion in 2026/27 are as follows. These areas were selected based on risk assessments, previous audit coverage, legislative obligations and consultation with management.

Auditable Area	Reason for Inclusion / Scope Intent
Cash Handling – Community Facilities	To provide assurance that controls over the collection, handling and banking of cash are effective in reducing the risk of fraud, theft, error and non-compliance with financial management requirements.
Contract Management	To provide assurance that contracts are effectively managed, monitored and governed to support compliance, value for money and delivery of contracted services.
Traffic Management	To provide assurance that traffic management activities are conducted safely and in compliance with legislative, operational and public safety requirements.
Regulation 17 – Legislative Compliance	This audit forms part of the City's cyclical review process under Regulation 17 and provides assurance to support the CEO's statutory reporting obligations.

LEGISLATIVE COMPLIANCE

- *Local Government Act 1995*
- Local Government (Audit) Regulations 1996

RISK MANAGEMENT CONSIDERATION

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

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

FINANCIAL IMPLICATIONS

The development of a Strategic Internal Audit Plan assists in directing internal audit resources more efficiently to provide sufficient assurance that key risks are identified, assessed, and controlled effectively. The proposed budget allocation is considered sufficient to deliver the 2026/27 Internal Audit Program contained within the Plan.

The proposed allocated budget for 2026/27 is as follows:

Budget item description: Audit Fees
 Budget account: 14700.6200
 Budget item amount: \$75,000 FY 26/27 - request submitted through draft budget

STRATEGIC IMPLICATIONS

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

Key Result Area: Leadership and Governance
 Outcome 5.1 Good Governance

Objective 5.1.1 Provide ethical and accountable governance.

Key Result Area: Leadership and Governance

Outcome 5.3 Optimised Performance

Objective 5.3.1 Focus on operational efficiency, effective delivery and innovation to ensure our services are fit for purpose, contemporary and secure.

CONCLUSION

The Strategic Internal Audit Plan 2026/27 - 2029/30 provides a structured and risk-based approach to the delivery of internal audit and assurance activities across the City. The Plan has been developed to align with the City's strategic priorities, operational environment and legislative obligations, while providing flexibility to respond to emerging risks and organisational change.

The proposed Internal Audit Program is considered to provide appropriate assurance coverage across key governance, operational and compliance areas and will assist the City in maintaining effective internal controls, governance processes and oversight arrangements.

Implementation of the Plan will support continuous improvement of governance, risk management and internal control processes across the organisation.



City of Bayswater

Strategic Internal Audit Plan

2026/27 – 2029/30

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Introduction

The City's Internal Audit Charter requires the Internal Audit Function to operate in accordance with the *International Professional Practices Framework (IPPF)* and the *Global Internal Audit Standards* issued by the Institute of Internal Auditors (IIA). This includes developing a risk-based Internal Audit Plan, informed by the City's objectives and key risks, for review by the Audit, Risk and Improvement Committee and endorsement by Council.

The Strategic Internal Audit Plan is prepared in line with the Charter and provides a forward-looking, risk-based framework for delivering audit and assurance activities over a four-year period. It supports effective governance, risk management, internal control, compliance, and organisational performance.

The first year of the Plan forms the annual Internal Audit Program, which directs audit activities for the financial year. An annual review ensures audit effort remains focused on the City's highest risks and supports the delivery of targeted, value adding assurance and advisory services.

Planning Objective

The objective of the Strategic Internal Audit Plan is to provide targeted assurance and advisory coverage over the City's highest priority risks and key control environments.

The Plan supports:

- effective governance and decision-making;
- sound risk management;
- internal control effectiveness;
- compliance with legislative and regulatory obligations;
- achievement of strategic and operational objectives; and
- continuous improvement in systems, processes and service delivery.

Basis of Preparation

The Plan has been developed using a risk-based approach, informed by:

- the City's strategic objectives and priorities;
- the City's Risk Management Framework and risk profile;
- applicable legislative and regulatory obligations;
- internal audit's understanding of governance, risk and control processes;
- input from the Chief Executive Officer, Executive Leadership Team and key stakeholders;
- prior audit results, known control issues and management actions;
- assurance activities undertaken by other internal and external assurance providers; and
- external and emerging risks.

The Plan provides a structured framework for internal audit and assurance activities across the City and is reviewed annually to ensure assurance activities remain aligned with the City's strategic objectives, operational priorities, legislative obligations and emerging risks.

Understanding the Organisation

In developing the Plan, Internal Audit considers the City's operating context, including its governance arrangements, strategic and operational planning processes, service delivery model, risk profile, key



systems, third-party arrangements, legislative obligations and existing assurance activities. This ensures audit effort is directed toward areas with the greatest potential impact on governance, risk, compliance, service delivery and organisational performance.

Audit Universe

The audit universe represents the full range of auditable activities across the City and forms the foundation of the Strategic Internal Audit Plan.

The audit universe includes:

- services and sub-services
- financial and operational control environments
- legislative and regulatory compliance areas

It supports the identification and prioritisation of areas where assurance may be required, considering:

- risk exposure
- control maturity
- prior audit coverage
- legislative requirements
- existing assurance activities

The audit universe is aligned with the City's organisational structure, Risk Management Framework, strategic objectives and key legislative obligations. It is reviewed periodically to reflect changes in operations, risks, systems, programs and regulatory requirements.

The audit universe also underpins the development of the City's Assurance Map (Appendix A), which provides an overview of risk ratings, control adequacy and assurance coverage across the Three Lines Model.

Risk Assessment Approach

The City's Risk Management Framework informs risk assessments that are aligned with the strategic and operational objectives and initiatives contained within the Council Plan. Risk assessments are regularly reviewed and updated by risk owners and management, with consideration also given to changes in the City's operating environment through ongoing engagement and review of strategic and operational risks.

Emerging risks are identified through stakeholder engagement, environmental scanning and review of industry, regulatory and sector developments. These risks are incorporated into the Plan to support forward-looking assurance coverage.

The Plan includes consideration of key risk areas, including:

- information technology and cybersecurity;
- fraud and integrity risks;
- compliance and ethics;
- procurement and contract management;
- financial management;
- third-party and contractor risk;



- service delivery and operational resilience;
- governance and decision-making;
- workplace health and safety;
- legislative and regulatory obligations; and
- strategic and emerging risks.

Internal audit and assurance activities focus on areas of higher strategic, operational and compliance risk, with assurance work directed toward assessing the effectiveness of mitigation strategies, governance processes and internal controls.

Where risks are rated high, or where risks are not considered to be within accepted risk tolerance, targeted reviews may be undertaken by Risk Management or Internal Audit in consultation with management. These reviews may inform, supplement or be incorporated into the annual assurance program.

While the objective is to provide assurance coverage across all key risk areas and control environments, available resources require audit activities to be prioritised toward areas of greatest risk and strategic importance.

Coordination with Other Assurance Providers

Consistent with the Three Lines Model, the Plan considers assurance from:

- Line 1: management and operational controls
- Line 2: risk, compliance and governance functions
- Line 3: internal audit
- External: external audit and regulators

This approach supports:

- minimising duplication
- identifying assurance gaps
- improving visibility of assurance coverage
- efficient use of resources

The Assurance Map (Appendix A) supports this process by providing a consolidated view of assurance coverage.

Scoping

In accordance with the Global Internal Audit Standards, the scope of internal audit work extends beyond individual controls and includes consideration of governance, risk management and organisational performance.

Internal audit activities may include both assurance and advisory services.

Assurance services involve objective assessments undertaken by internal auditors to provide assurance over governance, risk management and internal control processes. Examples include compliance, financial, operational, performance and technology audits. Internal auditors may provide limited or reasonable assurance depending on the nature, timing and extent of procedures performed.



Advisory services involve internal auditors providing advice to stakeholders without assuming management responsibility. Advisory services may include advice on the design and implementation of policies, processes, systems or controls; facilitation of risk and control discussions; training; and other agreed consulting activities.

Resource Considerations

The Plan has been developed within the resourcing model established in the Internal Audit Charter, including the City's co-sourced delivery approach.

In determining the Plan:

- available internal and external audit resources have been considered;
- effort has been allocated based on risk, complexity and required expertise;
- priority has been given to higher-risk and compliance-critical areas; and
- consideration has been given to the timing and coordination of other assurance activities.

Where resource limitations impact assurance coverage, priority is given to areas of greatest risk and strategic importance.

The Plan remains flexible and may be reviewed or adjusted during the year in response to changes in the City's risk profile, operations, priorities, legislative requirements or emerging issues.



Summary of Planned Internal Audit Activities

The following table summarises the proposed internal audit and assurance activities over the four-year period from 2026/27 to 2029/30. The program has been developed using the risk-based planning approach described in this Plan and considers risk rating, integrity and fraud control exposure, legislative obligations, lessons learned, process maturity and stakeholder interest.

The summary table should be read in conjunction with the detailed annual program and budget for 2026/27. The proposed timing of audits is planned with management following adoption and may be adjusted through the annual review process where changes in risk, priorities, resourcing or assurance needs occur.

Auditable Area	Last Reviewed	Proposed Year				Reason for Inclusion / Comment				
		26/ 27	27/ 28	28/ 29	29/ 30	Risk Level	Control Criticality	Compliance	Continuous Improvement	Stakeholder Priority
Cash Handling – Community Facilities	21/22	x					✓		✓	
Contract Management	20/21	x				✓			✓	✓
Traffic Management	N/A	x				✓				✓
Regulation 17 – Legislative Compliance	25/26	x						✓		
Waste Management	N/A		x			✓				✓
Payroll Management	21/22		x			✓	✓		✓	
Building Maintenance	N/A		x							✓
PRIS - Privacy and Confidential information	N/A		x							✓
Regulation 17 - Financial Management (Reg 5)	24/25			x				✓		
Project Management	N/A			x					✓	✓
Community Safety	N/A			x		✓				



Auditable Area	Last Reviewed	Proposed Year				Reason for Inclusion / Comment				
		26/ 27	27/ 28	28/ 29	29/ 30	Risk Level	Control Criticality	Compliance	Continuous Improvement	Stakeholder Priority
Street Tree Management	N/A			x		✓				
Regulation 17 – Risk Management	25/26				x			✓		
Volunteer Management	N/A				x	✓				
Fraud and Integrity Prevention	N/A				x		✓			



Draft Internal Audit Program 2026/27

Auditable Area	Proposed Objective / Scope	Hours (Estimate)
Cash Handling – Community Facilities	Audit Objective To assess whether the City has adequate and effective governance, controls and processes to ensure cash received at community facilities is accurately recorded, securely handled, reconciled and banked in a timely manner. Scope The audit will consider the following areas: • cash handling policies, procedures and staff awareness; • alignment with relevant legislation, financial management requirements and internal policies; • cash collection, receipting and point-of-sale processes; • controls over manual receipts, refunds and void transactions; • segregation of duties between collection, recording, reconciliation and banking; • physical security over cash, floats, safes and access controls; • banking timeliness, completeness and independent verification; • cash reconciliations, review and sign-off processes; and • identification, investigation and reporting of discrepancies, variances or suspected fraud.	125
Contract Management	Audit Objective To assess whether the City has effective governance, controls and processes to support compliant, consistent and effective contract management. Scope The audit will consider: • the adequacy of the contract management framework, policies, procedures and guidance; • defined roles, responsibilities and accountabilities for contract owners and contract managers; • use of standard contract templates, legal review and approval processes; • completeness and accuracy of the contract register and contract records; • monitoring of contract expiry dates, extensions and renewal processes; • compliance with delegations and approval requirements; • management of contract variations, extensions, payments and milestones; • monitoring and reporting of contractor performance against KPIs, service levels and deliverables; • management of underperformance, disputes, issues and remediation actions; • controls over contract budgets, cost overruns and payment verification; • compliance with procurement requirements, legislative thresholds and re-tendering obligations; and • management of contract-specific risks, conflicts of interest and probity requirements.	125

Auditable Area	Proposed Objective / Scope	Hours (Estimate)
Traffic Management	Audit Objective To assess whether the City has effective governance, controls and processes to support safe, compliant and effective traffic management activities. Scope The audit will consider: • traffic management policies, procedures, standards and frameworks; • alignment with applicable legislation, guidelines and Main Roads WA requirements; • defined roles, responsibilities, delegations and approval pathways; • development, review and approval of traffic management plans and traffic guidance schemes; • risk assessments for roadworks, events and permanent traffic changes; • design and implementation of traffic control measures, including signage, line marking and speed controls; • routine inspection and maintenance of roads, signage and traffic devices; • escalation and rectification of identified safety hazards; • reporting, recording and investigation of traffic incidents or near misses; • identification and mitigation of high-risk locations; • management of community requests and complaints relating to traffic issues; • coordination with external stakeholders; and • monitoring compliance with approved traffic management arrangements.	80
Regulation 17 – Legislative Compliance	Audit Objective To provide independent assurance to the Chief Executive Officer and the Audit, Risk and Improvement Committee on whether the City has appropriate and effective systems and procedures for managing legislative compliance, in accordance with Regulation 17 of the Local Government (Audit) Regulations 1996. Scope The review will consider: • the adequacy and effectiveness of the City's compliance framework; • processes for identifying, recording, monitoring and reporting legislative and regulatory obligations; • roles, responsibilities and accountability for compliance management; • preparation, completeness and accuracy of the annual Compliance Audit Return; • reporting of Compliance Audit Return outcomes to Council; • procedures for receiving, recording, managing and resolving complaints, including confidential and anonymous complaints; • monitoring of complaints, adverse trends and management actions; and	80

Auditable Area	Proposed Objective / Scope	Hours (Estimate)
	• compliance with legislative and regulatory requirements applicable to the Audit, Risk and Improvement Committee, including conflicts of interest, conduct obligations and misuse of position requirements.	

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Audit Program Budget

The indicative budget for 2026/27 is based on the proposed annual Internal Audit Program and other recurring internal audit activities, including Audit, Risk and Improvement Committee attendance, audit log review, and the annual review of the Strategic Internal Audit Plan.

Other Services	Frequency	Total Indicative Hours (per annum)
Audit, Risk and Improvement Committee Attendance	Quarterly	8
Audit Log	Annually	40
Annual Internal Audit plan	Annually	24
Total		72

Internal Audit Project	Indicative Hours
Cash Handling – Community Facilities	125
Contract Management	125
Traffic Management	80
Regulation 17 – Legislative Compliance	80
Total	410

Total Internal Audit Hours

Description	Indicative Hours
Internal Audit Projects	410
Other Services	72
Total	482

**Appendix A: Assurance Map (provided under separate cover)**

The Assurance Map builds on the audit universe and provides an overview of the City's:

- risk profile
- control adequacy
- assurance coverage

The Assurance Map supports the Plan by:

- identifying areas of high risk or limited assurance
- highlighting gaps or duplication
- providing visibility across the Three Lines Model
- informing audit prioritisation

The Assurance Map is a working document and will be refined as further risk and control assessments are completed.

Assurance Model

- Line 1: management and operational controls
- Line 2: risk, compliance and governance functions
- Line 3: internal audit
- External: external audit and regulators

The Assurance Map includes an indicative assessment of:

- risk rating
- control adequacy
- assurance coverage
- timing of prior assurance activity

10 GENERAL BUSINESS

Nil.

11 CONFIDENTIAL ITEMS

Nil.

12 NEXT MEETING

The next meeting of the Audit, Risk and Improvement Committee will take place in the Committee Room, Bayswater Civic Centre, 61 Broun Avenue, Morley on **Wednesday, 2 December 2026** commencing at **5.30pm**.

13 CLOSURE