

Minutes

Audit, Risk and Improvement Committee

Monday 8 December 2025

By signing these minutes I certify that they were confirmed at the Audit, Risk and Improvement Committee held on Monday, 9 March 2026, by resolution of Council

SHONA ZULSDORF
PRESIDING MEMBER

MINUTES

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Minutes of the Audit, Risk and Improvement Committee of the Bayswater City Council which took place in the Committee Room, City of Bayswater Civic Centre, 61 Broun Avenue, Morley on Monday 8 December 2025.

1 OFFICIAL OPENING

The Presiding Member, Shona Zulsdorf declared the meeting open at 5.34pm.

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.

The Presiding Member, Shona Zulsdorf, acknowledged the Traditional Custodians of the land, the Whadjuk people of the Noongar nation, and paid respects to Elders past, present and emerging.

3 ATTENDANCE

Presiding Member

Shona Zulsdorf

Deputy Presiding Member

Tony Wittcomb

Members

- Cr Cale Black
- Cr Calla Loiacono
- Cr Donovan MacDonald
- Cr Anthony Pittaway

Officers

- | | |
|----------------------|---|
| Mr Jeremy Edwards | Chief Executive Officer |
| Mr Stuart Monks | Acting Director Corporate Services |
| Mr Lincoln Hayes | Manager Digital Solutions and Services (until 6.54pm) |
| Ms Tami Cooper | Planning Performance and Risk Manager |
| Mr Lee Cooper | Project Manager - Eden (arrived at 7.13pm) |
| Mr Victor Luo | IT Security Specialist (until 6.54pm) |
| Ms Hilda Ho | Senior Financial Accountant (until 6.06pm) |
| Ms Stephanie Barrett | Governance Officer (Minute Taker) |

Observers

- | | |
|---------------------|--|
| Filomena Piffaretti | Mayor (electronic attendance) (until 6:13pm) |
| Subha Gunalan | Office of the Auditor General (until 6.53pm) |

Kamran Aslam Office of the Auditor General (until 6.53pm)
Sean Spiegl Office of the Auditor General (until 6.53pm)

Leave of Absence

Nil

In accordance with r14C(2)(b) of the Local Government (Administration) Regulations 1996, Mayor Filomena Piffaretti attended the meeting as an observer via electronic means.

Mayor Filomena Piffaretti confirmed she would be able to maintain confidentiality for the duration of the meeting, including while behind closed doors, in accordance with regulation 14CA sub-regulation (5) of the Local Government (Administration) Regulations 1996.

3.1 Apologies

Ms Kym Leahy Director Corporate Services
Ms Amanda Albrecht Manager Governance and Strategy

4 DISCLOSURE OF INTEREST SUMMARY

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

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

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

No disclosures were made during the meeting.

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.

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 was 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 six members:
A Presiding Member (Independent)
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

COMMITTEE RECOMMENDATION TO COUNCIL

The Minutes of the Audit, Risk and Improvement Committee held on 11 August 2025 which have been distributed, be confirmed as a true and correct record.

Shona Zulsdorf Moved, Cr Cale Black Seconded

CARRIED UNANIMOUSLY: 6/0

For: Shona Zulsdorf, Tony Wittcomb, Cr Cale Black, Cr Calla Loiacono, Cr Donovan MacDonald and Cr Anthony Pittaway.

Against: Nil.

8 REPORTS

8.1 Debtor Write-Off

Responsible Branch:	Financial Services
Responsible Directorate:	Corporate Services
Authority/Discretion:	Legislative
Voting Requirement:	Simple Majority Required
Attachments:	1. CONFIDENTIAL REDACTED - Rates - Small Balance Write Off List [8.1.1 - 1 page]
Officer Declaration:	<i>The officers involved in drafting and reviewing this report do not have any interests to disclose in the item.</i>

Confidential Attachment(s) - in accordance with Section 5.23(2)(b) of the Local Government Act 1995 - the personal affairs of any person.

SUMMARY

This report presents and notifies Council of a list of small rates debts that do not have delegated authority in place and require Council approval for write-off.

COMMITTEE RECOMMENDATION TO COUNCIL
(OFFICER'S RECOMMENDATION)

That Council approves the write off of \$38.38 in small balance rate debts as outlined in Confidential Attachment 1.

Cr Calla Loiacono Moved, Cr Donovan MacDonald Seconded

CARRIED UNANIMOUSLY: 6/0

For: Shona Zulsdorf, Tony Wittcomb, Cr Cale Black, Cr Calla Loiacono, Cr Donovan MacDonald and Cr Anthony Pittaway.

Against: Nil.

BACKGROUND

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

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

These debts relate to monies due for user charges, infringements, fees for services rendered, and rates-related charges. The process for debt collection depends on the type of debt and the mechanisms available under various legislation for recovery. *Section 6.12(1) of the Local Government Act 1995* allows Council to write off debts, and the Delegated Authority *FM-D05 – Granting Concessions and Write-Offs* provides the Chief Executive Officer with authority to write off sundry debts under \$2,000 per account.

Waivers and write-offs under *FM-D05* are no longer reported to Council, as they are considered operational in nature. This approach was endorsed in a previous report.

Debts requiring Council approval are those outside the scope of *FM-D05*. This includes the proposed write-off of small balance rate debts, which forms the basis of this report.

It should be noted there is a distinction between rates balances and rates related fees and charges.

EXTERNAL CONSULTATION

Not applicable.

OFFICER'S COMMENTS

Council approval is being sought to write off small balances for rates totalling \$38.38 for 71 properties (**Confidential Attachment 1**) as the City does not have delegated authority to write off rates debtors other than those minor rates related fees and charges, such as penalty interest.

LEGISLATIVE COMPLIANCE

The Sundry Debt Collection and Recovery Policy applies and section 6.12 (1) of *the Local Government Act 1995* states:

*"Subject to subsection (2) and any other written law, a local government may —
 ... (c) write off any amount of money, which is owed to the local government."*

RISK MANAGEMENT CONSIDERATION

In accordance with the City’s Risk Management Framework, the officer’s recommendation has been assessed against the City’s adopted risk tolerance. Comments are provided against each of the risk categories.

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

FINANCIAL IMPLICATIONS

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

STRATEGIC IMPLICATIONS

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

- 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

It is recommended Council approve the rates small balance write-off of \$38.38 as outlined in **Confidential Attachment 1**.

8.2 City of Bayswater Annual Report and Annual Financial Report 2024/25

Responsible Branch:	Governance and Strategy and Financial Services
Responsible Directorate:	Office of the CEO
Authority/Discretion:	Legislative
Voting Requirement:	ABSOLUTE MAJORITY REQUIRED
Attachments:	<ol style="list-style-type: none"> 1. Annual Report 2024/25 DRAFT [8.2.1 - 121 pages] 2. Annual Financial Report 30 June 2025 [8.2.2 - 68 pages] 3. CONFIDENTIAL REDACTED - 2024/25 Annual Audit Management Letter [8.2.3 - 3 pages]

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

(f) a matter that if disclosed, could be reasonably expected to —

SUMMARY

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

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

Once adopted by the Council, the Annual Report is to be presented to the Electors of the district at an Annual Meeting of Electors held within 8 weeks of the Council adoption. The date proposed for consideration by the Council is Wednesday 18 February 2026.

COMMITTEE RECOMMENDATION TO COUNCIL
(OFFICER'S RECOMMENDATION)

That Council:

1. **Accepts the Annual Report for the year ended 30 June 2025 in Attachment 1;**
2. **Accepts the Annual Financial Report for the year ended 30 June 2025, including the Independent Auditor's Report in Attachment 2;**
3. **Notes the 2024/25 Annual Audit Management Letter including management comment as contained in the Confidential Attachment 3 to this report.**
4. **Authorises the CEO to approve any minor changes that may be required to the Annual Report and the Annual Financial Report for 2024/25 before the document is collated and finalised for printing;**
5. **Requests that the Chief Executive Officer convenes the Annual Meeting of Electors for 7:00pm on Wednesday 18 February 2026 to be held at the City of Bayswater Civic Centre and gives public notice in accordance with the *Local Government Act 1995*.**

Cr Cale Black Moved, Cr Anthony Pittaway Seconded

CARRIED UNANIMOUSLY: 6/0

For: Shona Zulsdorf, Tony Wittcomb, Cr Cale Black, Cr Calla Loiacono, Cr Donovan MacDonald and Cr Anthony Pittaway.

Against: Nil.

BACKGROUND

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

The Office of the Auditor General's report on the City's Annual Financial Report for 2024/25 was received on 1 December 2025.

Prior to consideration by Council, the Annual Financial Report must be considered by the Audit, Risk and Improvement Committee. The Annual Report and the Annual Financial Report for 2024/25 will be presented to the Audit, Risk and Improvement Committee at the meeting scheduled for 8 December 2025, and the Ordinary Council Meeting scheduled for 20 January 2026.

The Annual Report, including the Auditor's report and the audited financial report, must be published on the City's website within 14 days after the Annual Report has been accepted by the Council (i.e. by 3 February 2026).

The Act also requires that a general meeting of electors of the district is to be held once every financial year and that the general meeting is held on a day selected by the local government, no more than 56 days after the local government accepts the Annual Report. At least 14 days local public notice is required of the date, time, place and purpose of the Annual Meeting of Electors. This means that the general meeting of electors cannot be held before 4 February 2026 and cannot be held later than 17 March 2026.

EXTERNAL CONSULTATION

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

The Annual Report 2024/25, once adopted by the Council, will be made available on the City's website and hard copies will be available at the City's Libraries and Civic Centre, and upon request.

OFFICER'S COMMENTS

The Annual Report 2024/25 is made up of two key sections. The first part of the report summarises activities and achievements from the financial year. The second part of the report is the Annual Financial Report and a report from the Office of the Auditor General.

Annual Report 2024/25

The Annual Report provides the community with an overview of the City's programs, services and initiatives delivered during the 2024/25 financial year. The content for the first part of the annual report (the performance commentary) is provided in **Attachment 1**.

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

The Act and associated regulations specify the contents required to be included in the Annual Report. The commentary for the 2024/25 report is considered to meet the relevant requirements of the Act and Regulations.

The Annual Report for 2024/25 includes:

- **Our City:** A snapshot of the City's history, demographics and key statistics, a report from the Mayor and CEO, our vision and Strategic Community Plan, our values.
-
- **Our Year in Review:**
 - Performance Snapshot: key improvements and achievements
 - Financial Snapshot: key financial results
 - Celebrating our City: City awards and recognition received, events and celebrations, grants, sponsorships and awards presented to the community.
- **Connecting with our Community:** City's approach to customer relations, two-way communication and community engagement.
- **Planning and Reporting:** Overview of the City's Integrated Planning and Reporting Framework, Strategic Community Plan 2021-2031 (SCP) and Corporate Business Plan 2024/25 - 2027/28, key City challenges and strategic considerations.
- **Our Performance:** Services and projects delivered for 2024/25 by SCP theme - overall actions status, service and project highlights, planning for the year ahead.
- **Our Organisation:** organisational structure, Executive Leadership Team biographies, Our People (city workforce) and Our Volunteers.
- **Our Governance:**
 - **Democratic Governance:** Details of wards, elected members' biographies, committees and advisory groups, elected members meeting attendance.
 - **Corporate Governance:** Local law and policy reviews, delegated authority, Public Interest Disclosure, fraud and misconduct, risk, compliance and audit.
- **Additional Statutory Reporting:** Elected member allowances, professional development, diversity. Disclosure of annual remuneration, complaints and minor breaches, information management, freedom of information, statutory register, national competition policy, report on the City's Access and Inclusion Plan.

There is some minor information still to be confirmed for the Annual Report. This will be included prior to the document being presented to Council.

Annual Financial Report 2024/25 and Independent Auditor's Report

The Annual Report also contains the Annual Financial Report of the City for 2024/25. This includes the Statements of Comprehensive Income, Statement of Financial Position, Statement of Changes in Equity, Statement of Cash Flows, Statement of Financial Activity and notes to and forming part of the accounts. The Annual Financial Report has been audited by the Office of the Auditor General. The contents for the second part of the annual report (the Annual Financial Report and the Independent Auditor's report) are provided in **Attachment 2**.

For the financial year ended 30 June 2025, the City recorded a net result for the period of \$8,598,092 compared to the adopted budget surplus of \$6,824,567 (refer to the Statement of Comprehensive Income). The unbudgeted increment of the revaluation outcome for the City's land and buildings of \$642,375 is the contributing factor to the total comprehensive income for the period of \$9,240,467.

The key factors contributed to the variances are summarised below:

Operating revenue

For the year operating revenue was \$100,056,591 compared to the budget of \$96,749,417 resulting in an increase of \$3,307,174 (3.42%). This is mainly due to:

- The Financial Assistance Grant has shown steady growth over recent years. However, the advance grant distribution for 2025/26 received in June 2025 was 37% lower than the prior year.
- Revenue from Recreation Services performed above budget across multiple facilities and programs. Higher than anticipated revenue was generated from park reserves and facility hire, Morley Sport and Recreation Centre, and the RISE, particularly through increased participation in social sport competitions. Bayswater Waves also recorded increased revenue from entrance fees, crèche services, and health club memberships. Additionally, the City's golf courses experienced strong growth in participation, reflecting increased utilisation of facilities.
- Revenue from community centres exceeded budget expectations due to higher membership levels and increased attendance at activities and programs.
- Revenue from Development Applications and Statutory Building Approvals was also above budget, supported by strong activity in the current housing market.
- Interest earnings were higher than anticipated, primarily because many term deposits were secured prior to the recent interest rate cuts, allowing the City to benefit from more favourable rates.
- Reimbursements relating to long service leave, legal costs, workers' compensation insurance claims, and outgoing charges on community leases were above budget, further contributing to the positive overall variance.

Operating expenses

For the year operating expenses were \$100,920,518 compared to the budget of \$101,168,656 resulting in a decrease of \$248,138 (0.25%).

The majority of the decrease is largely due to:

- Employee costs were below budget due to staff turnover across multiple business areas. These savings were partly offset by the engagement of agency personnel to maintain service delivery, with associated costs recorded under Materials and Contracts.
- Materials and contracts expenses in this category were higher than budget, mainly due to the final payment made for the UGP program that was not included in the original budget. Other contributing factors were the increase on agency labour hire, professional services, and contractor support for buildings, parks and gardens maintenance as a result of staff vacancies. In addition, certain project costs that did not meet the capitalisation criteria were recognised as operating expenditure, adding to the unfavourable variance.
- Insurance expenses were slightly below budget, with the variance attributable to premium adjustments processed during the year.

Other non-operating revenue and expenses

Non-operating items had a significant impact on the City's net result for the year:

- The net result for discontinued operations was higher than budget, driven by an unbudgeted upward revaluation of assets held for sale.
- Revenue from capital grants was lower than budgeted, with respective capital projects and associated grants carried forward to 2025/26.
- The transactions relating to land disposals that largely resulted in the capital loss were not included in the original budget, as the decision to sell the properties occurred after the budget was adopted. A budget amendment was subsequently approved by Council during the year.
- The adjustments on asset revaluation that impacted on the net result related to investment assets which was not budgeted for.
- The City's share of the EMRC net loss was \$2.7M in 2024/25, compared with \$4M in 2023/24.
-
- The City recorded an increment in its share of EMRC asset revaluations for 2024/25, compared to a revaluation decrement in the prior year, resulting in a favourable movement relative to 2023/24.

Audit Findings

The 2024/25 audits identified two key areas needing improvement. The details of these items, including Management's responses are outlined in **Confidential Attachment 3**. The City has responded accordingly and will complete the outstanding items in the current financial year. The recommendations will be recorded in the audit log and will be followed up and reported quarterly to the Audit and Risk Management Committee.

Annual Meeting of Electors

The Annual Meeting of Electors must be held within 56 days (8 weeks) of the Council adoption of the Annual Report 2024/25.

If the Council adopts the Annual Report 2024/25 at its Ordinary Council Meeting held 20 January 2026, the meeting of Electors must be held no later than 17 March 2026.

It is recommended that the Annual Meeting of Electors be convened for 7:00pm, Wednesday 18 February 2026, to be held in the City of Bayswater Civic Centre.

Public notice for this meeting must be given no later than 4 February 2026.

LEGISLATIVE COMPLIANCE

Local Government Act 1995

- Section 5.53 Annual reports
- Section 5.54 Acceptance of annual reports
- Section 5.55 Notice of annual reports
- Section 5.55A Publication of annual reports
- Section 5.27 Electors' general meetings
- Section 5.29 Convening electors' meetings Local Government (Administration) Regulations 1996
- Part 3 – Electors' meetings

- Part 5 – Annual reports and planning Local Government (Audit) Regulations 1996
- Regulation 9 – Performance of audit
- Regulation 10 – Report by auditor
- Regulation 16 – Functions of audit committee

RISK MANAGEMENT CONSIDERATION

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

FINANCIAL IMPLICATIONS

The following financial implications are applicable:

- The cost of printing 50 copies of the Annual Report has been estimated to cost \$2,000.00, inclusive of GST.
- The indicative fee for the audit of the annual financial statements (which includes the Information Systems and grant acquittal audits) provided by the Office of the Auditor General is \$152,855 (excluding GST).

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
- Objective 5.1.2 Ensure resource sustainability for future generations.

- 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 Annual Report 2024/25 has been prepared to highlight the City’s achievements and performance from the last financial year and ensure legislative compliance.

It is recommended that the Annual Report and Annual Financial Report for the year ended 30 June 2025, including the Independent Auditor’s Report be accepted by Council, the Annual

Audit Management Letters be noted. and Annual General Meeting of Electors be held on Wednesday, 18 February 2026.



DRAFT

Annual Report 2024/25



Acknowledgement of Country

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

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

Inclusivity Statement

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

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

Accessibility

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

我们可以根据要求以其他格式提供此信息。

Possiamo fornire queste informazione in altri formati su richiesta.

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

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Cover artwork

Description to be added by Communications team.



City of Bayswater Annual Report for 2024/25

We are pleased to present the City of Bayswater Annual Report for 2024/25. This report highlights the financial and operational performance of the City over the past financial year, detailing our achievements against the 2024/25 Budget and tracking progress within our four-year Corporate Business Plan. It provides a snapshot of our performance and outlines our future plans, emphasising our commitment to the sustainability of our organisation, the City, and the broader community we serve.

Readership

This report aims to provide information to a wide range of stakeholders, including City of Bayswater residents and ratepayers, local businesses, non-government organisations, partners, and various government departments and agencies.



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Our City

A culturally diverse and thriving community

The City of Bayswater features a culturally rich and thriving community, flourishing across eight suburbs and four bustling town centres. Our City encompasses more than 380 hectares of lush open spaces and a 10km expanse along the scenic Derbarl Yerrigan (Swan River), within the land of the Whadjuk people of the Noongar Nation, the traditional custodians of the land around Boorloo (Perth), Western Australia.

Situated just 6km north-east of Perth's CBD, the City offers easy access to major transport routes and significant destinations, including Perth International Airport. Our City is renowned for delivering valued services to the community, emphasising sustainability and environmental stewardship, enhancing town centres, fostering community engagement, and providing abundant opportunities for residents to thrive in this urban setting.

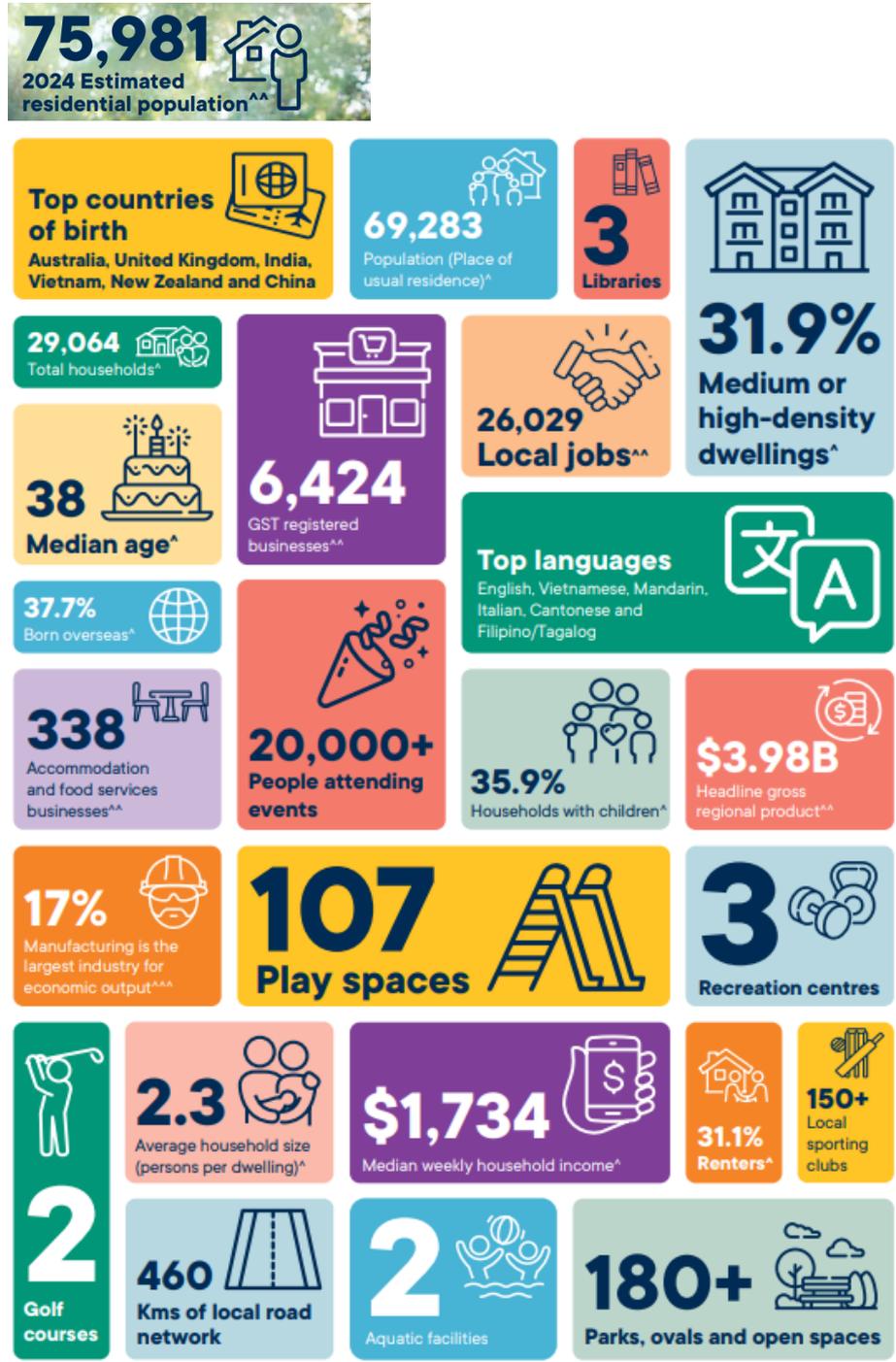
The City supports the community with three libraries, two community centres, three recreation centres, including aquatic facilities at Bayswater Waves, which offers three pools, and Maylands Waterland. We support more than 150 local sporting clubs and manage 180 parks, ovals and open spaces, as well as 107 play areas. We oversee a local road network extending 460km and more than 300km of footpaths. The City has a multicultural community, with 38% of our residents born overseas and 32% speaking a language other than English at home. We proudly celebrate the diverse cultures and backgrounds that enrich our City and contribute to its dynamic character. Our district is rich in Aboriginal history and the City is committed to our role in progressing our nation's shared journey towards reconciliation.

The City is experiencing an annual growth rate of 1.3% and our population is projected to reach more than 100,000 by 2050. This growth not only brings increased diversity, but presents new opportunities for development and community engagement, positioning Bayswater as a thriving and inclusive place in which to live, work and visit.

The City has benefitted significantly from the State Government's substantial investment in road and rail infrastructure, particularly through the METRONET project. The reconstructed Bayswater Train Station, the second largest in Western Australia, and the new Noranda and Morley stations have further enhanced our transport network and solidified Bayswater's position as a central hub for public transport. Residents and visitors enjoy fast, reliable access across the City and beyond. This not only enhances connectivity for our community but stimulates local business opportunities by bringing a steady flow of commuters through our City.

Additionally, this transport connectivity has enabled the City to attract investment and support the revitalisation of our town centres, fostering economic growth and enhancing the overall urban environment.

City of Bayswater quick stats



Latest data available, sourced 22 May 2025 from <https://profile.id.com.au/bayswater> and <https://economy.id.com.au/bayswater> (Data from ^{}2021, ^{**}2024, ^{^^}2023/24)



Our history

Pre-1800s The City of Bayswater respectfully acknowledges the Whadjuk Noongar people as the Traditional Custodians of this land. The Whadjuk Noongar people have a rich history in the Bayswater area, having lived here for thousands of years. Evidence of their longstanding presence includes the remains of a campsite at nearby Upper Swan, estimated to be between 40,000 and 53,000 years old, making it one of the oldest inhabited sites on Earth.

The Noongar people were nomadic hunter-gatherers who moved with the seasons and food sources. At the time of European settlement, it is believed the Noongar people spoke 13 different dialects. The Swan River holds special significance to the Noongar people, who believe it was created by a Wagyl, a snake-like being from the Dreamtime, which meandered over the land to form the rivers.

The Noongar people traditionally occupied the entire south-west region of Western Australia, stretching from Geraldton to Esperance. Their country is divided into 14 different groups, each occupying distinct territories. The City of Bayswater stands on the land of the Whadjuk group, who continue to maintain a deep connection to this land and its waterways.

European exploration began in 1697 with Dutch explorer Willem de Vlamingh, followed by French and English explorers in the 18th and 19th centuries. The English established the Swan River Colony, drawn by the region's fertility. However, much of the land in Bayswater was initially deemed unsuitable for agriculture, leading to a period of absence until the late 19th century.

1800s – 1900s The construction of the Perth to Guildford railway line in 1881 marked a turning point for Bayswater, spurring a property boom and the development of the Bayswater Estate. The discovery of gold further attracted settlers, and the area's growth continued with infrastructure developments such as the construction of Walter Road in 1887. In 1897, the Bayswater Road Board was established, giving the local community a voice in governance.

1900 – 1930 The early 20th century brought both challenges and growth. The impact of World War I and the Great Depression was felt deeply, but Bayswater continued to develop, particularly with the expansion of residential areas like Bedford and the emergence of industrial zones.

1940 – 1970 Post-World War II, Bayswater experienced rapid population growth, driven by returning soldiers and immigrants. This period saw the establishment of significant infrastructure, including the Bayswater Aquatic Centre and Mertome Retirement Village.

1970 – 2000 The 1970s and 1980s were marked by significant urban development, including the creation of the suburb of Noranda and the construction of the Tonkin Highway. The transformation from a shire to the City of Bayswater in 1983 reflected its growing population and evolving character. The opening of the Galleria shopping centre in 1994 further established Morley as a major commercial hub.

2000 – Present Today, the City of Bayswater continues to grow and develop, with significant infill development around train stations and the Morley Activity Centre. These developments are transforming the City into a vibrant and dynamic community, poised for continued growth and prosperity.



Message from the Mayor

I am pleased to present the City of Bayswater's Annual Report for 2024/25. This report is a testament to what can be achieved when Council and Administration work together to deliver positive outcomes for our community.

Our commitment to investment attraction and strong planning frameworks have enabled us to continue to capitalise on State Government investment in the City. New train stations in Morley and Noranda and the introduction of new bus routes have improved connectivity and created further opportunities for growth.

This year, we received more than 400 submissions from businesses on how we can best support them given the vital role they play in our local economy. This helped us develop an Economic Development Strategy that will serve as a roadmap for future initiatives that support local enterprises and attract investment.

Fostering a community where everyone feels welcome and supported remained a focus this year. The City launched *Inclusive Bayswater: Access and Inclusion Plan 2025–2030*, a five-year roadmap developed through extensive engagement with people with disability, their families, culturally and linguistically diverse residents and LGBTQIA+ community members. We also delivered practical improvements, including the City's first accessible wheelchair swing at Bardon Park and inclusive changeroom facilities at Upper Hillcrest Reserve and Crimea Park.

Our commitment to protecting and enhancing our natural environment continued to guide our initiatives. Construction began in January on our Riverside Gardens Urban Forest – an exciting project that will transform a grassed area into a biodiverse landscape showcasing native species. In a major step towards a more sustainable future, I am delighted the City achieved its 2025 target of 100% renewable electricity for operations, excluding streetlighting, under our Emission Reduction and Renewable Energy Plan.

What we have achieved this year has been made possible through effective planning, strong community partnerships and the dedication of Council, our staff and Executive Leadership Team.

I would like to extend my heartfelt thanks to the many community groups, organisations and volunteers who continue to advocate for, and support, our local community. Your dedication and passion make a real difference and ensure Bayswater is not just a place to live, but a place people enjoy and feel proud to call home.

Filomena Piffaretti

Mayor



Message from the CEO

The City of Bayswater's 2024/25 Annual Report highlights our achievements, performance and continued commitment to delivering quality services on behalf of our community. This report reflects the dedication of our staff, Executive and Council, who are passionate about building a connected, innovative and sustainable City.

We continue to work with all levels of government to attract vital funding for projects and infrastructure that improve the lives of those around us. This year, we secured \$5 million in funding from the State Government towards the redevelopment of the Frank Drago Reserve Soccer Precinct and delivered stage one of the Riverside Gardens Urban Forest project.

A comprehensive review of our high-level strategic documents, undertaken this year, enabled us to set a clear direction for the next decade. Through extensive consultation, we developed our first Council Plan 2025 – 2035, which incorporates the Strategic Community Plan 2025 – 2035 and Corporate Business Plan 2025/26 – 2028/29. Shaped through focus groups, online surveys and workshops, our new Council Plan reflects the values and priorities of our residents, and will guide our progress across five key result areas.

We implemented e-Services, providing residents and ratepayers with the ability to submit and track building and planning applications, register pets, make payments and lodge appeals online at any time. We also continued our journey of digital transformation to ensure our IT systems are customer focused, user friendly and accessible across all devices.

Economic development remained a key focus, with more than 400 submissions from local businesses contributing to our new Economic Development Strategy. These insights will help shape a roadmap for future growth, supporting local businesses and driving investment. To attract investment in Morley, we developed a concept plan for the Les Hansman Community Centre – a strategically located site in the Morley Activity Centre – to unlock potential in this area. We have built strong planning frameworks needed to support investment in the City and, this year, the Western Australian Planning Commission endorsed our first Local Planning Strategy.

The achievements documented in this year's Annual Report would not have been possible without our staff, whose dedication and passion continue to deliver exceptional outcomes for our community. I would like to thank our staff and our Executive Leadership and Management teams for their expertise and leadership.

I look forward to continuing our strong partnership between Council and Administration to ensure the City of Bayswater remains a wonderful place to live, work and visit.

Jeremy Edwards

Chief Executive Officer

Our Vision and Strategic Community Plan

The Strategic Community Plan 2021–2031 outlines the vision and goals of both the community and Council, guiding the City’s strategic direction and priorities over the coming years.

An inclusive community, building a sustainable and thriving city.

By 2031, the City of Bayswater will be a thriving, sustainable and sought-after location for residents and businesses.

The City of Bayswater is a destination. It is not an area people pass through, it is somewhere people want to live, visit, linger and enjoy.

Community	Environment and Liveability	Vibrancy	Leadership and Governance
<p>We have created inclusive neighbourhoods where people of all ages and abilities can gather, experience and live.</p> <p>Our suburbs are unified by a strong sense of community that celebrates our multicultural society, rich in artistic talent.</p> <p>The area is teeming with quality outdoor spaces, encouraging us to make the most of this garden city oasis.</p>	<p>With carefully planned developments to preserve the heritage and character of the area, we will have successfully increased density and created local jobs.</p> <p>The City will be renowned for environmental sustainability and preservation.</p> <p>Development is no longer separate from green strategies, they work in harmony to build our climate change resilience, while protecting our biodiversity.</p> <p>Links between the natural and built environment are clear and indivisible.</p>	<p>Our vibrant and pedestrian-friendly town centres are connected with sound public transport options, cycleways and shaded footpaths.</p> <p>Our town centres are brimming with activity, filled with people enjoying street art, attending festivals or making the most of the many bars, restaurants and cafés.</p>	<p>The City of Bayswater will be a place that provides strong leadership, values customer service and makes well-informed decisions based on community input.</p> <p>Decision-making will be open and transparent, and ensure the responsible and efficient use of City resources.</p> <p>The City will deliver and advocate for community outcomes through partnerships, engagement and good communication.</p>

During 2024/25, the City undertook a major review of its Strategic Community Plan (SCP). The City’s new Council Plan 2025 – 2035, incorporating the revised SCP and Corporate Business Plan was adopted at the June 2025 Council meeting and guides City planning from 2025/26 onwards.



Our Values – CARES

In 2024, the City undertook a review of its Corporate Values, guided by feedback from staff through the 2024 Employee Culture Survey. The response was overwhelmingly positive, and as a result, the City adopted its new Corporate Values in September 2024: Customer, Accountability, Excellence, Respect and Safety (CARES).

Customer

Our service meets the needs and expectations of our customers.

Accountability

We are responsible for our actions and decisions, and have integrity.

Respect

We value diverse perspectives, treating everyone with fairness in all our interactions.

Excellence

We continuously improve and strive to do better.

Safety

We take safety seriously.



Our Year in Review

Performance snapshot

The activities carried out during the 2024/2025 financial year were integral to advancing our four-year Corporate Business Plan 2024/25 – 2027/28 and aligned with the long-term objectives outlined in our Strategic Community Plan 2021 – 2031.

The City successfully completed or made significant progress on a wide-ranging program of capital projects and operational initiatives designed to enhance the wellbeing of our community. Key achievements, improvements and innovations have been described in the service and project highlights sections of this report. Some key achievements of 2024/25 include:

Community

- Extensive calendar of events, including Orchestra-oke partnership with Perth Festival and Perth Symphony Orchestra
- Wildcats pre-season game at Morley Sport and Recreation Centre
- Development of Inclusive Bayswater: Access and Inclusion Plan 2025 - 2030
- Unearthing the Truth Place Names Bayswater project
- Winner of WA Seniors Award

Environment and Liveability

- Achieved 2025 target of 100% renewable electricity for City operations, excluding streetlighting
- Over 60,000 native plants installed
- Progressed the Riverside Gardens Urban Forest project
- Maylands Lake Masterplan, Scientific Advisory Panel and innovative community engagement
- Achieved Roadwise Council status from WALGA
- Reviewed and developed five Asset Management Plans
- Opening of the Morley and Noranda Train Stations

Vibrancy

- First Local Planning Strategy delivered
- Extensive local business consultation conducted to inform the City's Economic Development Strategy
- 19 place-making partnership projects commenced

Leadership and Governance

- New Council Plan endorsed
- Online services launched
- New Intranet launched
- "Leading with CARES" leadership development program
- DoneSafe Work Health and Safety platform and Psychosocial Framework launched.



Financial Snapshot

Where your rates go

Each property in the City of Bayswater is issued an independent valuation by the State Government’s land information authority, Landgate. This is called Gross Rental Value (GRV). Every year, the City sets a budget for the upcoming year. The total budget is the amount of money needed to fund the services the City provides and the infrastructure it maintains and upgrades. The budget is funded by rates collected, fees and charges, and government grants.

Communications to design Pie-chart to display:

2024/25 Total budget 113.35M*

Recreation	\$14.68M
Roads, footpaths and drainage	\$22.95M
Buildings	\$7.64M
Environmental management	\$7.03M
Parks and open space	\$6.89M
Waste and recycling	\$15.01M
Sporting facilities	\$8.29M
City administration	\$10.72M
Security and CCTV	\$2.77M
Planning and building	\$4.85M
Rangers and emergency management	\$2.45M
Community grants	\$0.15M
Caring for our seniors	\$0.90M
Public health	\$3.00M
Community events	\$0.93M
Community development	\$1.56M
Libraries	\$3.05M
Economic development and placemaking	\$0.48M

*For accounting reasons and for ease of understanding, depreciation and asset disposals have been removed from the figures listed above. The depreciation and asset disposal figures can be found in the 2024/25 Statutory Budget. Figures are rounded to the nearest \$10,000.



Where our operating revenue came from

Revenue source	Percentage of total revenue 2024/25
Rates	61%
Grants, subsidies and contributions	3%
Fee and charges	28%
Interest earnings	6%
Other revenue	3%

How we spent our money

Expenditure category	Percentage of total expenditure 2024/25
Employee costs	43%
Materials and contracts	37%
Utility charges	4%
Depreciation	13%
Interest expenses	1%
Insurance expenses	1%
Other expenditure	1%

Financial position

The City achieved a Net Operating Deficit of \$0.86 million this financial year; a less than favourable result compared to the previous year which was impacted by the timing of service charges.

Total Income from Continuing Operations increased from \$99.54 million in 2024 to \$100.06 million in 2025, surpassing the budgeted \$96.75 million.

Similarly, expenses were well managed, coming in below the budgeted \$101.17 million at \$100.92 million. Net Assets grew to \$920.97 million, up from \$911.63 million in 2024, reflecting a stronger financial position despite a slight decline in Total Assets.

Total Capital Expenditure in 2024/25 was \$18.09 million, with \$7.2 million allocated to property, plant and equipment, and \$10.89 million to infrastructure improvements.



Celebrating our City

City Awards and Recognition

The City has been recognised for its achievements during 2024/25, highlighting the outstanding services and initiatives delivered to our community. The following are some key achievements attained this financial year.

Winner – WA Seniors Awards 2024

In 2024, the City's dedication to creating an age-friendly community was formally recognised with the esteemed WA Seniors Award.

Key community hubs, including the Bayswater and Morley Community Centres, provide spaces that foster social connection and community participation. Our library system offers free digital literacy courses, empowering older adults with essential skills and fostering independence.

The City's recreation centres also deliver Strength for Life classes, which is a strength-based program specifically designed for older adults. The program enhances strength and mobility with participants reporting significant improvements in their physical health, confidence and overall wellbeing.

Winner – 2024 WALGA Showcase in Pixels – Community Group Award

WALGA's Showcase in Pixels is the pre-eminent local government art competition and has run since the early 1990s, originating as 'Banners on the Terrace' and evolving into an amazing digital display that sees both finalists and winners have their pieces showcased on the iconic digital tower at Yagan Square in Perth's CBD.

The City of Bayswater was honoured to receive the Community Group Award on behalf of Moorditj Wirin Circle, an Aboriginal women's yarning group in the City of Bayswater who come together each month for friendship and yarning in a culturally appropriate safe space.

The outstanding artwork was created from the heart to recognise the real 'Heroes Among Us' – Stolen Generation Survivors. This involved creating a collaborative artwork using acrylic paints on canvas with 47 hibiscus leaves, each one representing a mission in Western Australia.

The native hibiscus flower was chosen to symbolise the Stolen Generation as the flower survives in harsh conditions and is a symbol of strength and resilience. The artwork is in memory of all the children removed and all the mothers and families who lost children through government policy.

**Finalist – IPAA WA Best Practice Awards for Health and Wellbeing**

In recognition of our innovative new Culture of Care program, the City was named a finalist in the IPAA WA Best Practice Awards for Health and Wellbeing. The City designed and implemented its Culture of Care program – a dynamic, leader-led and human-centric program aimed at enhancing the health and wellbeing of our workforce.

With touchpoints across all levels of the organisation, the program drives meaningful change and ensures staff feel genuinely supported, valued and heard. Since its rollout, the program has delivered measurable improvements in staff wellbeing and engagement, and is now embedded as a core element of the City's organisational strategy and culture.

Through the program, the City is setting a new benchmark for local governments committed to fostering a workplace where care is not just encouraged but lived every day.

Finalist – 2024 Women in Local Government – Evelyn Parker Women of Excellence Award – Finalist

As part of the 2024 Australian Local Government Women's Association WA Women in Local Government Awards, the City's Mayor, Filomena Piffaretti, was honoured as a finalist for the prestigious Evelyn Parker Women of Excellence Award. This recognition highlights Mayor Piffaretti's outstanding leadership, dedication to community service and her ongoing commitment to advancing the role of women in local government.

Mayor Piffaretti began her career in local government in 2017 when she was elected as a City of Bayswater Councillor, representing the North Ward. Filomena was elected as Deputy Mayor in 2019 before becoming the City's first female Mayor in 2021 and the City's first popularly elected Mayor in 2023.

Nominee – 2024 WA Ranger Team of the Year Award

In recognition of their outstanding improvements in public perception and the delivery of exceptional service with limited resourcing, the Community Safety team were nominated for the 2024 WA Ranger Team of the Year Award.

Despite these challenges, the team consistently demonstrated remarkable levels of friendliness, efficiency and customer focus, earning praise from the community and setting a high standard for local government service delivery.



Nominee – 2024 IPAA WA Achievement Awards – Pride Mural, Maylands

The City was nominated for the Lotterywest Best Practice in LGBTQIA+ Inclusion Award as part of the 2024 IPAA WA Achievement Awards for its Pride mural in Maylands. The mural was unveiled in June following feedback from the local LGBTQIA+ community collected during the City's 2023 PrideFEST events. Located on Lyric Lane, the colourful mural was painted by renowned artist Jordan Rush and features drag queens from *Priscilla Queen of the Desert*, an iconic Australian film that helped introduce positive LGBTQIA+ themes to a mainstream audience. The mural highlights the City's commitment to providing a safe and inclusive space for all who visit, work and live in the area.



Recipient – Water Corporation Gold Waterwise Council Status

The City of Bayswater once again achieved Gold Waterwise Council status, reflecting our leadership in sustainable water management and commitment to creating a cooler, greener and more resilient community. This recognition from the Water Corporation and Department of Water and Environmental Regulation highlights the City's strong waterwise verge policy, dedicated water management team, and its work to ensure community facilities, parks and aquatic centres are managed with best-practice efficiency. It reinforces Bayswater's position as a leader in waterwise living and demonstrates the City's ongoing commitment to protecting water resources for future generations.

Recipient – WALGA Local Government Awards – RoadWise Council Status

The City of Bayswater was recognised for its commitment to road safety at the WALGA Local Government Awards 2024. The City was announced as a RoadWise Council, receiving 3 out of 5 ribbons in recognition of its holistic approach to the planning and delivery of local road safety activities.

Being recognised by WALGA as a RoadWise Council highlights our commitment to improving road safety for our community. We are focused on planning and designing a safe and sustainable transport system that meets the needs of all road users.

Achievement – SERCUL Overall Best Management Practice Score 95% Excelling – Nutrient use for turf around the Swan River

Each year, local government authorities in Perth are surveyed on their nutrient practices by the Phosphorous Awareness Project of the South East Regional Centre for Urban Landcare (SERCUL). The



survey is broken up into different sections, including nutrient monitoring, fertiliser applications to foreshore areas, nutrient management, water quality monitoring, development control and nutrient education. The results are then used to provide a score card.

In 2024, the City achieved the Overall Best Management Practice Score – 95% Excelling, in implementing best management practices for nutrient use for turf around the Swan River.

The Parks team continues to embrace a zero-phosphate approach to fertiliser usage on the active sporting grounds and passive reserves, especially in proximity to river frontage and water courses. This added to the ongoing training participation for key staff members and has led to a high scoring rating with SERCUL.

Achievement – 2024/25 Western Australian Cricket Association (WACA) – Cricket Pitch Ratings

Each year, the WACA provides a rating system on registered cricket pitches. The City and Bayswater Morley Cricket Club achieved impressive rankings of 5th and 6th respectively out of 32 metropolitan grounds for the 2024/2025 playing season, with Upper and Lower Hillcrest earning high praise from the WACA.



Events and Celebrations

Across 2024/25, the City was committed to delivering vibrant, inclusive events and supporting community-led activities that reflected Bayswater's rich cultural diversity. By working closely with local groups, organisations and sponsors, we helped create opportunities that brought people together, celebrated multiculturalism and fostered a strong sense of belonging. The 2024/25 Community Activities and Events Calendar integrated arts, culture and community life; maximised the use of public spaces; and strengthened social connections by delivering events that were for the community and shaped by the community.

City-led Events

In 2024/25, the City successfully delivered a diverse program of free City-led events, engaging over 15,000 community members across five major events.

Key signature events included:

- Bayswater Community Concert, in partnership with Perth Festival – Orchestra-oke
- Avon Descent Finish Line Festival
- Community Art Awards and Exhibition
- Carols by the River
- Community BBQ and Citizenship Ceremony

Feature event: Orchestra-oke with Perth Festival and Perth Symphony Orchestra

On Saturday 22 February, the City partnered with Perth Festival and Perth Symphony Orchestra to present Orchestra-oke, a free community concert bringing together orchestral music and pop songs. The event was a huge success and attracted a crowd of more than 2,500.

Friends and family cheered on their loved ones, who sang their hearts out accompanied by Perth Symphony Orchestra. The event was a first for all three partners, who were thrilled with the outcome of the event.

Community-led Events

During 2024/25, the City approved 39 external event applications and provided 15 Community Event Grants, totalling \$62,393. Events included Bayswater Twilight Markets, Rainbow Families Pride Picnic, Baigup Wetlands Interest Group Art Exhibition, Community Arts Network WA Making Time symposium and many more.

The Community Events Grants are open all year round and community groups are encouraged to access available grants through our online grants portal which provides a streamlined and accessible approach to managing community grant applications. This financial support enabled local groups to host a diverse array of events, boosting participation and community engagement.



Calendar of events

Arts and events are at the heart of the City's character, liveability, vibrancy and economic vitality. We are dedicated to cultivating a flourishing cultural scene, supporting creative industries and building a strong, sustainable local economy. The City proudly hosts a diverse calendar of events, from markets and multicultural celebrations to sports, live music, film nights and community-focused activities.

In 2024/25, the City was home to more than 30 events across multiple suburbs, attracting 45,000 visitors to our neighbourhoods. The City also sponsored 15 high-profile events, providing a total of \$62,389 in funding.

August 2024

- Avon Descent Finish Line Festival^^
- Perth Wildcats Pre-season Game^^

September 2024

- Bayswater Twilight Markets^^^
- North of Perth Music Festival^^^
- Laneway Artspace – Antarctica Polar Workshop^^^
- Future Bayswater – Twilight Markets 2024/25 season^^^

October 2024

- Noranda Bites^^^
- Chinese Dance – Cultural Connections^^^
- Creative Connections – Side by Side exhibition^^^
- Talk Millennial – Noranda Bites 2024/25 season^^^

November 2024

- Community Art Awards and Exhibition^
- Flourish Community Arts Festival^
- RISE-Up Art Market^
- Pridefest Fair Day^
- Maylands Summer Night ^^
- Neighbourhood Watch Asian Inc – Community Harmony and Neighbourhood Watch^^^
- Community Arts Network – Making Time Consortium^^^
- Rainbow Families – Pride Picnic^^^
- Steam Haus – Easels and Equality^^^
- Sarah Weston Designs – Aboriginal Art Workshops^^^
- Conan Fitness – Maylands Health and Wellness Weekend^^^

December 2024

- Carols by the River^
- Annual Christmas Food Appeal^
- Christmas Street Banner competition^



January 2025

- Community BBQ Breakfast and Citizenship Celebration[^] (Community Citizen of the Year Awards)

February 2025

- City of Bayswater Community Concert with Perth Festival to deliver Karla Bidi and Orchestra-oke^{^^}

March 2025

- Harmony Week music and dance performance event, hosted at Galleria Shopping Centre^{^^}
- International Women's Day – Women's Impact with Orana House[^]

April 2025

- ANZAC Day ceremonies[^]
- Rag Pop-Up – Baysie Pop Up^{^^^}

June 2025

- Baigup Wetlands Interest Group – Nurtured by Nature Art Exhibition^{^^^}

Key:

[^]City-run event

^{^^}City-run event (in partnership)

^{^^^}Sponsored by the City of Bayswater (including grant-funded events)



Grants and sponsorships awarded to the community

The Community Grants program allows the City to provide essential financial support to various local projects and organisations, and enables community-led initiatives to flourish. Community organisations who have benefitted from community grants during the 2024/25 financial year are detailed below.

Grants issued for the 2024/25 financial year:

BETTER BAYSWATER GRANT 2024-2025		
Organisation	Project Description	Total Project Cost (ex. GST)
Anglicare WA	'Thread Together Maylands Hub – Community Connection' project	\$5,000
Cahoots Inc.	'Upskill' project	\$4,997

COMMUNITY EVENTS GRANT 2024-2025		
Organisation	Project Description	Total Project Cost (ex. GST)
Chinese Dance	Cultural Connections	\$3,000
Neighbourhood Watch Asian Inc	Community Harmony and Neighbourhood Watch Week	\$4,995
Rag Pop-Up	Baysie Pop Up	\$5,000
CANWA	Making Time	\$5,000
Rainbow Families	Pride Picnic	\$2,170
Creative Connections	Side by Side	\$4,950
Laneway Artspace	Antarctica Polar	\$5,000
Steam Haus	Easels and Equality	\$3,000
Sarah Weston	Aboriginal Art Workshops	\$2,447.83
Conan Fitness	Maylands Health and Wellness Weekend	\$3,210
Talk Millennial	Noranda Bites	\$5,000
Future Bayswater	Christmas and Easter Twilight Markets	\$5,000
55 Central	Celebrating 50 Years of Changing Lives	\$5,000



Baigup Wetlands Interest Group	Nurtured by Nature Biennial Art Exhibition	\$1,900
Auspire	Aboriginal cultural awareness workshops	\$3,720
ClayMake Studio	Cerebrations Ceramic Exhibition	\$3,000

COMMUNITY CAPITAL REQUEST GRANTS 2024-2025		
Club	Project Description	Total Project Cost (ex. GST)
Ellis House Community Arts Centre	Upgraded art gallery lighting	\$15,297
West Coast Model Rally Club	Installation of a new shade structure (patio) over the wash basin and spectator stand areas	\$36,437
Western Australia Youth Jazz Orchestra	Installation of new blackout blinds	\$12,287
Bedford Morley Men's Softball Club	Installation of an extension to the existing softball backnet	\$10,150

PLACE MAKING GRANTS 2024-2025		
Club	Project Description	Total Project Cost (ex. GST)
Little Picture Café, Bayswater	Awning and signage improvements to enable customers to identify the shop and awnings to provide shade while dining.	\$ 3,000
3.8 Baysie, Bayswater	Lighting and signage enhancements to the building frontage to improve the visibility and security of the café, to create a welcoming and safe façade for patrons to attend the café at all hours.	\$ 2,200
Just For Me Beauty, Bayswater	Engagement of a local artist to create a shopfront mural to enhance the front of the building from the street.	\$ 3,000
The Oarhouse Pty Ltd, Bayswater	Outdoor alfresco and veranda improvements to enhance the dining experience during wet or hot weather.	\$ 3,000
IGA Local Grocer, Bayswater	Improvements to the shop front to the street front – re-painted facade, a community notice board and shop signage	\$ 2,675
Our Table, Bedford	Alfresco improvements - addition of new plants, chairs and cushions, and repairs and painting to the pressed tin ceiling.	\$ 3,000



HairCon, Bedford	Window coverings to reduce the glare on the customers during appointments.	\$ 2,200
Silly Goose Maylands	Revitalised kids' play area, landscaping improvements and a quirky mural to the coffee window.	\$ 3,000
Bold Park Community School, Maylands	School student designed new fence banner to be run on the outside of the school along Lyric Lane.	\$ 2,500
Mrs S Café, Maylands	A long-lasting floral display to enliven the main entrance of the café.	\$ 2,000
Roxy Lane Theatre, Maylands	Roxy Lane Theatre signage to highlight the building's use.	\$ 3,000
GLOW Garage Automotive Detailing (Bayswater Landscaping), Maylands	A quirky approach to promotion and signage – a spray-painted Holden car with garden and lighting.	\$ 3,000
Hear This Coffee House, Morley	Façade improvements to reduce the heat inside the café for customers and planting of trees on the verge to help green Morley.	\$ 2,850
Blue Lotus Studio, Morley	Illuminated street signage for Dance and Wellness Studio to allow patrons to find the venue at all hours.	\$ 2,800
Mulberries Cafe, Morley	Alfresco furniture and signage improvements.	\$ 1,000

SCHOOL WELLBEING FUNDING PROGRAM 2024-2025	
Organisation	Total Project Cost (ex. GST)
Durham Road School	\$5,548.85
Embleton Primary School	\$6,531.52
Hampton Senior High School	\$9,156.53
John Forrest Secondary College	\$9,002.16
Morley Senior High School	\$9,760.94



Awards presented by the City

2025 Community Citizen of the Year Awards

Community Citizen of the Year: Kara Perrin

Kara is a strong advocate for Lyme disease awareness and is passionate about educating the community on tick-transmitted illnesses. She is the author of the book, *Mick the Tick*, a child-friendly story of living with Lyme disease. Kara is an active local citizen and continues to raise money and support for the Lyme disease community.

Senior Citizen of the Year: Greg Elliott

Greg is a dedicated volunteer coordinator for Read Write Now, assisting local Morley residents struggling with low literacy in their day-to-day lives. Greg has been volunteering for 18 years and continues to impact lives and be a role model with his compassionate approach to helping others.

Active Citizenship of the Year (Community Group): Maylands Historical and Peninsula Association

Maylands Historical and Peninsula Association has been active in the Bayswater community since 1992 and continues to undertake high-quality research, develop City archives and create displays for community members to enjoy. The group is passionate about the heritage and history of our beautiful City and sharing the stories held by many valued community members.

Youth Citizen of the Year: Rodrigues Niyongere

Rodrigues, also known as Roddy, is a young local footballer who works with Football Futures Foundation as a community coach for inclusive and accessible sports. Being born with cerebral palsy in Burundi, he is an inspiration to other young people living with disabilities, encouraging them to continue their sporting dreams.

Outstanding Women in Leadership: Kate Bettenay

Kate is the founder of The Hero Hunter Foundation, providers of practical support to families with a child undergoing treatment for cancer and certain blood disorders. After experiencing firsthand the unimaginable difficulties with her eldest son, Hunter, who bravely battled leukemia for five years, Kate is committed to providing support and services to families facing similar challenges.

2024 Volunteer Awards

Each year the City recognises the many valued volunteers who support our libraries, community centres, events, youth and environmental programs. In December 2024 the following awards were presented:

Five years' service:

- Ammu Rajan, Age Friendly Ambassador
- Betty Bainbridge, Morley Community Centre
- Jacqueline Campbell, Morley Community Centre



- John Green, Community Bus Driver
- Judith Barker, Morley Community Centre
- Julie Holmshaw, Home Library Service
- Lena Shim, Morley Community Centre
- Leonie Wise, Bayswater Community Centre
- Lourdes Laidlaw, Morley Community Centre
- Pamela Stewart, Bayswater Community Centre
- Peter Stroka-Taran, Community Bus Driver
- Timothy Benson, Age Friendly Ambassador
- Deborah Muldoon, Morley Community Centre
- Kirsten Unrath, Bayswater Community Centre
- Linda Beaverstock, Home Library Service
- Penny Robson, Bayswater Community Centre
- Graham Whitney, Community Bus Driver

Ten years' service:

- Margaret Ireland, Morley Community Centre
- Andrew Mollatt, Community Bus Driver and the City of Bayswater's 2024 Senior Citizen of the Year
- Ann Molloy, Home Library Service; and
- Bruce Savage, Home Library Service.

2024 Community Art Awards and Exhibition

The City was proud to provide artists of all mediums, ages and backgrounds with a platform to share their work with the community at the annual Community Art Awards and Exhibition, hosted as part of the City's Flourish Community Arts Festival. The following awardees were recognised for their expressive works of art:

City of Bayswater Open Award

Wesley Jackson for Leshi – Goddess of the forest

Whadjuk Award

Brett Nannup for Boorloo

Highly Commended

Damien Goerke for Disappearing Artist Award 2024

Alma Moriah Winik for No worries

Sculpture Award

Pip Milton for The Woven Mobius

Photography Award

Marnie Richardson for Soundless | Mum



City of Bayswater Resident Award

Pearl Chaloupka for Pride and Joy

Ellis House Member Award

Pam Tuckett for Tracing Our Place. Bowden Street Basin, Bayswater

High School Award

Sadie Pelusey for Silence of a Spinning Mind

Primary School Award

Bella Ho-Faithful for Amethyst

Highly Commended High School Award

Marcus Marchetti for Echoes of the empire

Highly Commended Primary School Award

Layla Hayden for What a Hoot



Connecting with Our Community

At the City of Bayswater, we are committed to building strong relationships with our diverse community. We communicate through a range of channels tailored to the needs and interests of different groups. Our goal is to be accessible, responsive and easy to interact with – ensuring every interaction is a positive experience. The table below outlines the key stakeholder groups we work with, and highlights our commitment to open, inclusive and transparent communication and engagement with each.

STAKEHOLDER GROUP	WHY THEY ARE IMPORTANT TO US	WHY WE ARE IMPORTANT TO THEM	CONNECTION METHODS
COMMUNITY AND INTEREST GROUPS	Represent diverse community interests and needs; advocate for social issues	Collaborate with the City on projects and initiatives that enhance community life	Regular meetings, participatory events, advisory committees, community engagement
CITY STAFF AND VOLUNTEERS	Essential for service delivery and program implementation; community engagement support	Rely on the City for employment, training and opportunities to contribute to the community	Internal communications, training, meetings, volunteer coordination
EDUCATIONAL INSTITUTIONS	Contribute to community education and development	Depend on City partnerships and support for educational programs and facilities	Partnerships, educational programs, joint initiatives
INVESTORS	Provide capital and financial support for City development projects and infrastructure	Rely on the City for a stable and attractive investment environment with transparent governance	Financial reports, investor briefings, project updates, public-private partnership opportunities, direct outreach, regular meetings
LOCAL BUSINESSES	Drive economic growth and employment; enhance community vibrancy	Benefit from City support and infrastructure improvements that boost business prospects	Business forums, community engagement, workshops, direct outreach, newsletters
MEDIA	Disseminate information; shape public perception	Rely on the City for accurate and timely information about services and initiatives	Press releases, media briefings, social media, public announcements, website
NEIGHBOURING LOCAL GOVERNMENTS	Shared boundaries, services and regional priorities require collaboration to address common challenges and opportunities	Our co-operation supports regional planning, efficient service delivery and consistent approaches to community and infrastructure needs	Inter-council working groups, regional forums, joint planning and advocacy, shared service initiatives
NON-PROFIT ORGANISATIONS	Partner in service delivery; support community welfare and development	Need City support for program funding,	Collaboration on projects, grants, information sharing



		collaboration and resource sharing	
PEOPLE FROM DIVERSE BACKGROUNDS AND LIVED EXPERIENCES	Bring valuable perspectives that shape a more inclusive, vibrant and equitable community	Help ensure access, inclusion and representation in local decision-making and services	Focus groups and targeted community engagement, advisory committee participation, accessible and translated communications, community partnerships, inclusive events and campaigns
RESIDENTS AND RATEPAYERS	Core beneficiaries of City services; provide feedback and support	Depend on the City for essential services, infrastructure and community wellbeing	Community engagement opportunities – in person and online, newsletters, website, social media posts, public meetings, events
STATE AND FEDERAL GOVERNMENTS	Provide policy direction, funding and regulatory framework	Need local implementation of state and national policies; require local feedback	Formal reports, submissions, partnerships, meetings
TOURISTS AND VISITORS	Support the local economy, promote the area’s profile, and enhance community vibrancy	Provide services, facilities and experiences that make visits enjoyable, safe and memorable	Online channels, events, community engagement, collaboration with tourism bodies, destination marketing
TRADITIONAL CUSTODIANS	Aboriginal and Torres Strait Islander peoples’ deep cultural knowledge, connection to Country and enduring contributions to community life are central to shaping inclusive, respectful, and sustainable local government outcomes	Supporting reconciliation, preserving and promoting culture and heritage, ensuring equitable access to services, and fostering genuine partnerships that advance outcomes for Aboriginal and Torres Strait Islander peoples	Advisory committee participation, culturally appropriate community engagement on projects and planning, collaborative initiatives and partnerships, recognition and celebration of NAIDOC Week and National Reconciliation Week



How We Engage with Our Community

The City of Bayswater values open communication and active participation from the public in its governance. We believe sharing information, engaging and encouraging community participation are essential for effective decision-making. The City is dedicated to engaging residents and other stakeholders during the development of policies, plans and projects. More information on our engagement activities can be found on page 69 of this report and on our website.

Stay Informed

To stay informed with the latest news, residents can visit our website and subscribe to our e-newsletters. We also actively connect with the community through our social media platforms, including Facebook, LinkedIn and Instagram.

Get Involved

Our community engagement reflects the desire for active involvement in Council decision-making and long-term planning. The City of Bayswater is committed to improving communication and engagement processes to better engage with residents.

Residents can participate in various engagement opportunities, such as attending community sessions, information forums or participating in surveys and focus groups on specific projects. The public can make submissions on major projects or plans that are open for feedback, advertised throughout the year on Engage Bayswater: engage.bayswater.wa.gov.au.

Join a City Group or Committee

Working groups and committees bring together community members who contribute their knowledge and expertise, providing valuable input that helps shape Council decisions and recommendations. These groups also serve as a platform for communicating community concerns directly to Council. Keep an eye on the City's news for updates on when expressions of interest are invited, offering opportunities for residents to join and participate in these groups.

Contact an Elected Member

Our Elected Members are representatives who advocate for the interests of residents in matters relevant to the City. They are accessible for discussing any thoughts, issues or concerns you may have. For more details on how you can get involved and make your voice heard, visit bayswater.wa.gov.au/city-and-council/council/elected-members.

Planning and Reporting

Integrated Planning and Reporting

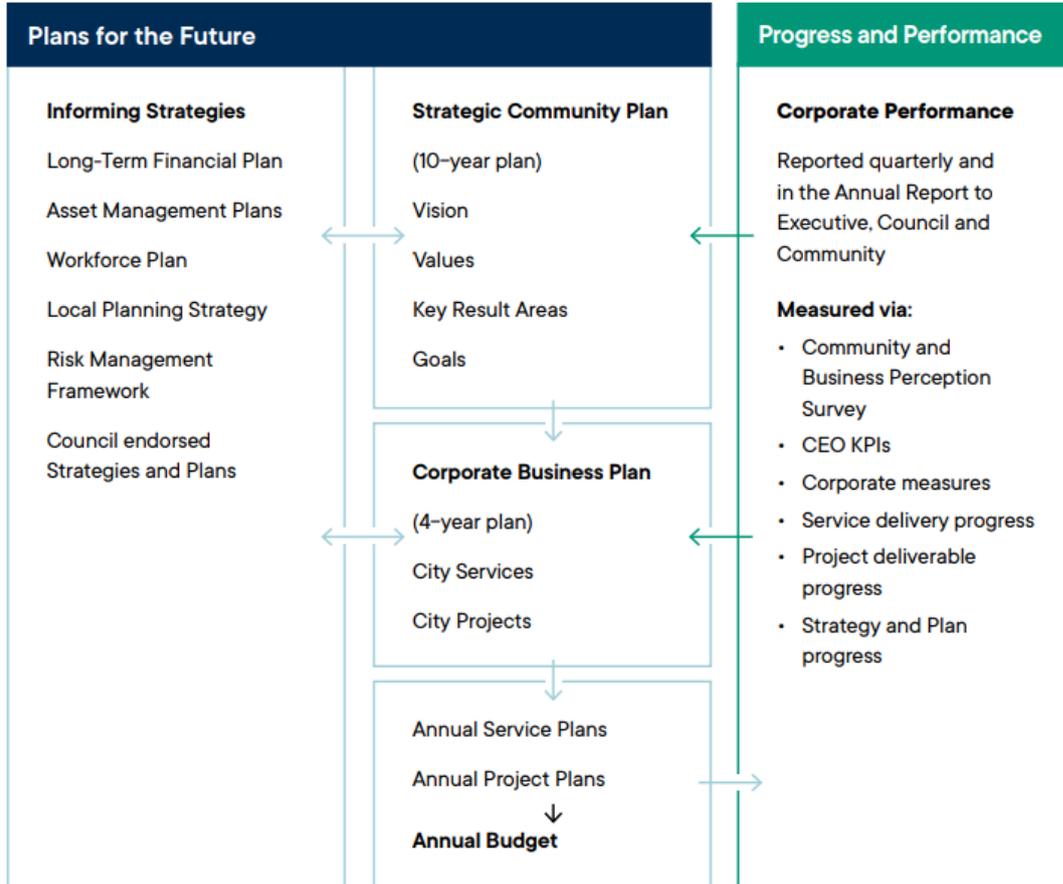
Integrated Planning and Reporting (IPR) establishes a realistic, integrated and accountable system of longer-term strategic planning and management, and enables local governments to deliver their strategic and organisational objectives.

Integrated Planning and Reporting involves:

- Engaging with the community, understanding the context and establishing the community's long-term vision, aspirations and goals
- Developing realistic and integrated strategic, corporate and operational plans that:
 - Are consistent with the community's long-term vision
 - Are based on an accurate and clear understanding of the local government's resources and service delivery capabilities
 - Establish the long-term allocation of resources and 'drive' the annual budget
- Putting in place a linked strategic performance management system to provide accountability, support decision-making and inform ongoing improvement.

The *Local Government Act 1995* and the *Local Government (Administration) Regulations 1996* establish the key components of IPR and require local governments to prepare a 'Plan for the Future' consisting of a 10-year visioning Strategic Community Plan (SCP) and a four-year Corporate Business Plan (CBP) with integrated financial, asset and workforce plans. The legislation also requires the Corporate Business Plan, as the 'driver' of the annual budget, to be reviewed every year and the Strategic Community Plan to be reviewed at least every four years. Figure 1 illustrates the Integrated Planning and Reporting Framework (IPRF).

Figure 1: Integrated Planning and reporting Framework (IPRF)



The diagram reflects how the City’s plans link and roll down, and how achievement rolls up, with success at each level ultimately enabling progress towards community outcomes and the vision and objectives of the Strategic Community Plan.

Challenges and Strategic Considerations

Unexpected global events and the COVID-19 pandemic led to emerging risks and an unpredictable future across the world. During 2024/25, the City responded to challenges and opportunities arising in an operating environment that continues to change rapidly. The City strives to ensure resilience and an ability to adapt its plans, services and projects to meet current and future considerations, such as:

Social

- Population growth, multicultural diversity, ageing population
- Housing trends – cost of living pressures, homelessness
- Increasing expectations
- Support wellbeing, physical activity, connection and cohesion

Technology

- Increasing expectation of services and communication being online and 24/7
- Rapid technology advancement, artificial intelligence and automation
- Increasing cyber security risk

Economic

- Demand for thriving CBDs, enhancing the urban experience for residents and visitors
- State investment in transport infrastructure – METRONET opportunities
- Weakened business confidence
- CPI and interest rate increase, cost of living
- Economic uncertainty
- Escalated construction market costs, skills shortage

Natural environment sustainability

- Changing climate
- Urban tree canopy, biodiversity loss, invasive species
- Water and energy management.
- Need to reduce carbon emissions
- Waste management
- Demand for leafy, green public spaces

Built environment

- Demand for connected townsites improving accessibility and community integration
- Evolving transport modalities, changing the City's transportation landscape, increased uptake of e-rideable devices and electric vehicles
- Increased costs in managing assets and infrastructure (new and renewal)

Political

- Potential for increased resource sharing amongst local government authorities
- Strengthen advocacy and partnership development



- Local Government Act reform
- Broader legislation and regulatory changes affecting local government
- Privacy and Responsible Information Sharing Bill
- Accountability and transparency
- Misinformation and disinformation, increase in online conflict and abuse.

Strategic Community Plan – Themes and Goals

All City work undertaken during 2024/25 aligned to the City's Strategic Community Plan 2021 – 2031* Themes and Goals.



Community goals

- C1** Create safe and inviting places for people to come together.
- C2** Celebrate multiculturalism, arts and culture by supporting local events and initiatives.
- C3** Maximise the use of the City's facilities and parks by all sections of the community.
- C4** Empower the community by helping them develop social connections.



Vibrancy goals

- V1** Plan for increased business opportunities around transport nodes.
- V2** Encourage economic development across the City, and provide increased opportunities for people to live and work locally by facilitating new investment in the City.
- V3** Activate the City's town and neighbourhood centres.
- V4** Support businesses across the City to grow and thrive.



Environment and Liveability goals

- E1** Maintain the identity and heritage of our neighbourhoods while supporting an increase in high-quality density around transport nodes.
- E2** Remain focused on greening the City's suburbs and streetscapes, and increasing the tree canopy.
- E3** Improve the City's walking and cycling network, and create safer streets.
- E4** Lessen the City's impact on the environment through its buildings, infrastructure, services and targets, such as zero emissions by 2040, and empower the community to live sustainably.
- E5** Protect and enhance the City's natural environment and biodiversity, and encourage the community to participate in its protection.



Leadership and Governance goals

- G1** Engage the community in a meaningful way.
- G2** Plan and deliver projects and services in a sustainable way.
- G3** Provide good customer service.
- G4** Communicate in a clear and transparent way.

**The City's Strategic Community Plan underwent a major review during 2024/25 and all future planning and delivery will align to the City's Strategic Community Plan 2025 – 2035. Refer to page 75 for further details.*



Corporate Business Plan 2024/25

The Corporate Business Plan (CBP) operationalises the goals of our Strategic Community Plan, detailing a four-year program of services, projects and resources needed for their delivery.

The City’s CBP 2024/25 detailed the ongoing services and projects planned to be undertaken by the City. The table below highlights the key themes, services and projects that have significantly contributed to the goals of our vision areas. While all City services work together to support the City’s vision, these specific initiatives will be delivered to the community over the next four years and reviewed annually.

The CBP is amended and updated annually, allowing us to adapt to changes and continue aligning our efforts with the City’s strategic goals and ensure it remains responsive to evolving community needs and priorities.

Community	Environment and Liveability
<p>Services</p> <ul style="list-style-type: none"> • Community Development • Community Care and Aged Services • Community and Events • Library Services • Recreation Services • Golf Courses • Community Safety • Environmental Health 	<p>Services</p> <ul style="list-style-type: none"> • Asset Management and Mapping • Building Maintenance • Building Approvals • Planning Approvals • Planning and Building Compliance • Transport Infrastructure and Operations • Property (Community) • Strategic Land-Use Planning • Environmental Sustainability • Waste Management • Parks and Gardens
<p>Operating Projects</p> <ul style="list-style-type: none"> • Unearthing the Truth – Dual Naming • Homelessness Consortium • Event Grants/Sponsorships • Local Events • Signature Arts and Events • Library Programs – Children, Youth and Adult • Pilot External Lighting Audit • CCTV System Project • Commercial Mosquito Control • Midge Control • Duress System Management 	<p>Operating Projects</p> <ul style="list-style-type: none"> • Morley Streetscape • Morley Station Precinct Structure Plan • Biodiversity Management • Maylands Lakes Environment Restoration • Plants to Residents
<p>Capital Projects</p> <ul style="list-style-type: none"> • Recreation Centre Renewal and Upgrade • Building Program • Parks and Playground Program • Sports Park Infrastructure 	<p>Capital Projects</p> <ul style="list-style-type: none"> • Drainage Renewal and Upgrade • Pathways Extension and Upgrade • Other Transport Renewal and Upgrade • Street Lighting Renewal and Upgrade • Car Park Renewal and Upgrade • Roads Renewal and Upgrade • Natural Reserves Renewal and Upgrade • Waste Transfer Station Renewal • Irrigation Renewal and Upgrade • Streetscapes and Tree Planting



	<ul style="list-style-type: none"> • Riverside Gardens Urban Forest • Low-Cost Urban Road Safety (LCURS) Program
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Vibrancy	Leadership and Governance
Services <ul style="list-style-type: none"> • Economic Development • Infrastructure Planning 	Services <ul style="list-style-type: none"> • Communications, Engagement and Customer Relations • Financial Services • Digital Solutions and Services • People, Culture and Safety • Governance and Executive Services • Planning, Performance and Risk • Project Management • Plant, Fleet and Equipment
Operating Projects <ul style="list-style-type: none"> • Implementation of Economic Development Activities • New Economic Development Strategy • Profile ID Subscription • Banner Maintenance • City-Led Activation 	Operating Projects <ul style="list-style-type: none"> • Digitising Archives • Information Security Action Plan (Cyber Security) • Eden Project (digital transformation) • Baynet Intranet Renewal • Strategic Community Plan (SCP) Major Review • Project Management Framework Review • Targeted Underground Power Program (TUPP)
Capital Projects Nil	Operating Projects <ul style="list-style-type: none"> • Technology and Equipment Renewal and Upgrade • Plant, Fleet and Equipment Renewal and Upgrade

How we monitor progress

The City of Bayswater closely monitors its strategic and operational performance to ensure we deliver on our commitments to the community. Our progress is measured through a robust performance management framework, which aligns our strategic objectives with key deliverables across various service areas. To track our effectiveness in delivering services, managing projects and achieving desired outcomes, regular quarterly progress reports are provided to Council, detailing performance in operational areas, financial management and project delivery, allowing us to address any emerging issues and stay aligned with community priorities.

Our performance is also shared with the community through this Annual Report, which offers a comprehensive overview of the City’s achievements and areas for improvement over the past year. By reporting transparently on our progress, we ensure residents are informed about how we are meeting our goals and making a positive impact. This commitment to regular monitoring and reporting helps us maintain accountability, adapt to challenges and continuously improve our service delivery to the community.



Our Performance

Community

Fostering an inclusive and vibrant community

The City of Bayswater is committed to fostering a vibrant, inclusive and supportive community that aligns with its vision to enhance the quality of life for all residents. By actively supporting vulnerable groups, promoting youth engagement and addressing key issues such as homelessness, the City strengthens social cohesion and community capacity. Investments in upgraded recreational facilities, enhanced library services and robust community safety initiatives ensure accessible and welcoming spaces for all. Through strategic planning and collaboration with community groups and stakeholders, the City is dedicated to achieving its goal of building a connected, resilient and thriving community.

Services and informing plans

Services	Informing Plans
<ul style="list-style-type: none"> Community Development Community Care and Aged Services Community and Events Library Services Recreation Services Golf Courses Rangers Services Security Services Emergency Management Environmental Health 	<ul style="list-style-type: none"> Access and Inclusion Plan 2020 – 2024 The Platform Youth Action Plan 2019 – 2023 Innovate Reconciliation Action Plan 2021 – 2023 Local Homelessness Strategy 2021 – 2025 Age Friendly Strategy 2021 – 2025 Cultural Plan 2019 – 2024 Play Space Strategy 2019 – 2029 Community Recreation Plan 2022 – 2032 CCTV Strategy 2018 – 2028 Public Health and Wellbeing Plan 2019 – 2024

Operating and Capital Projects

<p>Operating Projects</p> <ul style="list-style-type: none"> Unearthing the Truth – Dual Naming Homelessness Consortium Event Grants/Sponsorships Local Events Signature Arts and Events Library Programs – Children, Youth and Adult Pilot External Lighting Audit CCTV System Project Commercial Mosquito Control Midge Control Duress System Management
<p>Capital Projects</p> <ul style="list-style-type: none"> Recreation Centre Renewal and Upgrade Building Program Parks and Playground Program Sports Park Infrastructure



Performance measures and key statistics

CBP Key Performance Indicator	2023/24	2024/25
Percentage usage of City's meeting rooms	-	26.37% average
Percentage usage of City's sports courts	-	48.43% average
Percentage usage of City's venues	-	42.25% average
Percentage of Bayswater residents registered as library members	17.60%	19.93% average
Percentage of Bayswater residents registered as recreation centre members	-	5.98% average
Resolved graffiti incidents	-	5,813 total
Total number of Better Bayswater Grants awarded	5	2
Total dollar value of Better Bayswater Grants awarded	\$20,000	\$9,997
Total number of community service partnership agreements	-	21
Total number of community event and City support grants awarded	15	27
Total dollar value of community event and City support grants awarded	\$55,412	\$61,242.83
Total number of City-led community events	23	17
Total number of customer requests relating to Rangers or Security matters	8,579	8,635

Note: Figures included where available



2024/25 overall actions status

Pie-chart to be designed to display:

	#	%
Total Actions	143	
On-Track/Complete	122	85.3%
On-Hold/Discontinued	18	12.6%
Off-Track	3	2.1%

Actions include service, project and informing plan actions. Actions are reported quarterly using the Red, Amber, Green status system, covering the 2024/25 financial year. Measures are reported quarterly, annually or biennially, with progress dependent on data availability, targets and baseline data.

Service and project highlights

Community Development

Facilitate, educate and enable community capacity building and services to communities, and vulnerable and marginalised community members. Connect and support our local communities through advocacy and engagement.

Advancing inclusivity and diversity initiatives

The City continues to enhance community engagement, inclusivity and support for vulnerable populations through the operation of its key advisory groups. The Inclusion and Diversity Advisory Group (IDAG), Disability Advisory Group (DAG) and Reconciliation Advisory Committee (RAC) play pivotal roles in shaping policies and initiatives that reflect the diverse needs of our community.

The City launched its new Inclusive Bayswater: Access and Inclusion Plan 2025-2030 to improve access, inclusion and equity for all over the next five years. Developed with input from people with disabilities, their families, the CALD community and LGBTQIA+ members, the Plan focuses on seven key areas to ensure equal opportunities in services, buildings, information, employment, and more. It also addresses the broader challenges faced by diverse communities to create a more welcoming and inclusive Bayswater for everyone.

New accessible wheelchair swing at Bardon Park

The City installed its first accessible wheelchair swing, open for public use at the upper Bardon Park play space. The new swing promotes inclusion and enhances Bardon Park as a safe and enjoyable play space for all members of the community. The project also included a new A-frame swing set, upgraded basket swing, rubber soft fall, accessible pathways, bicycle rack, repairs to existing equipment and minor landscaping. The project aligns with the City’s Access and Inclusion Plan and was fully funded by the City.



Unearthing the Truth – Dual Naming

As an initiative of the City’s Innovate Reconciliation Action Plan, we worked collaboratively with Noongar people in the City of Bayswater to build trust, quality engagement and relationships. Commencing in March 2024, the Place Names Bayswater project involved informal yarning sessions and interactive workshops led by Dr Len Collard from Moodjar. Elders and Traditional Owners with cultural ties to the area revealed stories that helped guide and identify potential places and spaces for dual naming. The group shared the rich history behind five ancient place names connected to the land within and around the City of Bayswater: Birralyn, Malgamongup, Moorordup, Nyurrdup and Woorat. At the heart of these workshops was the creation of a stunning, large-scale handmade map, bringing these names to life on the landscape.

The powerful stories shared by Elders and Traditional Owners were carefully recorded in writing by Yamatji/Native American playwright and writer Bruce Denny. These stories formed the basis of a book and an accompanying animation. The important project was celebrated with an exhibition titled *Birralyn Kaartadjin | Bayswater Knowledge*, held at The RISE in Maylands from 16 April to 11 May 2025. The exhibition offered a powerful and immersive experience, connecting visitors with Noongar life, language and culture.

Place Names Bayswater was produced by CAN in partnership with the City of Bayswater and Moodjar. Place Names Bayswater was supported through the Australian Government’s Indigenous Languages and Arts program, Creative Australia, the City of Bayswater and Principal Partner Moodjar.

Outreach Services

Aligned with the WA Government’s 10-Year Strategy on Homelessness, *All Paths Lead to a Home* (2020–2030), the City actively collaborated to share resources, coordinate outreach services and deliver tangible support to people experiencing homelessness, while providing strategic advocacy to help end homelessness. The City committed \$60,000 in 2024/25 to join a consortium to access outreach services that will directly improve the lives of people experiencing homelessness in the City of Bayswater.



Community Care and Aged Services

Support aged and vulnerable adults by providing programs and connections at the Morley and Bayswater Community Centres and through collaborative partnerships working closely with volunteers and ambassadors.

Supporting seniors and age-friendly initiatives

Under the coordination of dedicated program officers and a team of committed volunteers, the Morley and Bayswater Community Centres continued to offer diverse programs aimed at promoting social engagement, physical activity and mental wellbeing.

Workshops provided practical and relevant information to support healthy and independent ageing across topics such as fall prevention, mental health and wellbeing, FOGO (Food Organics and Garden Organics), Neighbourhood Watch, gardening, gynaecological cancer, banking and financial services, Parkinson’s Disease, and free health checks. The City also welcomed a new service provider to deliver multicultural programs for older adults one day a week at the Morley Community Centre, enhancing inclusivity and cultural engagement.

Community Care and Aged Services continued to deliver initiatives identified in the City’s Age Friendly Strategy. Nine volunteers were recruited into the Age Friendly Ambassador Program and attended monthly meetings, training sessions with service providers and community pop-up stalls including hosting a stall at the City of Stirling Age Friendly Expo.

Community Centre/Age Friendly Statistics	
New members in 2024/25	730
Community Centre programs delivered per week	30-35
City coordinated bus outings	12
Total attendance/participation for 2024/25	19,157 (69% increase on previous year)
Number of partner organisations involved in delivering Savvy Seniors workshops	36

Community and Events

Manage City-led community events, support the planning and delivery of community-led events within the City and build capacity and relationships to expand community-led events and cultural arts.

See *Celebrating Our City* on page 20 for *City Events and Celebrations*.

Library Services

Provide vibrant, inclusive libraries that support community harmony, connection, lifelong learning and creativity. Provide City access and customer service in local areas.

Early Literacy and Cultural Awareness: More than 7,924 children and families participated in Storytime programs, including Sensory Storytime, Rainbow Storytime, Mandarin Storytime, Mums and Muffins, Police Storytime, Storytime Adventures with WA Ballet, outreach to early learning centres, and CBCA



Book Week celebrations. New initiatives included a five-week Noongar language course and bilingual Mandarin and Chinese Storytimes, celebrating cultural diversity and supporting language learning from an early age.

Inclusion and Accessibility: Auslan Storytime and workshops provided opportunities for children and families to engage with sign language, supporting access, inclusion and awareness of the Deaf community.

Youth Engagement: The first Library Lock-In at Maylands Library offered teens an exclusive after-hours experience combining games, technology and creative activities, strengthening youth connection to library spaces.

Digital and Lifelong Learning: More than 630 community members participated in technology and digital literacy programs, including Hi, Tech! workshops, Get Online Week sessions and targeted classes on safe device use, cloud storage and emerging technologies. These programs empowered residents of all ages to improve their digital skills, enhance their online safety and confidently use technology for learning, communication and personal development. Libraries also hosted wellbeing activities and creative craft groups that fostered social connection.

Community Partnerships: Collaborations with WA Ballet, Guide Dogs WA and WA Police expanded the reach of library services and strengthened community ties.

Ranger Services

Provide responsible, visible community safety and ranger services, including engagement, education and legislative compliance activities to build a strong sense of community safety, making the City of Bayswater a safe and welcoming place.

Security Services

Provide a visible and proactive community patrol service to support a safe and welcoming community.

Emergency Management

Provide support for emergency management activities within the City including education, planning, preparation and recovery activities.

Commitment to Community Safety

2024/25 saw the renaming and rebranding of the City's Rangers and Security branch to Community Safety. This rebranding is symbolic of the City's strategic intent towards a more proactive, education-first approach to compliance and safety. The Community Safety Officers (Rangers, Parking and Security) are now more easily identifiable in their new green and khaki uniforms.

The City of Bayswater and Police signed an MOU to enhance community safety, crime prevention and the prosecution of offences through coordinated efforts, including information sharing, joint responses to non-urgent issues, mutual operational support and strategic planning for CCTV deployment based on



crime data and geographical analysis. Monthly meetings continued with Bayswater and Morley Police to focus on high-risk areas and implement targeted patrol strategies.

The City’s CCTV network, comprising 270 fixed cameras with Automated Number Plate Recognition technology and AI-enabled portable units, played an important role in supporting Police investigations. Portable CCTV cameras were deployed at Lightning Park in Noranda, The RISE and the Bayswater Town Centre, deterring offenders and contributing to safer public spaces. The City also commenced scoping options for the future management of its CCTV systems and infrastructure.

Recreation Services

Provide sustainable and safe recreation facilities, activities and services that are accessible to the community, supporting healthy, socially connected outcomes. Maximise participation in programs, engage in partnerships to build active, healthy clubs. Provide diverse and accessible bookable facilities for the community.

Supporting an active and healthy community

The City launched a new online portal to make it easier for members to stay active and connected with our recreation centres. With features such as group fitness check-in, swim school enrolments and visit pass renewals only a click away, the portal offers greater convenience and a smoother experience for members.

Visitors enjoyed a new-look Bayswater Waves resulting from the extensive renovations completed during 2023/24. This year Waves received further facility upgrades including the replacement of wave and heating pumps and associated pipework, installation of a new aquatic stereo system, an upgraded Facility Building Management System, and a brand-new roof.

The RISE remained a vital hub for community engagement and fitness, maintaining a steady and growing membership base of around 1,000 members.

Swim School membership	2,681 enrolments (11% increase from 2023/24)
Pickleball participation at The RISE	25% increase.

The City proudly hosted the Perth Wildcats for an exciting pre-season intrasquad game at Morley Sport and Recreation Centre – a standout event for local basketball fans in the lead-up to the 2025/26 NBL season. Delivered in partnership with the Perth Wildcats and East Perth District Basketball Association, the event drew a strong crowd, showcased elite-level basketball and offered an inspiring experience for the community.

Due to growing popularity and community request, the City installed its first outdoor Pickleball courts at the existing community tennis courts at Houghton Park. The Pickleball courts have been completed so players can use the existing tennis net infrastructure. These courts are available for community use, free of charge.

Golf Courses



Deliver sustainable and accessible golf courses that balance commercial viability with subsidised services to enhance community wellbeing and support the City’s financial goals.

To support year-round playability and enhance turf quality, Maylands Golf Course underwent a significant upgrade to its watering system, ensuring consistent and efficient irrigation of the greens.

In the 2024/25 financial year there were 94,216 players across both courses plus 21,703 attendees to the driving range at the Maylands Peninsula Golf Course.

Golf Course	Annual Attendance			YoY % change	Monthly Average
	2022/23	2023/24	2024/25		2024/25
Maylands Peninsula (inc. Driving Range)	80,051	82,780	82,566	0.26 decrease	6,880
Embleton	32,389	32,873	33,353	1.46 increase	2,779

Environmental Health Services

Maintain high public health standards through the administration of state and local legislation and codes of practice. Monitor and manage public health to ensure prescribed legislative requirements are being met.

The City’s health promotion team delivered a wide range of programs to support the health, wellbeing and connection of our community. Programs included the Age-Friendly Connectivity Program, Parents and Bubs, Parent Connect, Yoga for New Mums and Yoga by the River, providing both physical activity and social connection. The City ran home composting and garden critters workshops, mental health activities at Noranda Primary School and Food Sensations workshops for parents of fussy eaters.

Managing Mosquitoes and Midge

The City expanded its impact by providing commercial mosquito control services, including drone-assisted treatments, for the Cities of Perth and Belmont, Town of Bassendean and Department of Planning, Lands and Heritage. These efforts assisted in reducing the risk of mosquito-borne disease across the region, and generated additional revenue for the City.

To combat midge issues around Maylands Lakes, the City installed an additional 16 solar-powered midge traps across Lake Brearley, Lake Bungana and Brickworks Lake, bringing the total to 20. This was supported by ongoing monitoring, treatments and fortnightly raking, all aimed at keeping midge numbers under control and improving the amenity of the area. Weekly updates on midge numbers, treatments and observations are published on the Engage Bayswater Maylands Lakes project webpage.

To be displayed in an Infographic:

The City responded to 2,224 health-related enquiries. Of these, 1,209 enquiries related to pest control, 552 enquiries related to food applications and complaints, and 231 enquiries related to pollution (including noise).



The year ahead – planning for 2025/26

Following a major review of the City's Strategic Community Plan and aligned Corporate Business Plan, from 2025/26 onwards the Community Theme will be known as the Social Key Result Area. Refer to page 75 for details of the review and the City's new Council Plan.

Planned services for 2025/26

The Social Key Result Area focuses on fostering inclusive neighbourhoods and celebrating our multicultural society. Some key services planned for the 2025/26 financial year include:

- Arts and Events
- Community Strategy and Programs
- Library and Community Centres
- Emergency Management
- Ranger Services
- Safety and Crime Prevention
- Health Services
- Golf Services
- Recreation Services

Financial provisions for Social services

For the 2025/26 fiscal year, the City has provisioned substantial funding for Social services:

- **Total Social Services Cost:** Approximately \$21 million in net costs.
- **Significant Revenue Generation:** Approximately \$12.2 million in total expected revenue, including over \$1.9 million from Golf Courses and \$8.6 million from Recreation Services.

2025/26 Projects:

Operating Projects:

Event Grants and Sponsorships (\$75,000)
Perth Wildcats Pre-season Game (\$7,430)
STREATS (\$100,000)
CCTV System (\$75,000)

Capital Projects:

ICT – CCTV Infrastructure (\$327,037)



Environment and Liveability

Creating a sustainable and liveable environment

The City is dedicated to creating a sustainable and liveable environment that supports the wellbeing of its residents and natural ecosystems. By prioritising environmental stewardship, enhancing green spaces and implementing strategic planning initiatives, the City ensures its infrastructure and services are aligned with sustainability goals. The successful management of City assets, waste reduction initiatives and upgrades to community facilities further contribute to a resilient and vibrant environment. Through strategic partnerships and a commitment to sustainability, the City continues to build a greener and more liveable future for all.

Services and informing plans

Services	Strategies and Plans
<ul style="list-style-type: none"> • Asset Management and Mapping • Building Maintenance • Building Approvals • Planning Approvals • Planning and Building Compliance • Transport Infrastructure and Operations • Property (Community) • Strategic Land-Use Planning • Environmental Sustainability • Waste Management • Parks and Gardens 	<ul style="list-style-type: none"> • Environment and Liveability Framework 2021 – 2045 • Urban Forest Strategy 2021 • Waterwise Bayswater Strategy 2020 – 2030 • Emission Reduction and Renewable Energy Plan 2021 – 2040 • Bayswater Foreshore Area 10-Year Priority Plan • Morley Activity Centre Plan • Local Biodiversity Strategy (2008) Operational Informing Plans • Asset Management Plans • Low-Cost Urban Road Safety Program • Safe Routes to School Program • Local Planning Strategy

Operating and Capital Projects

<p>Operating Projects</p> <ul style="list-style-type: none"> • Morley Streetscape • Morley Station Precinct Structure Plan • Biodiversity Management • Maylands Lakes Environment Restoration • Plants to Residents
<p>Capital Projects</p> <ul style="list-style-type: none"> • Drainage Renewal and Upgrade • Pathways Extension and Upgrade



- Street Lighting Renewal and Upgrade
- Car Park Renewal and Upgrade
- Roads Renewal and Upgrade
- Low-Cost Urban Road Safety (LCURS) Program
- Other Transport Renewal and Upgrade
- Natural Reserves Renewal and Upgrade
- Waste Transfer Station Renewal
- Irrigation Renewal and Upgrade
- Streetscapes and Tree Planting
- Riverside Gardens Urban Forest

Performance measures and key statistics

CBP Key Performance Indicators	2023/24	2024/25
Number of building applications received	1,042	1,059
Building approval compliance rate within statutory approval timelines	100%	100%
Number of planning applications received	529	584
Planning approval compliance rate within statutory approval timelines	95.7%	96.75%
City's annual carbon footprint	-	15,185t CO₂-e*
Total number of native plants installed	-	61,345**
Total number of trees installed	5,002	3,150
Percentage of groundwater allocation used	-	95%
Tree canopy coverage percentage (14.56% in Feb 2021)	-	14.48%
Total waste recovery rate	35% (Perth / Peel average = 36%)	<i>Not yet released by DWER</i>
Kerbside collection recovery rate - Recycling	74%	79%
Kerbside collection recovery rate - FOGO	72%	65%

Note: Figures included where available.

** includes all emissions from the City's operations and value chain*

*** Includes plants installed by the Parks and Gardens team, Environment Sustainability team and Volunteers during community planting days.*



2024/25 overall actions status

Pie-chart to be designed to display:

	#	%
TOTAL	124	
On-Track/Complete	109	87.9%
On-Hold/Discontinued	10	0.08%
Off-Track	5	0.04%

Actions include service, project and informing plan actions. Actions are reported quarterly using the Red, Amber, Green status system, covering the 2024/2025 financial year. Measures are reported quarterly, annually or biennially, with progress dependent on data availability, targets and baseline data.

Service and project highlights

Asset Management and Mapping

Provide and maintain asset management and spatial information services to support organisational decision-making.

Administers the land and property data as well as the Digital Mobile Radios and GPS-enabled duress system software and equipment.

Securing sustainable assets

The City manages a vast range of assets with a total asset replacement value of \$1.1 billion. In 2024/25, the City continued to refine its Asset Management and Forward Capital Works Programming (FCWP) processes. A review of the City’s Asset Management Policy was endorsed by Council to ensure that services delivered by the City continue to be sustainably delivered, as well as for the purpose of achieving the City’s Strategic Community Plan.

The Asset Management Working Group (AMWG)—comprising over 30 Asset Custodians, Technical Experts, and the Executive Leadership Team (ELT)—oversees the sustainable management of the City’s asset portfolio and ensures capital projects align with strategic objectives through the FCWP and its annual review.

The FCWP provides transparent, evidence-based information to support effective and responsible decision-making by the ELT and Council. Decision makers must balance providing for the needs of a growing and evolving community with the long-term affordability of maintaining City assets.

As part of the integrated business planning and reporting process, the City presents a 10-year project-level program to Council for review each year and continues to enhance this process through ongoing collaboration and improvement.

The City conducted several asset management plan reviews to ensure alignment with community requirements and sustainability goals. Reviews undertaken during 2024/25 included:

- Transport Asset Management Plan 2024/25 to 2033/34



- Recreation Asset Management Plan 2024/25 to 2033/34
- Property Asset Management Plan 2024/25 to 2033/34
- Fleet, Plant and Equipment Asset Management Plan 2024/25 to 2033/34, and
- Information and Communication Technology Asset Management Plan 2024/25 to 2033/34.

2024/25 also saw the complete rebuild of the City's geographic information system and the launch of the City's interactive mapping system, IntraMaps. This system is now available to the public from the City's website under City Maps. The new geographic information system also provided additional opportunities to build improvements into the City's land and property database.

Building Maintenance

Manage and maintain buildings and associated infrastructure to ensure assets are fit for purpose in line with the City's Asset Management Plan.

Keeping our facilities functional and fit for purpose

The City delivered a range of projects to upgrade and maintain its facilities, ensuring they remain safe, accessible and functional for the community. The team completed 22 projects within the Building program.

Highlights include:

- Completion of renewal and upgrades to Bayswater Waves, Morley Sport and Recreation Centre and The RISE
- Disability access upgrades to Houghton Reserve Pavillion
- Airconditioning replacements at Bayswater Community Centre, Civic Centre, Drill Hall, Ellis House and Maylands Sport and Recreation Centre
- Fire detection and system upgrades to the Civic Centre, The RISE and Maylands Hall
- Security upgrades to Lower Hillcrest Reserve Bob Massie Pavilion
- Roof renewal to Silverwood Child Care Centre, Maylands Sport and Recreation Centre, and Bayswater Waves (Stage 1)
- Flooring renewal to Bedford Hall, SES Headquarters
- Fencing upgrades to Maylands Brickworks Reserve

Together, these projects highlight the City's ongoing commitment to enhancing community spaces while prioritising safety and accessibility.

The Building Services team continued to carry out routine inspections and condition assessment programs for built assets to inform maintenance and renewal requirements. 2024/25 saw the implementation of Touch Books for electronic recording by our in-house trades, significantly improving the efficiency of our services.

Building Approvals

Maintain high building standards through the administration of state and local legislation and codes of practice.



Provide assessment and processing of building permits, within prescribed timeframes, to ensure buildings are constructed or demolished to required standards.

Approving safe buildings and pools

The City ensured both certified and uncertified building permits were processed within required timeframes, preventing delays to construction and demolition works. A total of 1,065 permit applications were processed.

In accordance with the *Building Regulations 2012 (WA)*, all private swimming pools and spas that contain water more than 300mm deep must have a compliant barrier installed to restrict young children from accessing the area. 895 pool inspections were carried out during 2024/25, supporting ongoing safety and compliance across residential properties. A review of the pool inspection program was undertaken to improve efficiency and resourcing, in response to an increased number of inspections required under amended legislation.

Planning Approvals

Assess and process planning applications in terms of legislated standards and within regulated timeframes, providing recommendations and approvals.

Maintaining statutory planning integrity

The City is dedicated to maintaining planning integrity and guiding sustainable development.

Planning applications received.			Total 628	
Development activity compared to the previous year			118% increase	
<u>Determined Under Delegated Authority - Standard</u>	Within 60 days 348	Over 60 days 18	Total 366	Average Clock Days 29.7
<u>Determined Under Delegated Authority - Consultation</u>	Within 90 days 170	Over 90 Days 8	Total 178	Average Clock Days 44.0
Council Determined Development Applications	Approved 3	Refused 0	Total 3	
DevelopmentWA Response Recommendations			Total 23	
Public Works Recommendations	DOF Referral 1	Other 1	Total 2	
Development Approval Exemption (DAE) Applications			Total 14	



Despite rising application numbers, Planning Officers consistently met or exceeded statutory deadlines, keeping development timelines on track.

Planning and Building Compliance

Ensure statutory compliance through the provision of integrated compliance services to facilitate healthy and safe communities.

The City remained consistent in its commitment to identifying and mitigating the risk of non-compliance with legislative requirements, and ensuring a safe and sustainable urban environment.

Compliance matters recorded	436
Completed outstanding matters	478
Compliance matters resulted in a legal outcome	5

The ongoing management of Tree Protection Zones (TPZs) allows for the protection of trees during development. Inspections are carried out early in the process to ensure TPZs are correctly installed. This helps prevent issues arising and reduces the need for complaints. This proactive approach has also significantly reduced the number of concerns about materials being stored on verges.

Transport Infrastructure and Operations

Provide and maintain safe and sustainable transport infrastructure in accordance with relevant industry standards.

Infrastructure projects connecting our community

\$3.08 million was committed for road resurfacing during 2024/25 including \$30,000 in combined City and State Government Black Spot funding for the intersection of Benara Road and Emberson Road to include a seagull island, which is now complete, and \$1.33 million to upgrade our local footpath network to facilitate walking and cycling.

As part of Main Roads WA’s Low-Cost Urban Road Safety (LCURS) Program, funding was allocated to install safety treatments to the City’s local road network. The City installed a total of 29 road safety treatments in the Shearn Park Precinct Area, and is currently delivering more treatments in other precincts under the same program. Traffic treatments have been shown to slow traffic in residential areas as a whole and the City will be looking at lowering the speed limit on these roads following the completion of these treatments.

The 2.2km Drake Street Separated Bike Path provides dedicated bike-only and shared path sections and connects Bayswater Train Station with the Morley Activity Centre. It also links to Hillcrest Reserve, Hillcrest Primary School, the May Street Safe Active Street and the City of Bayswater Civic Centre. 50% funding for the \$760,000 project was provided by the State Government through the Western Australian Bicycle Network Grants Program.



The City installed 1.7 kilometres of new pathways on its local road network to complete missing links and provide a safer environment for pedestrians, cyclists and other active transport users. The additional pathways contribute to the City's overall strategy of providing at least one pathway on every road in the City of Bayswater.

Property (Community)

Responsible management of land and property in ownership or in the control of the City.

Community building leases reviewed

The annual lease audit was completed, ensuring compliance with policy and promoting community-focused use of City-owned or vested buildings. As part of ongoing service improvements, the City has streamlined its property leasing processes to improve efficiency and financial management. Improvements have increased the accuracy and frequency of cost recovery, helping maintain a more balanced cash flow, ensuring public funds are used responsibly.

The Leasing, Property and Building Operation teams continue to work closely to manage all leased properties and review ageing assets, ensuring community-owned buildings are maintained sustainably and remain fit for purpose into the future.

Strategic Land-use Planning

Develop and review the local planning framework (scheme, policies, strategy, precinct plans) in accordance with state and local requirements, providing parameters to development approvals and providing planning advice to the community.

Shaping the future of our City's growth

The City's first Local Planning Strategy received final endorsement from the Western Australian Planning Commission (WAPC) in January 2025. This marks the completion of a process that began in 2016 with the Building Bayswater community engagement and which navigated significant challenges, including COVID-19 and major state planning reforms. With the Strategy now in place, it forms the foundation for updating the City's planning framework.

In January 2025, the WAPC also approved the City to begin work on a new Local Planning Scheme, which will reflect the community's vision and align with state planning requirements. A draft scheme is expected to be presented to Council by late 2025, paving the way for a more contemporary and coordinated approach to local development.

Council endorsed the findings of the Town Planning Scheme No. 24 Review Report, which was submitted to the WAPC in October. Following submission, City officers met with the Department of Planning, Lands and Heritage (DPLH) to discuss the review and next steps. The review is progressing on schedule, with a final report set to be presented to Council for consideration in August 2025.

The City worked with DPLH and consultants to develop the draft Morley Station Precinct Structure Plan. Informed by strong community participation, including well-attended local workshops, the draft plan aims



to encourage new housing and business opportunities around the upcoming Morley Train Station. The draft Structure Plan and Scheme Amendment were formally advertised, with community feedback helping shape the final proposal. A report is expected to be presented to Council in July 2025.

Environmental Sustainability

Lead and manage the City's strategic, capital and operational programs to protect, build resilience and improve the City's natural environment, liveability, urban form and sustainability for current and future residents of the City of Bayswater.

Leading the way in waterwise management

In 2024/25, the City proudly renewed its Waterwise Council Gold Status, reinforcing our continued leadership in integrated water management. A key achievement was the delivery of the Bayswater Brook Catchment Monitoring Program, delivered in partnership with the Department of Biodiversity, Conservation and Attractions (DBCA). To further this important work, we welcomed a dedicated Catchment Management Officer, co-funded by DBCA. This position is delivering results, including the development of a comprehensive drain management plan to guide future priorities across the City.

Ongoing maintenance and care of key environmental assets, such as the Eric Singleton Bird Sanctuary, remained a priority to ensure their long-term health and performance. The City advanced its Water Sensitive Urban Design (WSUD) program, helping improve stormwater management and urban greening. As part of our commitment to creating greener, more liveable spaces, retrofitting works began at Birkett Street and Arbor Park under the Drains for Liveability program, aimed at improving water quality, biodiversity and public amenity. The Arbor Park Wetland Project received funding support from Water Corporation, enabling further enhancements to this important local space. Planning is underway for additional living streams and stormwater upgrades in key catchments, with early engagement involving local schools and residents to foster community stewardship and care for our waterways.

Restoration of Maylands Lakes

Water quality monitoring and data collection continued and the Maylands Lakes Masterplan Concept Report was formally endorsed by Council, marking a major step forward in this long-term initiative. The Masterplan project champions technology, science and community co-design in a complex urban water setting.

Key City innovations include:

- **Interactive Power BI dashboards:** In a first for WA local government, and possibly Australia, residents access monthly water quality and midge updates. Data is now presented accessibly on the City's Engage Bayswater website, enabling residents to review information, increasing transparency.
- **Community Engagement:** To rebuild trust and ensure genuine dialogue, an independent facilitator leads quarterly community forums, creating a space where residents are seen and heard, questions are adequately answered, and tensions are mediated. This fosters open, two-way



communication, strengthening collaboration and ensuring clear, constructive outcomes. Alongside this, an extensive engagement program supported development of the Masterplan, including a workshop and online mapping tool where residents identified specific issues and opportunities. These valuable insights ensured the Masterplan was informed by residents’ lived experiences, meaning technical solutions were informed and backed by community.

- Scientific Advisory Panel: An expert panel has been appointed to assist in implementing the Masterplan by reviewing and overseeing the delivery of solutions. The panel includes residents to ensure technical considerations are balanced in light of community concerns and aspirations. This modern governance model integrates scientific rigour with community vision.
- Multidisciplinary consulting team: Ecologists, landscape architects, coastal engineers and environmental scientists also reviewed solutions, which were peer reviewed by a Griffith University professor, building confidence in the interventions proposed.
- Cross-department meetings: Weekly project team meetings occurred during 2024/25, involving staff from all levels, to ensure alignment across the organisation and support coordinated implementation and communication.

Progressing Riverside Gardens Urban Forest

Construction on this exciting project began in January 2025. The project will transform an open grassed area into a vibrant natural space, showcasing native vegetation found locally and across the Swan Coastal Plain and Darling Scarp. Stage 1A is on track for completion in August 2025. The Urban Forest will enhance the City’s tree canopy, support local biodiversity, and create a welcoming environment for the community to enjoy. This project is jointly funded by the Australian Government’s Urban Rivers and Catchments Program and the City of Bayswater, with the Department of Local Government, Sport and Cultural Industries (\$1 million); the Department of Water and Environmental Regulation, and Water Corporation (\$600,000); and the Department of Biodiversity, Conservation and Attractions (\$233,147).

Protecting Wildlife and Their Homes

The City worked alongside community to achieve significant progress in restoring and protecting our valued natural areas, and providing essential habitat for local wildlife, contributing to healthier ecosystems across our bushland and reserves.

Number of community planting days held	13
Number of planting sites	9
Number of volunteers attending	250
Number of volunteer hours contributed	750
Number of native plants installed by volunteers	14,000
Total number of plants installed by the City’s conservation team, contractors and volunteers	50,000

The City tackled erosion issues along the river foreshore, where soil had been lost due to wind and tidal forces. Using natural erosion control methods, such as matting and the planting of native species, the



team helped stabilise the area to prevent further damage. In areas where there had been little or no previous environmental management, work began to prepare for future planting seasons. This included the removal of invasive weeds to give native vegetation the best chance to thrive.

The City hosted an information evening to raise awareness about the threat of the Polyphagous Shot Hole Borer, an invasive pest affecting trees across the region. The City undertook pest management in natural areas to help protect native species such as quenda from introduced predators.

To further support biodiversity, the City introduced catio workshops and a catio rebate program, encouraging cat owners to build safe outdoor enclosures to protect native wildlife.

Strengthening its commitment to environmental education and advocacy, the City entered into an MOU with Environment House to deliver biodiversity-focused programs across the community. These initiatives reflect the City's ongoing dedication to creating a greener, more sustainable environment for people and wildlife.

Plants to Residents

The Plants to Residents event was held from Saturday 31 May to Monday 2 June. In partnership with Environment House, the City distributed 13,000 plants to residents to assist the community in creating waterwise native gardens that support local biodiversity and urban greening. This extremely popular event sold out of plants in 24 hours.

Powering the Future with 100% Renewables

The City achieved its 2025 target of 100% renewable electricity for City operations, excluding streetlighting, as part of its Emission Reduction and Renewable Energy (ERRE) Plan. This was achieved through the application of the Synergy Natural Power tariff at small-use sites and the City's continued participation in the WALGA Sustainable Energy Project to supply renewable energy to large-use sites.

To support sustainable energy use across the community, the City launched new home energy audit kits at its libraries as part of the Switch Your Thinking Energy Efficiency Pilot Program. A community workshop was run in partnership with Electrify Bayswater, empowering residents to better understand and reduce their energy use.

Infrastructure upgrades marked a big step forward. A business case for renewable energy options for pool heating at Bayswater Waves was presented in February 2025 with Council resolving to investigate geothermal energy to replace the ageing gas boiler system. Additionally, a community battery was installed by Western Power at Halliday Park, and planning progressed for a second battery at Newington Reserve.

To guide future action and monitor progress, the City updated its greenhouse gas emissions inventory and tracked targets under the ERRE Plan. In a further commitment to embedding sustainability across operations, the City's Procurement Policy was updated to include a 5% weighting for sustainability, ensuring environmental considerations are part of every decision we make.



Waste Management

Provide a quality waste collection and management service to residents and the community. Maximise recovery of waste to minimise landfill costs, emissions and environmental impact.

FOGO Success

The City received overwhelmingly positive feedback through a community waste survey, praising the 3-bin system, which includes FOGO bins (Food Organics Garden Organics).

As part of the FOGO in Schools Trial, Morley Senior High School has fully implemented FOGO bins in their canteen to help reduce food waste. Additionally, FOGO bins were featured at four major City events, including the Avon Descent Finish Line Festival, where waste staff and Go2Cup supported correct sorting and reuse practices.

Improving Public Waste Infrastructure

Major upgrades to the City's public waste infrastructure occurred, including the installation of new bins and concrete pads in high-use reserves.

The City revised the bulk waste system, replacing the tip pass model. Now, residents may request three annual bulk bin allocations and/or benefit from unlimited waste drop-offs (up to 300kg per visit) at Baywaste, by showing proof of residency. The new system enhances convenience and equity by providing consistent entitlements to residents without the need for tip passes. It also streamlines operations, reduces the risk of misuse and improves waste volume monitoring, which offers better data for future planning.

Tackling Waste Contamination

To improve waste stream quality, the City developed and adopted a new contamination report and management process. Signage aligned with WasteSorted messaging was distributed to multi-unit dwellings, and database updates ensured accurate tracking for ongoing education and compliance.

Planning for the Future: Baywaste and Beyond

Significant planning took place around the future of the Baywaste Transfer Station. A tender process was approved and consultants were engaged to assist in applying for a licence amendment as the City progresses with future site planning. The City completed a key strategic report on commercial waste services and modelled budget impacts related to overall waste disposal.



Measures	(2024/25 FY)
General waste (domestic and commercial)	11,245.60 tonnes
Baywaste general waste	2,457.77 tonnes
Baywaste green waste	724.68 tonnes
Bulk verge general waste	3,145.38 tonnes
Bulk verge green waste	838.81 tonnes
Constitute waste (Park bins/MUDs/MRF residual)	2,012.57 tonnes
FOGO processing	10,520.39 tonnes
FOGO – households reached	32,913
Waste education events delivered	24
Domestic waste recycling	39%

Parks and Gardens

Support our community by providing quality green spaces, protecting and enhancing the urban forest and considering the natural environment.

Urban Greening and Tree Canopy Expansion

The City continued to expand its urban tree canopy by planting 3,150 new trees and 11,345 native plants across street verges, medians, and public reserves, contributing toward the goal of achieving 20% canopy coverage by 2035.

As part of this effort, 40 trees were installed along King William Street, enhancing streetscape amenity and helping to mitigate the urban heat island effect. This project required detailed design work to accommodate the plantings within a complex network of underground services.

Additionally, the City broadened its spring planting program, enriching several areas with everlastings and other vibrant floral displays to create more visually appealing public spaces.

Tree Health and Water Management

In response to high mortality rates among mature trees during the previous summer’s prolonged dry period, the City implemented a supplementary tree watering program. This initiative significantly improved survival rates and helped preserve valuable canopy cover across the City.

A new water tank and modified irrigation systems were installed at the Maylands Lakes estate to eliminate the partial use of lake water for irrigating nearby public open spaces. This precautionary measure ensures the ongoing quality of irrigation water.

The City also commenced a comprehensive study of its irrigation systems to guide the development of a strategy aimed at achieving a 10% reduction in groundwater use, while improving reliability and efficiency.



Sustainable Landscaping and Reserve Enhancements

An extensive mulch program was successfully implemented at Emberson, Waltham and Lightning Reserves to control weeds, reduce irrigation needs, and enhance the overall appearance of the reserves. A major mulch renovation at Robert Thompson Reserve further improved soil moisture retention to support verge trees and sustain healthy landscapes.

Sports Turf Management and Park Maintenance

The City continued its annual sports surface renovation program, ensuring that active reserves meet the needs and expectations of local sporting clubs. The City received commendations for its efforts and is recognised as a leader in delivering high-quality turf sporting surfaces.

To support improved park maintenance and asset management, a new parks inspection regime was introduced, enhancing the City's ability to plan renewals and improvements effectively.

Sustainable Operations and Innovation

In support of its transition toward a more sustainable, electric-powered future, the City purchased several electric mowers. Insights gained from trials with these mowers will inform future decisions on the adoption of electric and low-emission equipment across operations.

The year ahead – planning for 2025/26

Following the major review of the City's Strategic Community Plan and aligned Corporate Business Plan, from 2025/26 onwards the Environment and Liveability Theme will be split into two Key Result Areas: Built and Natural.

Built Key Result Area

Planned services for 2025/26

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

Financial provisions for Built services

For the 2025/26 fiscal year, the City has committed substantial funding to ensure services under the Built Key Result Area are well supported:

- **Total Built Services Cost:** Approximately \$23.4 million in net costs across all services.
- **Total Revenue Generation:** Approximately \$2 million in total revenue across all services.

2024/25 Projects



Operating Projects:

- Major Recreation Building Masterplan (\$200,000)
- Local Planning Scheme Review (\$20,000)
- Town Centre Streetscape Banners (\$35,000)

Capital Projects:

- Buildings – Buildings (\$823,000)
- Buildings – City Sport and Recreation (\$1,565,000)
- Parks and Reserves – Parks Built (\$369,265)
- Parks and Reserves – Playgrounds (\$535,000)
- Parks and Reserves – Sportsgrounds (\$1,453,469)
- Transport – Drainage (\$67,780)
- Transport – Other (\$49,595)
- Transport – Pathways (\$982,910)
- Transport – Roads and Car parks (\$5,738,287)

Natural Key Result Area

Planned services for 2025/26

The Natural Key Result Area emphasises climate change responsiveness and the preservation of our natural environment. Key services planned for the 2025/26 financial year include:

- Environmental Sustainability
- Parks and Gardens
- Waste Management

Financial provisions for Natural services

For the 2025/26 fiscal year, the City has committed substantial funding to ensure services under the Natural Key Result Area are well supported:

- **Total Natural Services Cost:** Approximately \$20.6 million in net costs across all services.
- **Total Revenue Generation:** Approximately \$14.8 million in total revenue across all services, with key revenue streams including \$14.6 million from waste services.

2025/26 Projects

Operating Projects:

- Biodiversity Management (\$50,000)
- Fleet Transition Plan (\$50,000)
- Maylands Lakes Environmental Restoration (\$395,000)

Capital Projects:

- Parks and Reserves – Bores and Irrigation (\$2,110,698)
- Parks and Reserves – Parks Natural (\$4,369,250)



Vibrancy

Fostering lively and sustainable town centres and urban spaces

The City is committed to cultivating vibrant and lively town centres that are pedestrian-friendly and brimming with activity. Through strategic economic development, place management and commercial activities, the City ensures its town centres are dynamic spaces filled with people enjoying festivals, street art and a diverse range of bars, restaurants and cafés. The City’s efforts to enhance public spaces and support local businesses through strategic planning and partnerships are driving economic growth and ensuring the City remains a connected and desirable place to live, work and visit.

Services and informing plans

Services	Strategies and Plans
Economic Development Infrastructure Planning	<ul style="list-style-type: none"> • Interim Economic Development Strategy 2022 • Destination Marketing Strategy • Town Centre Activation Plans • Town Centre Parking Management Plans for Morley • Town Centre Parking Management Plans for Maylands • Land Acquisition and Disposal Strategy

Operating and Capital Projects

Operating Projects <ul style="list-style-type: none"> • Implementation of Economic Development Activities • New Economic Development Strategy • Profile ID Subscription • Banner Maintenance • City-Led Activation
Capital Projects Nil

Performance measures and key statistics

Key Performance Indicator	2023/24	2024/25
Job-to-worker ratio	0.59	0.70*
Per capita Gross Regional Product of City of Bayswater	-	\$52,420.00*
Total number of active trading businesses in City of Bayswater	6,154	6,424*

Figures included where available. *Figures sourced/calculated from data provided by economy.id.com.au/bayswater at 30 June 2025.



2024/25 overall actions status

Pie-chart to be designed to display:

	#	%
TOTAL	12	
On-Track / Complete	10	83.3%
On-Hold / Discontinued	1	8.3%
Off track	1	8.3%

Actions include service, project and informing plan actions. Actions are reported quarterly using the Red, Amber, Green status system, covering the 2024/2025 financial year. Measures are reported quarterly, annually, or biennially, with progress dependent on data availability, targets and baseline data.

Service and project highlights

Economic Development

Improve the amenity, function, safety, economic effectiveness and visitation of public spaces and town centres in collaboration with community groups and businesses. Develop commercially focused opportunities to provide sustainable and accessible community activities and facilities that balance financial and social capital outcomes.

Provide oversight of the management agreements for the City's aged care sites.

Building Business, Backing Bayswater

In 2024/25, the City advanced its economic vision through targeted advocacy, strategic partnerships and support for local business. The City developed advocacy papers for priority projects to strengthen connections with key stakeholders ahead of the State Government election.

To foster local entrepreneurship, the City partnered with Curtin University to sponsor two local startups through the Curtin Ignition program, giving early-stage founders access to industry knowledge, tools and mentoring during a week-long intensive course in September.

Community engagement played a vital role in shaping the City's future economic direction. Consultation on the new Economic Development Strategy received more than 400 submissions from local businesses. These insights were used to draft the strategy, which will guide the City's future economic initiatives to better meet business needs and support economic resilience.

The City continued to support inclusion and networking within the business community. In celebration of International Women's Day, a She Means Business workshop was delivered to encourage and empower women in business. Additionally, the City partnered with Facilit8 to sponsor a Morley Sundowner, providing valuable networking opportunities for local entrepreneurs and businesses in the area.



Shaping the Future: Commercial Activities for Community Impact

The City advanced plans for the Les Hansman Community Centre, engaging a consultant to develop a concept plan. After consulting with key stakeholders in early 2025, the concept plans were presented to Councillors at a workshop in April, supporting the redevelopment of the space to better serve the community’s future needs.

Enhancing Public Spaces: Place Management Success

In 2024/25, the City made significant strides in improving public spaces and fostering local business growth through its Place Making initiatives. The City received Streets Alive grant funding to install street furniture on Beechboro Road to the north of the Bayswater town centre.

The City again hosted the successful event Feed Me Morley, promoting local food businesses and partnering with a tour company to showcase the area’s venues.

In collaboration with Galleria Shopping Centre, the City partially funded a striking new mural by Whadjuk, Ballardong, Arrernte artist Jade Dolman, transforming the exterior wall of Galleria Shopping Centre along Bishop and Russell Streets. Titled ‘All That We Need Was Found Here’, the mural celebrates the significance of Country and features local flora and fauna, with warm colours representing land (Boodjar) and cool colours reflecting water (Kep).

2024 Place Making grant applications	21
2024 Place Making grant awarded	19

Through a City subscription to Profile ID Community Profile and Economic Profile, City officers, local businesses, not-for-profits, community and students now have access to reliable statistics to aid strategic planning, service/project planning, advocacy, grant applications and partnership development.

Infrastructure Planning

Ensure that state or other major infrastructure investment in the City of Bayswater achieves the best outcomes for our community and satisfactorily interfaces with the City’s infrastructure. Represent the City’s interests in major developments undertaken by others within the City of Bayswater. Lead the preparations of infrastructure studies, analysis and planning for the ongoing development and transformation of the City’s infrastructure portfolio.

Connected transport enhancements

Following the opening of the Bayswater Train Station and completion of the Southern Dive Viaduct, the new Ellenbrook Line was successfully opened on 8 December 2024. This marked a significant milestone in transport infrastructure with the opening of the Morley and Noranda Train Stations.

City advocacy to the Public Transport Authority resulted in new and modified bus routes (Route 350 and 950) commencing operation during 2024/25. The improved bus routes provide public transport connections and significantly increase accessibility between Morley Train Station and Morley Bus Station (renamed Galleria Bus Station), and from Noranda Train Station to Noranda Shopping Centre.



The City also saw new traffic signals installed at the intersection Whatley Crescent and Hotham Bridge following the closure of the Maylands Caledonian Avenue rail level crossing. These works provided a safer and more direct route into the Maylands town centre which was a great outcome for the Maylands business owners and the community.

Pathway Masterplan

The allocation of footpaths for the annual footpath construction program has traditionally been determined based on the road hierarchy classification, proximity to some amenities, and community requests. To enhance this process, a new prioritisation system was developed to enable future pathways to be ranked in an objective, fair, and equitable manner.

The new priority scoring system considers a wider range of factors, including proximity to amenities such as parks, schools, aged care facilities, and shopping centres, as well as emerging priorities such as train stations, childcare centres, recreational facilities, cycling networks, Safe Routes to School programs, and overall network connectivity.

The introduction of this priority scoring system supported the development of the Pathway Master Plan, which identifies the needs, priorities, and detailed requirements for the creation of a comprehensive and connected pathway network for path users of all ages and abilities across the City.

Active Transport Advisory Committee

The Pathway Master Plan and the revised point-scoring system were developed in consultation with the Active Transport Advisory Committee (ATAC). Several new criteria, amenities, and scoring weights were introduced based on feedback from ATAC, providing greater emphasis on particular amenities of community importance.

This collaborative approach allowed Committee members to actively contribute to the establishment of prioritisation criteria for pathway development across the City. Their input informed the formulation of the City's Forward Capital Works Program (FCWP), ensuring that pathway projects align with community needs and strategic transport objectives.



The year ahead – planning for 2025/26

Following the major review of the City's Strategic Community Plan and aligned Corporate Business Plan, from 2025/26 onwards the Vibrancy Theme will be known as the Economic Key Result Area.

Planned services for 2025/26

The Economic Key Result Area focuses on enhancing our town centres and supporting economic growth. For the 2025/26 financial year, planned services under this Key Result Area include:

- Economic Development

Financial provisions for Economic services

For the 2025/26 fiscal year, the City has allocated \$876,536 in net costs for Economic Development. This includes projected **revenue generation** of \$460,764 from Economic Development activities.

2025/26 Projects

Operating Projects:

Advocacy Priorities (\$61,800)

Implementation of Economic Development (\$40,000)



Leadership and Governance

The City of Bayswater is committed to providing strong leadership and delivering high-quality services through open and transparent decision-making. Under the Leadership and Governance Key Result Area, the City focuses on delivering exceptional customer service, engaging the community and ensuring the responsible use of resources. The City’s commitment to communication and transparency is demonstrated through its robust governance practices, strategic financial management and ongoing efforts to involve residents in decision-making processes. By fostering partnerships, enhancing service standards and prioritising good governance, the City continues to advocate for and deliver outcomes that reflect the needs and aspirations of its community.

Services and informing plans

Services	Strategies and Plans
<ul style="list-style-type: none"> • Communications, Engagement and Customer Relations • Financial Services • Digital Solutions and Services • People, Culture and Safety • Governance and Executive Services • Planning, Performance and Risk • Project Management • Plant, Fleet and Equipment 	<ul style="list-style-type: none"> • Long-Term Financial Plan • Strategic Community Plan • Corporate Business Plan • Workforce Plan • Community Engagement Strategy • Advocacy Strategy (in development)

Operating and Capital Projects

<p>Operating Projects</p> <ul style="list-style-type: none"> • Digitising Archives • Information Security Action Plan (Cyber Security) • Eden Project (digital transformation) • Baynet Intranet Renewal • Strategic Community Plan (SCP) Major Review • Project Management Framework Review • Targeted Underground Power Program (TUPP)
<p>Operating Projects</p> <ul style="list-style-type: none"> • Technology and Equipment Renewal and Upgrade • Plant, Fleet and Equipment Renewal and Upgrade



Performance measures and key statistics

Key Performance Indicator	2023/24	2024/25
Annual Capital Budget Utilisation		*
Financial sustainability: Current ratio		*
Financial sustainability: Operating surplus ratio		*
Financial sustainability: Net financial liabilities ratio		*
Financial sustainability: Debt-service coverage ratio		*
Employee turnover rate	17.21\$	13.44%
Lost time injury frequency rate (LTIFR)	2.78	3.5
Number of visitors to the City of Bayswater website	370,000	344,446 total
Number of visitors to the Engage Bayswater portal	63,342	78,432 total
Social media follower growth	-	12.66% total
Engagement rate of social media content	-	8.25 average

Figures included where available.

* Calculation to be included for Jan 2026 OCM.

2024/25 overall actions status

Pie-chart to be designed to display:

	#	%
TOTAL	27	
On-Track / Complete	24	88.9%
On-Hold / Discontinued	1	3.7%
Off-Track	2	7.4%

Actions include service, project and informing plan actions. Actions are reported quarterly using the Red, Amber, Green status system, covering the 2024/2025 financial year. Measures are reported quarterly, annually or biennially, with progress dependent on data availability, targets and baseline data.



Service and project highlights

Communications, Engagement and Customer Relations

The Communications, Engagement and Customer Relations service positively influences the City’s reputation and brand through high-quality communications and marketing, meaningful community engagement and a commitment to excellence in customer service.

Communications

The Communications and Marketing team provides vital internal and external communications services for the City, including media management, issues management, brand awareness and graphic design services. The team plays a key role in managing the City’s public image and ensuring information is effectively communicated to both residents and staff.

Key statistics	FY 23/24	FY 24/25
Bayswater Brief magazines published	4	4
Number of Bayswater Buzz community e-newsletters sent	24	25
Bayswater Buzz community e-newsletter subscribers FY 24/25	290	455
Average Bayswater Buzz open rate	51%	47%
Number of social media posts	427	399
Engagement rate of posts – Facebook	9.3%	11%
Engagement rate of posts – Instagram	4.6%	4.1%
Engagement rate of posts – LinkedIn	13.4%	11.5%
Audience growth – Facebook	1,207	1,837
Audience growth – Instagram	558	1,582
Audience growth – LinkedIn	600	706
Media releases prepared	73	90
Media enquiry responses	50	53

Engaging Bayswater

Participation in community engagement through Engage Bayswater remained strong in 2024/25 with 85,000 total visits. The continued high level of activity reflects the quality of information available and the effective promotion efforts, and demonstrates that the platform continues to keep the community informed and involved in City initiatives.

The Community Engagement team provided support to more than 40 City projects, advising on the delivery of robust engagement plans. They assisted City officers to analyse and report on community input into project outcome reports that provided Elected Members with the confidence required to make informed decisions. The team also supported City officers to build capacity in community engagement. Staff have received training on community engagement, using the Engage Bayswater platform, and a number have received training in questionnaire design.

The community consistently expresses satisfaction with the City’s engagement practices. By maintaining high standards and actively involving the community in decision-making processes, the City ensures residents feel valued and heard. Throughout the year, the team demonstrated a commitment to



continuous improvement, expanding the City’s engagement capabilities through staff mentoring and training, and improving the City’s project evaluation process.

City engagement projects

During 2024/25, community engagement was undertaken in the following areas:

- Infrastructure provision (11): Low-Cost Urban Road Safety program, Riverside Gardens play space, Drake Street, play spaces x 5, King William Street tree planting, park upgrades, Bardon Park swing.
- Plans (7): Youth Plan, Access and Inclusion Plan, River Foreshore Restoration Plan, Maylands Lakes Masterplan, Frank Drago, Hillcrest Reserve Needs Assessment, Morley Station Precinct Plan.
- Policy reviews (5): Trees on private property, Significant trees, Character protection areas, Temporary and minor policy review, Non-residential uses in residential zones.
- Local Law reviews (4): Parking, dogs, property, cats.
- Recreation (3): Recreation member survey, group fitness survey, swim school survey.
- Renaming City property (3): Pittaway Park, right of ways – Foyle Rd, Milne St.
- Town Planning Scheme Amendments (1): Short-term rental accommodation.
- Strategies (1): Economic Development Strategy.
- Other (5): Deschamp Reserve dog off-lead area, Blackboy Way Road Dedication, differential rates, leaseholders survey, gating pedestrian accessway.

Community Engagement statistics

Activity	Measure	2021/22	2022/23	2023/24	2024/25
Engage Bayswater Portal	Total visits	36,200	69,300	63,342	78,432
	Aware visitors	23,200	43,300	37,988	43,423
	Informed visitors	11,200	21,400	18,870	23,322
	Engaged visitors	3,100	5,200	4,149	4,807
	Registrations	271	781	245	155

Progressing the Customer Experience Roadmap

The Customer Experience Roadmap outlines a clear set of principles and proposed actions for the organisation to become customer focussed. In December 2024 the City replaced its ‘switch’ with a cloud based contact centre. The contact centre has addressed business challenges faced by the Customer Relations team and delivered immediate benefits including the introduction of automated call options (IVRs), the ability to build call flows based around requirements, improved data and dashboard reporting to better understand customer needs, improved customer experience and allowed for call monitoring/recording for coaching purposes.

Work is continuing on the establishment of a centralised contact centre model with the City’s knowledge management database and contact centre technology extended to include the City’s Community Safety team.



A focus on staff training, improvements to the City’s knowledge database and process improvements have resulted in significant increases in first call resolution from 26% to 45% by the end of the financial year.

Another milestone on the Customer Experience Roadmap has been the preparation of journey maps that track customer interactions with the City at key touchpoints. The implementation of process improvements identified in the journey maps have resulted in increased customer satisfaction with City services. The City is continuing to work on a new centralised Customer Request Management (CRM) system that will streamline interactions, ensure the City remains responsive and improves customer satisfaction.

The City’s new on-line services portal was launched in May 2025. This key achievement has made it easier for residents and ratepayers to access City services from the City’s website, the Online Services portal allows residents and ratepayers to:

- make payments
- register pets
- submit applications
- track applications
- appeal infringements.

Residents with an account are able to track their applications and access their personal information.

Customer Relations statistics:

	2023/24 Total	2024/25 Total
Registered meeting visitors	2,423	1,776
Total payments processed in ECR	6,956	6,881
Rates payment receipted	2,709	2,781
Animal registrations receipted	998	906
Plan Search requests	607	448
Orders and Requisitions	1,834	1,813
Calls directly answered by switchboard	64,812	51,095
First call resolution	26% average	34% average
Switch abandoned call rate	1.93% average	2.5% average

Financial Services

Provide overall strategic and operational responsibility and advice for the City’s financial processes and planning, including statutory reporting, budgets, rates, investments and procurement.

Refer to the Financial Report section commencing page 120 for a complete overview of Council’s financial results.

Annual Financial Reporting



The City successfully delivered the 2024/25 Annual Financial Report, receiving an unqualified audit opinion from the Office of the Auditor General (OAG), confirming the integrity and accuracy of the City's financial statements.

Budget and Financial Planning

Over recent years, the City of Bayswater has made significant strides in embedding the Integrated Planning and Reporting Framework (IPRF) into its strategic and operational planning processes. In 2023/24, the City introduced service plans across its operations to support both the Corporate Business Plan (CBP) and the annual budget, ensuring clearer alignment between service delivery, community outcomes, and financial resourcing.

A major milestone was the reintroduction of the Long-Term Financial Plan (LTFP) in 2023/24, which has since been substantially improved following the endorsement of a Council-approved Forward Capital Works Plan (FCWP) in the 2024/25 financial year. These enhancements have enabled more accurate forecasting and prioritisation of capital investments.

In 2024/25, the City also introduced several key financial and strategic instruments to strengthen its planning framework:

- A Reserve Review to ensure optimal use and management of financial reserves.
- A new Rating Strategy to support equitable and sustainable revenue generation.
- A Grants Framework to guide the allocation and management of external funding opportunities.

These plans were further refined for the 2025/26 financial year, leveraging updated asset management plans and ongoing Council consultation, resulting in more accurate data inputs and stronger alignment with community expectations.

Together, these initiatives demonstrate the City's commitment to continuous improvement, transparency, and strategic alignment through the IPRF, positioning it well for future challenges and opportunities.

Strengthening Financial Systems and Capability

The Regulation 5 Internal Audit was completed, reviewing the appropriateness and effectiveness of the City's financial management systems and procedures. For the year ending 30 June 2025, the OAG reported five moderate or minor findings.

The City continued its involvement in the upgrade of the Enterprise Resource Planning (ERP) system to improve financial and operational efficiency. A new Procurement Policy was introduced, informed by benchmarking and best practice, enhancing procurement and contract management processes. Staff capability was also strengthened through ongoing training in TechnologyOne and modern procurement practices to support compliance and service delivery.



Financial Services Key Statistics:

Measures	2022/23	2023/24	2024/25
Total number of properties	32,994	33,100	33,324
Rate revenue (i.e. rate in dollar) increases	5.7%	4.95%	5.00%
Rate collection	95.28%	95.88%	96.44%
Sundry debtor invoices	1,062	1,322	1,739
Creditor invoices	16,730	17,053	17,876
Sundry debtor collection	98%	90%	%

Digital Solutions and Services

Enables and supports the City’s digital services platforms, infrastructure and information services to ensure the City of Bayswater’s business operation and services to its community are contemporary, efficient and effective.

Using Digital Innovation to Better Serve Our Community

The City successfully delivered the e-Services project. Residents and ratepayers are now able to submit and track building and planning applications, register pets, make payments and submit appeals online – anytime, day or night.

The new Council Chambers evidential recording system was successfully implemented, using innovation to support the City’s commitment to governance best practices.

Project Eden: upgrading to enhanced enterprise technologies

Eden is the City’s project to upgrade our Enterprise Resource Planning (ERP) system – the software that supports and connects our key business functions. The team continues the upgrade to TechnologyOne’s CiAnywhere (CiA) platform, a process expected to take two to three years. CiA is browser based, more user-friendly and easier to access across different devices. The upgrade will enhance software functionality, improve reporting and reduce manual work.

During 2024/25, the TechnologyOne upgrade to 2024A was successfully completed to maintain system support, compliance and security patches. User testing for the upgrade to Version 2025A also commenced.

The Core Enterprise Suite Ci to CiA upgrade project progressed with delivery scheduled from October 2025. These upgrades will ensure the security, compliance, enhanced performance, capability and reliability of the City’s digital systems.

Information Management Key Statistics

City information is managed in accordance with the legal requirements of the *State Records Act 2000* and the City’s Recordkeeping Plan.



Measures	Annual Total (2023/24)	Annual Total (2024/25)
Emails received	55,864	54,678
Emails registered in ECM	31,497	27,169
Incoming hard copy mail registered		
- Australia Post	1,432	1,239
- Front counter	1,347	1,160
Daily completion rates		
- Emails	48%	48%
- Hard copy mail	100%	100%
Total ECM document registrations	34,582	34,276
Inactive records disposed	691 boxes	285 boxes
Hard copy files reviewed and culled	905	168

People, Culture and Safety

Provide support and solutions to ensure the City has adequate people capacity and capability to deliver quality services to the community. Provide a legislative-compliant workplace which is safe, engaging and rewarding.

Refer to the Our People section commencing page 83, which provides an overview of people and organisational services at the City.

Advancing Work Health and Safety

The DoneSafe case management tool was successfully launched in mid-December 2024, accompanied by a comprehensive training program to ensure effective adoption. DoneSafe is designed to improve accessibility and streamline incident, hazard and corrective action reporting. The platform offers real-time dashboard reporting for managers, ensuring better visibility and tracking of safety metrics. The People, Culture and Safety team continues to monitor usage and provide advice to leaders to ensure a high standard of system capability.

A new psychosocial risk framework was developed, supporting leaders and staff to cultivate sustainable practices for a mentally healthy, safe and supportive workplace culture.

On Thursday 12 September, staff wore yellow in recognition of R U OK? Day and to help spark important, open conversations with loved ones and colleagues about mental health.

Developing City Leaders

The City implemented a Leading with CARES - leadership development and enhancement program in 2025. 66 leaders, including CEO, Directors, Managers, Coordinators and Senior Officers participated in the program.



The program focussed on understanding the role of a leader in managing teams, work and wellbeing, a safety culture and building trust.

The feedback following the program was overwhelming positive with 90% of all attendees stating they enjoyed the program and learnt something to take back to the workplace, to improve their leadership skills.

Further programs will be rolled out to remaining line leaders across the City and any new leaders who commence.

Governance and Executive Services

Provide guidance to the Executive, Council and City officers to support good governance and decision-making, and legislative compliance.

Refer to the Our Governance section commencing page 93 for a complete overview of Organisation and Council Governance, Audit and Risk activities.

Planning, Performance and Risk

Facilitates integrated strategic and operational business planning, risk management, reporting and improvement initiatives within the organisation that are effective and fit-for-purpose.

New Intranet improved communication and access to information

This year, the City successfully launched a revamped intranet platform, Baynet, replacing the outdated and underused previous system. The rebranded and redeveloped Baynet has significantly improved internal communication and accessibility across the organisation.

Since its launch, feedback has been overwhelmingly positive, with staff embracing the platform as a central hub for information, collaboration and connection.

Reporting and Planning Processes Enhancing Transparency and Accountability

The City continued to strengthen its commitment to transparency with improvements to its quarterly reporting framework. The enhanced reports provide a clearer, more accessible view of progress against the priorities in the Corporate Business Plan and demonstrate how the City is delivering on the long-term goals of the Strategic Community Plan.

Council Plan 2025 – 2035

A comprehensive review of the City's high-level strategic documents was undertaken with the aim of setting a clear vision for the next decade. At the June 2025 Ordinary Council Meeting, Council adopted its new Council Plan 2025 – 2035. The Council Plan comprises the Strategic Community Plan 2025 – 2035 and the Corporate Business Plan 2025/26 – 2028/29.

The Council Plan encapsulates the City's strategic focus for the next decade and is the driver for all other City planning. Community-informed and Council-led, our Council Plan steers our progress using a



sustainability framework with five strategic Key Result Areas: Social, Built, Natural, Economic, and Leadership and Governance and a new City Vision: Growing a connected, innovative, sustainable City.

This framework provides the City with a guide for translating community priorities and aspirations into operational objectives. The plans developed as part of the framework detail how we plan to deliver the objectives and report on our progress.

Project Management

Plan, deliver and manage significant infrastructure and asset projects within the City, in line with the City's Forward Capital Works Program and Budget.

Progressing Major Projects

The team provided project management services for the **Low-Cost Urban Road Safety program** detailed on page 53, and the **Riverside Gardens Urban Forest project** detailed on page 56.

State and Targeted Underground Power Program (SUPP and TUPP) – Partnering with Western Power and residents in the suburb of Maylands to deliver safer electricity, improved reliability, reduced maintenance costs and enhanced streetscapes and visual amenity. The City is liaising with Western Power to finalise concept costing pre-estimates to deliver underground power in Bedford and Morley in 2027.

Project Management Framework – In 2024/25, the team commenced a review of the City's Project Management Framework to strengthen project delivery through improved governance, consistent processes, clear communication and proactive risk management. This important work will continue into 2025/26 to ensure best practice across all City projects.

Playspace Renewal Program – the team undertook community consultation on the scope and design of new playspaces and delivered the installation of various new play equipment across the City under the program.

Sporting Facility Upgrades – the team renewed a range of synthetic surfaces, courts, fixed sporting equipment and sport lighting as part of its ongoing asset renewal program.

Plant, Fleet and Equipment

Ensure effective, efficient, fit-for-purpose fleet, plant and equipment provided in accordance with asset management priorities and relevant industry standards.

Provide administration, contract management and business support services to Depot-based operational teams and coordinate Depot operations.



Advancing the sustainability and efficiency of City plant, fleet and equipment

The City successfully completed all 35 projects within the Plant, Fleet and Equipment Renewal and Upgrade Capital Program, ensuring teams are equipped with high-quality, reliable resources to deliver services and projects effectively. Highlights included replacing a diesel ride-on mower with an electric alternative and upgrading existing two-stroke engine equipment to lithium-powered models. These changes not only enhance operator comfort by reducing noise pollution but also minimise disruption to the community. Of the City's eligible vehicles, 85% are hybrid or electric, demonstrating a strong commitment to sustainable and environmentally friendly practices.



The year ahead – planning for 2025/26

Planned services for 2025/26

The Leadership and Governance Key Result Area focuses on responsible management and strong leadership. Key services planned for the 2025/26 financial year include:

- Communications, Engagement and Customer Relations
- Digital Solutions and Services
- Financial Services
- Governance and Executive Services
- People, Culture and Safety
- Planning, Performance and Risk
- Plant, Fleet and Equipment

Financial provisions for Leadership and Governance services

For the 2025/26 fiscal year, the City has allocated substantial resources to ensure strong leadership and governance:

- **Total Leadership and Governance Services Cost:** Approximately -\$60 million in net costs across all services, balanced by significant revenue generation.
- **Revenue Generation:** Primarily driven by Financial Services, contributing over \$72 million, underscoring the importance of sound financial management in supporting the City’s operations.

2025/26 Projects

Operating Projects:

- 2025 Local Government Elections (\$270,000)
- Asset Management System (\$65,000)
- Fleet Asset Management System (\$55,000)
- Forward Capital Works Management Suite (\$30,000)
- Digitising Archives (\$25,000)
- EDEN Project (\$1,237,199)
- Information Classification (\$50,000)
- Swimming Pool Inspection Program Enhancements (\$40,000)

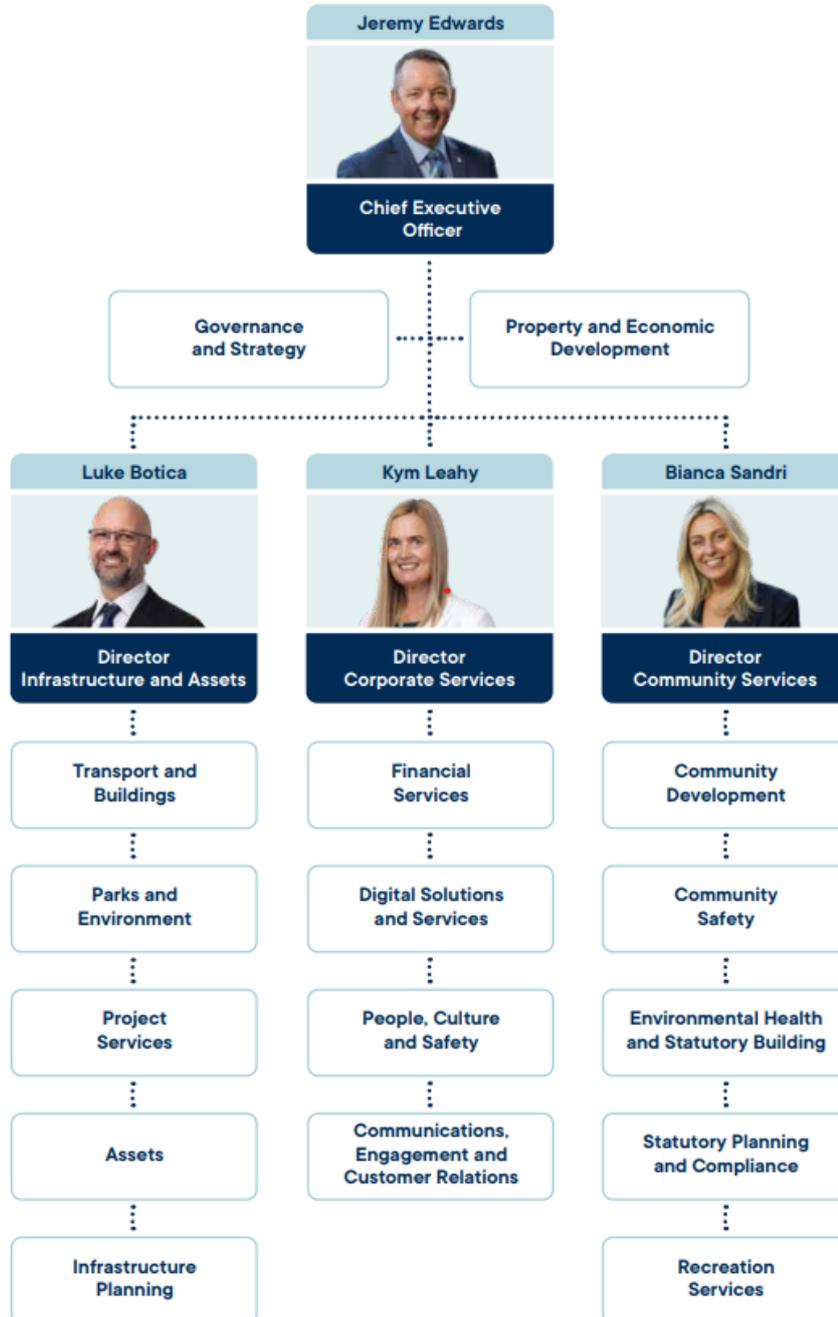
Capital Projects:

- Plant & Fleet (\$2,095,832)
- ICT – Technology & Equipment (\$1,470,426)



Our Organisation

The City remains committed to delivering its programs and services through a dedicated team. The chart below reflects the directorates and branches, providing an overview of the organisational and workforce structure as of the end of the 2024/25 financial year.





Executive Leadership Team

Jeremy Edwards, Chief Executive Officer

Date commenced: July 2022

Master of Business Leadership
Graduate Certificate in Local Government Management

Jeremy Edwards is an accomplished local government executive with 33 years of experience in the sector, having held Chief Executive Officer positions at the Shires of Gingin and East Pilbara, and the City of Swan. He is committed to contemporary leadership that empowers and supports employees to deliver high-quality outcomes for the community.

Jeremy has a strong track record in financial management, strategic planning and infrastructure delivery. He has successfully led major capital works programs and secured State and Federal funding to support the development of growing communities. He is recognised for his demonstrated excellence in public administration, underpinned by a long-standing commitment to the Integrated Planning and Reporting Framework (IPRF). His leadership has driven the adoption of business planning, digital and financial transformation, and the implementation of comprehensive process improvement programs across several local governments.

Jeremy is committed to supporting the local government sector by mentoring emerging leaders and sharing knowledge gained through experience. He actively seeks opportunities to contribute to the development of others, foster collaboration across the sector and help build strong, capable teams and leaders for the future.

Jeremy holds a Master of Business Leadership from Curtin University and a Graduate Certificate in Local Government Management from Deakin University. He is an active member of several professional and alumni networks, including Leadership WA, Curtin University, Deakin University, the Australian Institute of Company Directors, and Local Government Professionals WA.

In addition to his executive leadership roles, Jeremy has made a significant contribution to the community and not-for-profit sectors. He is the former Chairperson of East Pilbara Independent Support and a former Board Member of Native Animal Rescue.

City service responsibility:

- Governance and Strategy
- Property and Economic Development



Kym Leahy, Director Corporate Services

Date commenced: May 2023

Graduate Australian Institute of Company Directors
Bachelor of Commerce
Diploma Project Management

Kym Leahy is an accomplished executive with 29 years' experience in local government spanning finance, organisational development, stakeholder relations and corporate services.

Kym holds extensive experience in corporate governance and administration, advocacy and public relations, and economic and social development, with a focus on achieving results for the organisation and the community.

Kym's executive leadership background includes developing corporate strategy, driving performance through alignment of purpose and resources, leading transformation and change programs, developing the capability of people and systems, organisational design and improvement, and financial, risk, audit and compliance management.

As Director Corporate Services, Kym leads contemporary and efficient corporate practices that support the organisation in delivering service excellence to the community.

City service responsibility:

- Financial Services
- Digital Solutions and Services
- People, Culture and Safety
- Communications, Engagement and Customer Relations

Bianca Sandri, Director Community Services

Date commenced: October 2023

Bachelor of Arts (Urban and Regional Planning) Hons

Bianca Sandri is a respected urban planner and local government leader with almost two decades of experience across the public and private sectors. As Director Community Services, she leads strategic initiatives spanning community development, community safety, recreation, libraries, public health, statutory planning, building and compliance. Her focus is on shaping services that respond to community needs both now and into the future. Prior to commencing at the City, Bianca co-founded a private planning consultancy, where she led approvals for some of the State's most significant projects, including the approval of the world's tallest hybrid timber tower.

Bianca has held several senior board and committee roles, including Chair of the Catalina Regional Council, member of a Development Assessment Panel, and member of the DevelopmentWA Land Redevelopment Committee. She also served as Deputy Mayor and Councillor at the City of Stirling,



where she provided civic leadership for almost two terms. Bianca currently serves as a board member on the Western Australian Planning Commission and has contributed to various community boards in education and sport. Recognised for her leadership and sector impact, she was awarded a Business News 40 Under 40 Award (2019), the WALGA Merit Award (2022), and was named in the inaugural Business News Power 500 as one of WA's most influential voices in planning and property.

City service responsibility:

- Community Development
- Rangers and Security
- Environmental Health and Statutory Building
- Statutory Planning and Compliance
- Recreation Services

Luke Botica, Director Infrastructure and Assets

Date commenced: October 2021

Bachelor of Engineering (Civil) Honours
 Diploma Management
 Diploma Project Management
 Quarry Manager's Certificate of Competency
 Professional Member (MIEAust) of Engineers Australia

Luke Botica is an experienced executive leader with over 20 years in senior roles within local government and more than 30 years as a qualified Civil Engineer. Before transitioning to local government, Luke worked extensively in the mining and civil construction sectors, holding roles in project engineering, project management and mine management. His work has spanned a range of mining operations and transport infrastructure projects across Western Australia, including the project management of a high-profile highway development in the Perth metropolitan area.

In local government, Luke has led engineering and development services teams in the South West and Perth. His strong background in asset management and construction has enabled him to design and deliver comprehensive asset renewal and upgrade strategies. Luke has successfully led multi-disciplinary teams, operations and projects covering urban and regional road networks, bridges, district-level planning – including the emerging city of Wanju in the Greater Bunbury area – developer contribution plans, and externally funded infrastructure programs. A champion of innovation and sustainability, Luke introduced a timber-first policy to his region and oversaw the construction of several engineered timber buildings, embedding sustainable building practices into local government project delivery.

City service responsibility:

- Assets
- Infrastructure Planning
- Parks and Environment
- Project Services
- Transport and Buildings



Our People

Workforce Overview and Employee Profile

The City continually strives to be an employer of choice, attracting a diverse workforce that is reflective of our community.

The largest age demographic at the City is 35-44 years of age at 22.02%, closely followed by 16-24 years of age at 19.54%. The average length of service of a City employee is 5.58 years.

FTE and Headcount by Contract Type

Headcount Total		
Contract Type	Headcount	Percentage
Permanent	343	49.30%
Fixed Term	49	7.00%
Casual	304	43.70%
Total	696	100.00%

Male		
Contract Type	Headcount	Percentage
Permanent	176	59.65%
Fixed Term	20	6.80%
Casual	99	33.55%
Total	295	100.00%

Female		
Contract Type	Headcount	Percentage
Permanent	165	41.45%
Fixed Term	29	7.30%
Casual	204	51.25%
Total	398	100.00%

Employee Development and Learning

Attribute	Count
Promotions	4
Higher Duties	111



Gender Distribution by Organisational Level

Level	Male	Male %	Female	Female %	Non Binary	Non Binary %
Whole City	295	42.47%	398	57.18%	3	0.43%
Executive Team	2	50%	2	50%	0	0%
Service Unit Managers	10	62.50%	6	37.50%	0	0%
Service Area Managers	4	50%	4	50%	0	0%

Age Profile – Whole Workforce

Age Group	Headcount	% of Workforce
16-24	136	19.54%
25-34	120	17.24%
35-44	153	22.02%
45-54	129	18.55%
55-64	125	17.95%
65+	33	4.75%
Total	696	100%

Workforce by Directorate and Gender

Gender	Community Services			Corporate Services			Infrastructure and Assets			Office of the CEO		
	Male	Female	Non Binary	Male	Female	Non Binary	Male	Female	Non Binary	Male	Female	Non Binary
Full-Time	38	39	2	18	27	0	109	22	0	4	16	0
Part-Time	15	42	0	3	23	0	9	21	0	0	4	0
Total Full- and Part-Time	53	81	2	21	50	0	118	43	0	4	20	0
Casual	93	195	1	2	3	0	4	5	0	0	1	0
Total Employees	146	276	3	23	53	0	122	48	0	4	21	0

The City's workforce numbers adapt to support our commitment to service provisions for the community based on the Integrated Planning and Reporting Framework which includes:

- Strategic Community Plan
- Corporate Business Plan
- Asset Management Plan
- Long-Term Financial Plan
- Workforce Plan, and
- Annual Service Plans.



Recruitment

The City endeavours to provide an inclusive work environment that attracts and retains a diverse workforce. The City is cognisant the private sector and mining industry are often able to provide attractive packages to attract and retain employees, however the City continues to work towards offering competitive salaries and attractive employee benefits that include:

- Generous superannuation contributions up to 22%*
- Additional two days of leave per year plus annual leave loading
- Flexible work arrangements
- Free aquatic and gym membership
- Training and development opportunities
- Employee health and wellbeing program
- Free onsite parking
- Employee Assistance Program
- Corporate health insurance discounts
- Culture of Care program

*The City will provide additional contributions, based on voluntary contributions made by the employee. The City will match the contribution made by an employee to a maximum of 5%.

Skilled employees are attracted through various methods, which include advertising through relevant industry groups, online recruitment sites, agencies, local government network groups and industry-specific sites.

The City continues to work towards initiatives for attracting young people to work at the City, such as apprenticeships, traineeships, work placements (from TAFE and universities) and supporting work experience opportunities from high schools within the City of Bayswater.

Diversity and Inclusion

The City is committed to promoting equity, diversity and inclusion in its workforce, in a culture that appreciates and respects the social and cultural backgrounds of all employees. We strive to be inclusive, celebrate what makes us different and find joy in our uniqueness and the strengths that can be harnessed through diversity.

The City's commitment to a diverse and inclusive workforce includes a Workforce Diversity and Inclusion Plan and the creation of a Diversity and Inclusion Committee, represented by employees across the organisation. The committee meets regularly to collaborate and agree on actions to make the workforce more inclusive for employees represented in the following areas – people with disability, people of



diverse sexualities and genders, women, culturally and linguistically diverse people, Aboriginal and Torres Strait Islander peoples, and youth.

Of the City employees who have disclosed how they identify, approximately 57.2% are female, 42.4% are male and 0.43% are non-binary.

While just under 3% of City employees have disclosed that they have a disability, the City has developed partnerships with organisations such as My Place to initiate temporary work placements for people with a disability, where they are supported by a line leader and an external support person where required.

Just over 24.5% of City employees have reported being born outside Australia, and approximately 9% have disclosed that English is their second language. Less than 1% of City employees have reported that they are of Aboriginal or Torres Strait Islander descent, which is comparable to our community at 1.6% (ABS Census 2021).

Workplace Culture

The Executive Leadership Team conducted a review of our Corporate Values following the 2024 Employee Culture Survey. Building on the strong foundation of our previous values, the City adopted a refreshed set of values – Customer, Accountability, Respect, Excellence, and Safety (CARES) – to better reflect our commitment to serving the community, supporting each other and fostering a safe and inclusive workplace. These updated values continue to guide our behaviours, decision-making and culture, ensuring we remain focused on delivering exceptional outcomes for our employees and community well into the future.

The City's Employee Code of Conduct (the Code) provides employees with clear guidelines for the standards of professional conduct expected of them in carrying out their functions and responsibilities. The Code also expresses the City's commitment to high standards of integrity and ethical behaviour, which helps guide our workplace culture.

The City conducts confidential Culture Surveys to enable employees to have their say and provide feedback on areas that are tracking well and areas for improvement. This provides City leaders with insight into where focus should be directed and the opportunity to celebrate our achievements.

97% of employees in the April 2024 Culture Survey rated the City as a positive place to work, with other positive outcomes highlighting:

- employees enjoy the work they do
- the work they do is interesting, engaging and meaningful, and
- the person they report to demonstrates the City's Corporate Values.

The Executive Leadership Team will continue to work towards a number of other actions identified in the 2024 Culture Survey to improve workplace culture within the organisation.

The City encourages and supports team-building initiatives across the organisation and recently supported a team from Bayswater to enter the WA Local Government Professionals Management



Challenge. This saw the team engage in team-building exercises, pre-challenge tasks and participation on Challenge Day, where the City went head-to-head with other local governments in a series of simulated tasks designed to get teams problem solving and using their creativity to work through realistic workplace scenarios.

The City also encourages cross-functional team participation via a number of events held across the year, relevant to our Fit4Life Health and Wellbeing Program, and Diversity and Inclusion Committee initiatives. These have included:

- Harmony Day celebrations, which included opportunities for staff to share their cultural stories and traditional dishes
- IDAHOBIT Day celebrations, providing support for international day against LGBTQIA+ discrimination

Employee development and learning

The City provides financial and study leave assistance for employees to promote future career progression and to ensure continued service delivery to the community, particularly in job areas where it is difficult to attract qualified candidates.

Provision of study assistance to City employees continues to support the 2021 Employee Culture Survey feedback of employees wanting more opportunities for career development.

Internal opportunities are also provided to employees to enhance career progression, which have included four promotional appointments and 111 temporary higher duties appointments, either within an employee's service area or cross functionally over the 2024/25 financial year. This has allowed service delivery to be maintained and provided an opportunity for employees to further develop their skills and knowledge.

Recognition and achievements

The City supports and acknowledges achievements of its employees in line with the Corporate Values. CARES (Customer, Accountability, Respect, Excellence and Safety) Awards have enabled colleagues and line leaders to nominate employees who have displayed behaviours in line with the Corporate Values. Quarterly winners are celebrated through acknowledgement of their accomplishments across the City.

The City continues to honour dedicated service with certificates awarded to employees with 5 to 10 years of service at directorate meetings, and certificates, service pins and gift vouchers presented at an annual awards function to those with 15 or more years of commitment.

Employee wellbeing and work-life balance

The City of Bayswater is committed to creating a workplace where all employees feel connected, cared for and supported.



The City's Fit4Life Strategy aims to promote a positive and supportive work environment by enhancing overall employee wellness across four key pillars of integrated wellbeing: mental, physical, social and financial.

Throughout the year, a range of programs, events and initiatives were implemented to enhance employee health and wellbeing, including:

- **Inaugural Health and Wellbeing Expo:** The first-ever Health and Wellbeing Expo brought together a range of vendors to promote healthy lifestyle choices, increase awareness of available support services and encourage staff to prioritise their physical and mental wellbeing.
- **Employee Assistance Program (EAP):** Mental health support was extended to employees and their immediate family members through the City's EAP program, facilitated in partnership with Relationships Australia.
- **Mental Health Week Program:** A dedicated program was delivered to encourage employees to focus on their mental health, participate in self-care activities and learn about the resources available to support their overall wellbeing.
- **Retirement Planning Workshops:** Financial and lifestyle retirement planning workshops were offered to assist employees in preparing for life beyond their careers.
- **Preventative Health Services:** Flu vaccinations, skin cancer screenings and comprehensive health checks were made available to staff to promote early detection and prevention of health issues.
- **Early Intervention Program:** The ongoing Early Intervention Program continued to provide employees with access to physiotherapy and return-to-work support for both work-related and non-work-related injuries.
- **Endorsement of Management Practices:** New management practices were endorsed to support and promote the health and wellbeing of employees across the organisation.

These initiatives reflect the City's commitment to fostering a supportive and healthy workplace that values the wellbeing of its employees.

The City also expanded and improved the following initiatives for all staff, as part of its Culture of Care program:

- Flexible working arrangements
- Free gym and pool membership
- Discounts and waivers on health insurance
- Access to novated leasing options
- A dedicated Serenity Room as a contemplation and quiet space.

The City continued to demonstrate its Culture of Care through the following actions:

- In response to natural disasters such as bushfires, impacted or potentially impacted employees have been identified and members of the Executive Leadership Team (ELT) have proactively reached out to check in and offer support.
- Care Packages have been provided to employees facing difficult circumstances. These packages typically include access to Employee Assistance Program (EAP) support, a personalised card from ELT, and a gift package or gift card valued up to \$200.



The City was delighted to be a finalist in the Institute of Public Administration Australia (Western Australia) 2024 Achievement Awards in the category of Department of Health Award for Best Practice in Health and Wellbeing for its Culture of Care program.

Workplace health and safety

The City remains committed to protecting the physical and psychological health, safety and wellbeing of its workers.

This dedication is strongly championed by the Executive Leadership Team (ELT), who actively support the City's Work Health and Safety (WHS) Action Plan and management systems. ELT regularly participates in workplace inspections and ensures WHS considerations are prioritised in all decision-making processes.

At the heart of ELT's efforts is the unwavering goal that every worker returns home safe and healthy each day, able to enjoy life beyond the workplace. This principle is foundational to the City's Work Health and Safety Management Plan 2022–2026.

Health, safety and wellbeing are integral to the City's operations and embedded within all facets of business planning. Reflecting this priority, Safety was officially adopted as a Corporate Value in 2024.

The City underwent a Worksafe Plan audit in 2021, achieving a compliance rating of 74%. A subsequent audit will be conducted in August 2025.

In terms of injury management, the City upholds a comprehensive documented system compliant with the *Workers Compensation and Injury Management Act 2023*. This system is accessible to all employees via the Baynet intranet, and all return-to-work programs are developed in alignment with the Act.

Key Workplace Health and Safety Initiatives and Improvements in the 2024/2025 Financial Year

The City has made significant progress and improvements in strengthening workplace health and safety throughout the 2024/2025 financial year, highlighted by the following initiatives and improvements:

- **Adoption of Safety as a Core Corporate Value:** Safety was formally embedded as one of the City's fundamental values, reinforcing our commitment to creating and maintaining a safe working environment.
- **Psychosocial Framework and Management Systems:** In partnership with Minter Ellison, the City developed and endorsed a comprehensive Psychosocial Framework. This includes a Management Plan, the Prevention and Management of Psychosocial Hazards in the Workplace Management Practice, a survey and supporting resources and templates, providing a structured approach to identifying and managing psychosocial risks across the organisation.
- **Implementation of the DoneSafe System:** The intuitive DoneSafe platform was launched to streamline incident and hazard reporting, while supporting effective corrective action management.
- **Monthly Workplace Inspection Program:** A new monthly inspection program was introduced, with ELT and Managers actively conducting site inspections to promote safety leadership and best practice.
- **WHS Responsibilities and Leadership Training:** All management officers and line leaders completed dedicated training facilitated by Greg Smith (Partner at Jackson McDonald specialising



in workplace relations, and health and safety), strengthening awareness of workplace health and safety responsibilities and leadership capability.

- **Emergency Management Review:** Comprehensive updates were completed, including the rewrite of Emergency Response Plans, review of Warden Structures and renewal of emergency equipment.
- **Hazard Management:** Improved WHS systems for Incident Management, Electrical Safety and Asbestos Management.
- **Audiometric Testing Program:** A new process and schedule for audiometric testing was implemented, ensuring compliance with WHS legislation.
- **Enhanced Consultation and Communication:** Staff engagement was strengthened through the Engage Bayswater portal 'OLIVE', targeted Safety Alerts and safety updates shared in CEO Catch-up communications.
- **Expanded WHS Business Partnering:** Workplace Health and Safety Business Partners increased their involvement in attending monthly business unit meetings to provide tailored support and collaboration.
- **Training Needs Analysis and Matrix:** Development commenced on a comprehensive Training Needs Analysis and Training Matrix to better align workforce capability with organisational safety requirements.

These initiatives collectively demonstrate the City’s proactive approach to fostering a safer and healthier workplace for all workers.

WHS Statistics

Measures	Results – Base year*	Results – Prior year	Results – Current reporting year	Targets	Comments about targets
Number of fatalities	0	0	0	0	Zero fatalities
Lost time injury and disease incidence rate	2.28	2.78	3.5	0 or 10% reduction in incidence rate	
Lost time injury severity rate	25	20	38.5	0 or 10% reduction in severity rate	
Percentage of injured workers returned to work within 13 weeks	62.5%	72.72%	53%	Greater than or equal to 70%	
Percentage of injured workers returned to work within 26 weeks	75%	90.90%	53%	Greater than or equal to 80%	



Percentage of managers trained in work health and safety injury management responsibilities, including refresher training within 3 years	80%	80%	86%	Greater than or equal to 80%	WHS Responsibilities for Line Leaders training facilitated by Jackson McDonald in November 2024
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*The performance reporting examines a three-year trend and, as such, the comparison base year is to be two years prior to the current reporting year.

Future workforce planning

The City continues to plan for its future workforce by aligning staffing requirements with Council commitments to the community and organisational requirements, including future planned projects. Trained and skilled staff will continue to be sourced, and turnover rates monitored (the turnover rate for the City was 13.44% for the 2024/2025 financial year, comparable to the industry average of 21.4%). Due to a strong economy and low unemployment rate, the City will continue to find ways to attract and retain quality employees by way of:

- Continuing to create and maintain a diverse and inclusive culture
- Providing training and development opportunities for employees to meet the future needs of the City
- Continuing to review salaries and benefits
- Attracting and retaining youth to the City to ensure future succession planning opportunities, and
- Prioritising digital upgrades across the City to prepare for future service delivery requirements and streamlining of current processes to ensure employees are equipped with the right technology to do their job.



Our Volunteers

Each year, a dedicated group of volunteers from all walks of life generously contribute their time and skills to support and enrich the local community in the City of Bayswater. 14.4%* of the City's population volunteers in some form by caring for others, preserving the environment, contributing to local sporting and community groups, and more. At the close of 2024/25, the City had 85 registered volunteers. Two new volunteer programs were developed in the areas of Libraries and Environment.

The City recognises and values the substantial and ongoing contributions of volunteers as an integral part of our community wellbeing, and offers a number of volunteering opportunities, including:

- Community Bus Driver
- Community Centres Program Volunteer
- Age Friendly Ambassador
- English Conversation Group Volunteer
- Youth Advisory Committee member
- Community Events Volunteer
- Home Library Service Volunteer

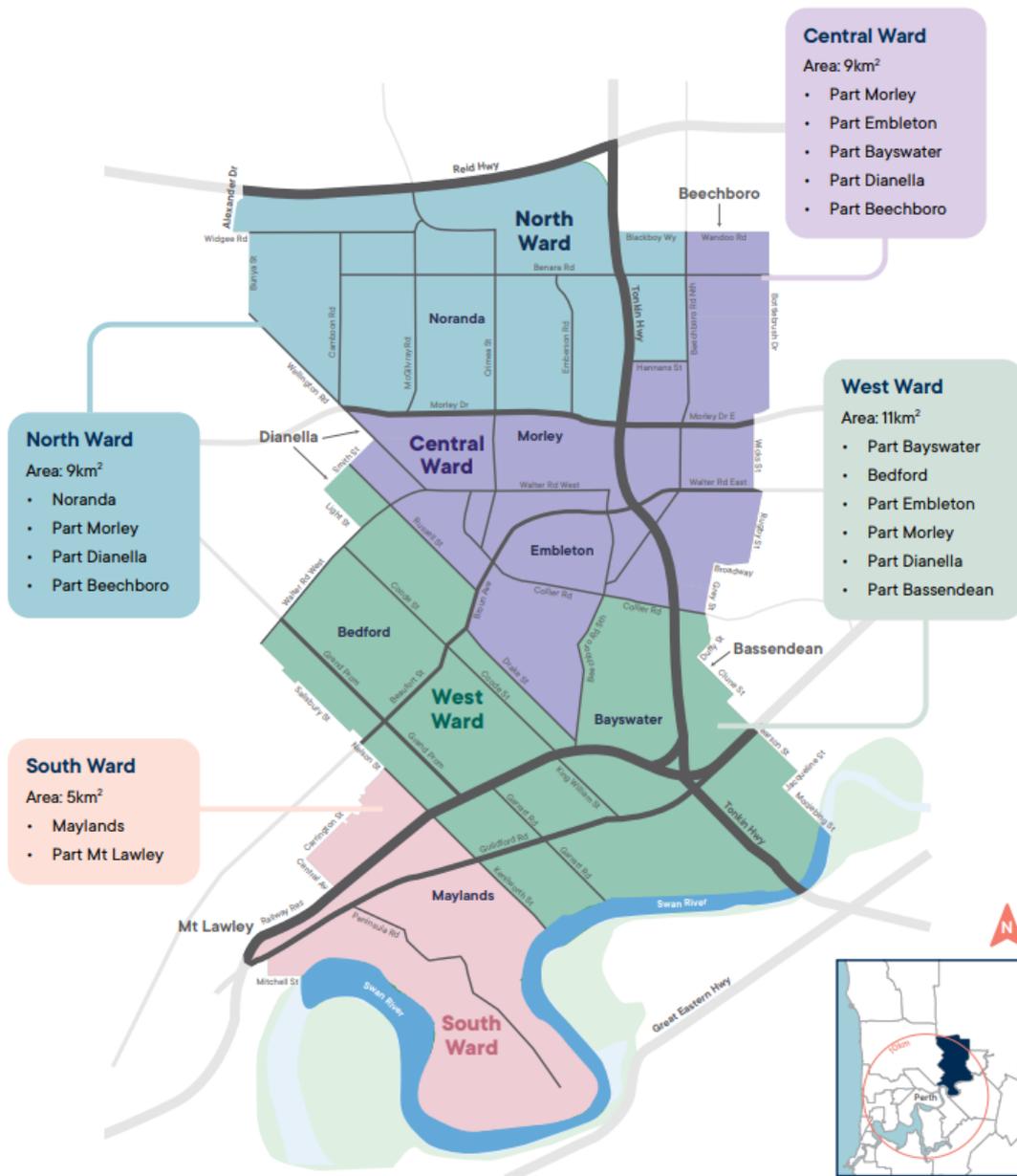
During 2024/25, volunteer programs continued to be strengthened through risk assessments, ongoing engagement, targeted training and support. The City formally recognises the invaluable efforts of these community champions at our annual Volunteer Recognition Lunch where volunteers are presented with a special Years of Service award at five-yearly intervals.

*Sourced from <https://profile.id.com.au/bayswater/volunteering>

Our Governance

Democratic Governance

Council Wards





Ward boundary and representative review

In May 2023, the Local Government Advisory Board endorsed Council's review of the City's ward boundaries and Councillor representation levels. At the October 2023 local government elections, the ward boundary between the North and Central Wards was adjusted, and the number of Councillor positions was reduced from 11 to 10 (with a popularly elected Mayor). Further adjustments will be made to the City's ward boundaries and Councillor representation levels at the October 2025 local government elections.

The role of Council

Council is responsible for setting the strategic direction of the City of Bayswater, informed by community aspirations and implemented by the City's administration. Council oversees the performance of the City's functions, the allocation of resources and finances, and determines the City's policies.

The role of the Mayor and Councillors

The Mayor is responsible for providing leadership and guidance to the community, carrying out civic and ceremonial duties, speaking on behalf of the City, liaising with the CEO and presiding at meetings. The Deputy Mayor performs the functions of the Mayor when authorised to do so under section 5.34 of the *Local Government Act 1995*.

Councillors represent the interests of the ratepayers and residents of the district. They provide leadership and guidance to the community, facilitate communications between the community and Council, and participate in decision-making processes at Council and Committee meetings. While Councillors are elected to wards, they are required to consider the interests of the entire City. The Mayor also performs these roles.

Elected Members

The City of Bayswater Council began the 2024/25 year with 11 Elected Members, comprising the Mayor and 10 Ward Councillors. During the year, two Councillors resigned, reducing the total number of sitting members to nine. The City obtained approval from the Western Australian Electoral Commission (WAEC) to leave these two vacancies unfilled for the remainder of the term, in accordance with provisions of the *Local Government Act 1995*.

All Councillors are elected by the community and following the elections, the Council will elect one Councillor to serve as Deputy Mayor.

Local Government Elections

Local government ordinary elections are held every two years, with half the Council positions open for the election.

All those registered on the state electoral roll are eligible to vote in their local government elections. Non-resident owners and occupiers can also apply for eligibility to vote. Any eligible elector can nominate to stand for election, with no requirement for a candidate to belong to a political party or other organisation.



The next local government elections will be held on Saturday 18 October 2025. At this time, the following changes will be implemented:

- An amendment to the current ward boundary between West Ward and South Ward
- A reduction in the number of Councillors from 10 to eight by removing one Councillor position from the North Ward and one Councillor position from the West Ward. This will bring the total number of Elected Members on the Council to nine, inclusive of the Mayor.



Elected Members



South Ward Central Ward North Ward West Ward



Mayor
Filomena Piffaretti
Term expires 2027
filomena.piffaretti
@bayswaterwa.gov.au



Deputy Mayor
Cr Elli Petersen-Pik
Term expires 2025
elli.petersen-pik
@bayswaterwa.gov.au



Cr Assunta Meleca
Term expires 2025
assunta.meleca
@bayswaterwa.gov.au



Cr Josh Eveson
Term expires 2025
josh.eveson
@bayswaterwa.gov.au



Cr Dan Bull
Term expires 2027
dan.bull
@bayswaterwa.gov.au



Cr Nat Latter
Term expires 2027
nat.latter
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Cr Steven Ostaszewskyj
Term expires 2027
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@bayswaterwa.gov.au



Cr Sally Palmer
Term expires 2025
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@bayswaterwa.gov.au



Cr Lorna Clarke
Term expires 2025
lorna.clarke
@bayswaterwa.gov.au



Cr Michelle Sutherland
Term expires 2027
michelle.sutherland
@bayswaterwa.gov.au



Cr Giorgia Johnson
Term expires 2025
giorgia.johnson
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Elected Member Resignations 2024/25

At the December 2024 Ordinary Council Meeting, Council accepted the resignation of Councillor Lorna Clarke, with her resignation effective from 31 December 2024. Councillor Clarke commenced her service in October 2017, representing the West Ward. In March 2025, she was elected as the WA Labor Member for Butler.

In March 2025, the City's former Mayor and Councillor, Dan Bull, was elected as the WA Labor Member for Maylands and, as a result, resigned from his Council role. Councillor Bull was first elected to Council in October 2015, served as Mayor between 2017 and 2021, and subsequently continued as a West Ward Councillor until his resignation.



Elected Member Biographies

Mayor Filomena Piffaretti

A lifelong resident of Noranda, Mayor Piffaretti has a distinguished record of public service. First elected as a North Ward Councillor in 2017, she became Deputy Mayor in 2019, and made history in 2021 as the first woman to become Mayor of the City of Bayswater. Her leadership was further validated when she was elected as the city's first popularly elected Mayor in 2023. She was also unanimously elected as the first female Chair of the Eastern Metropolitan Regional Council.

Mayor Piffaretti is committed to serving the community she loves and making residents' lives better. She prioritises long-term financial sustainability while actively working to create a people-centered city with improved environmental outcomes. Her strategic vision focuses on sustainability, innovation and connectivity, supporting upgrades to sporting and community infrastructure, ensuring safer suburbs, assisting seniors, and promoting investment in our City.

South Ward

Councillor Elli Pertersen-Pik, Deputy Mayor

Deputy Mayor Elli Petersen-Pik lives with his family in Maylands. He has been an active member of our communities for 11 years: a two-term councillor, the former President of the Maylands Ratepayers and Residents Association, a Board member of the Maylands Peninsula Primary School, and a community volunteer in various local groups. As an independent representative, he is passionate about being a strong community voice and pushing for more transparency. He's focusing on delivering positive outcomes in many areas, including increasing tree canopy, improvements to support walking, riding and accessibility, protecting heritage, and striving for financial sustainability of our City.

Councillor Nat Latter

Growing up in Bayswater, Cr Latter now lives in Maylands with partner Sam and their young child. A local business owner of Rabble Books on Eighth Ave, Nat is a passionate community builder. Nat has previously worked in academia researching intergenerational justice and climate change, teaching public policy and politics, and currently works in community engagement and advocacy.

Elected to Council in 2023, Nat believes that politics can be people-centred, authentic and ethical, embracing the power of collective action to create positive change. They are passionate about the importance of courageous and compassionate leadership during a time of immense social and technological transformation. Nat has a keen interest in sustainability, local responses to climate change, nurturing active transport, increasing our tree canopy and biodiversity in urban environments, supporting families, activating inclusive public spaces - including our town centres - for youth and the broader community, and amplifying community voices.



Central Ward

Councillor Assunta Meleca

Councillor Meleca has lived in the City of Bayswater for over 50 years, where her parents settled after migrating and raising their children. Following in her father's footsteps, who also served as an elected member in City of Bayswater, she has a long-standing commitment to community service.

With over 25 years' experience as a Visual Arts teacher, Cr Meleca left the classroom to establish a foundation dedicated to funding research into Motor Neurone Disease. A passionate advocate for education and the arts, Cr Meleca works in the Learning Team at AGWA, combining a love of creativity with a deep commitment to learning and community.

Cr Meleca draws upon her lifelong connection to the local area, to support community minded initiatives to enhance liveability for the City's residents, businesses and visitors.

Councillor Steven Ostaszewskyj

Cr Ostaszewskyj has represented Central Ward since 2019. Living in Morley and with experience as a ratepayer, volunteer, and education professional, his achievements include improvements to the footpath program, enhanced community security, increased resources for graffiti prevention, and upgrades for local road safety. He advocates for streetscape maintenance, private property rights, supports keeping the large red rubbish bin and programs that contribute to The Garden City motto.

North Ward

Councillor Josh Eveson

Cr Eveson has been a proud Bayswater resident for over 20 years, where he and his wife are raising their three children. Now in his fourth year as an Elected Member, Cr Eveson is known for his practical, community-focused approach to local governance.

He has been a strong advocate for upgrades to local sporting facilities, including improvements at Morley Recreation Centre, as well as Lightning Park and Crimea Park, and has actively supported community events such as Noranda Bites. Cr Eveson has also championed significant investment in CCTV infrastructure to enhance community safety.

With a commitment to responsible financial management, Cr Eveson works to keep rates affordable while continuing to support essential services and initiatives that are core business for local government. These include youth and senior programs, greener public spaces, improved streetscapes, and safer parks and pedestrian crossings.

Councillor Sally Palmer

Cr Palmer has lived in Noranda for over 30 years and is a former local business owner. She served on the Council from 2007 to 2011 and was re-elected in 2015, 2019, and again in the 2024 extraordinary election. Cr Palmer is dedicated to keeping rates affordable while improving services. She focuses on key issues like better footpaths, road safety, and mobile reception.



A strong supporter of community wellbeing, Cr Palmer advocates for upgrading recreation centres and supporting local clubs, including golf clubs. She is also passionate about protecting the environment, greening and shading suburbs, and preserving parks and natural areas. She believes in activating the CBD with input from residents to guide decisions.

Throughout her time on Council, Cr Palmer has served on various committees, including as a current member and former Chair of the Local Emergency Management Committee. She also serves as the Chair of the Bayswater Child Care Association since 2018, helping the organisation thrive in supporting local families.

Councillor Michelle Sutherland

Cr Sutherland was first elected to Council from 2013 to 2017, and then re-elected in 2018. She is a strong advocate for supporting local sports clubs and ensuring they have the best possible amenities. Michelle believes the Council's primary role is to maintain and improve local amenities, while keeping rates affordable and prioritizing community safety.

West Ward

Councillor Giorgia Johnson

Cr Johnson is a Bayswater resident and community volunteer, elected to Council in 2017. Giorgia has a passion for sustainability and a background in business and disability services. She has focussed on both environmental and financial sustainability and intergenerational equity for residents, championing initiatives that both save money and create a climate resilient future such as FOGO, emissions reduction and urban greening. Giorgia has served on most of the City's internal and external committees and has advocated for reconciliation, inclusivity, active transport and our creative community.

Councillor Dan Bull (resigned March 2025)

Former Cr Bull, is a long-time Bayswater resident where he lives with his wife and children. Cr Bull served the City of Bayswater for just under ten years, including four as Mayor. Throughout his tenure, Cr Bull was a passionate advocate for community-focused initiatives and environmental sustainability.

He played a key role in the revitalisation of Maylands Waterland, helping to deliver a modernised, free facility for local families. He also championed the development of a new skatepark and mountain bike track in collaboration with the State Government. A strong proponent of climate action, Cr Bull led the adoption of net zero emissions targets and oversaw the creation of a roadmap for the City's transition to 100% renewable energy.

In March 2025, Cr Bull was elected to the State Parliament as the Member for Maylands. His professional background includes work as a commercial lawyer, and he is also known for his time as the keyboardist in the Perth band Eskimo Joe.

Councillor Lorna Clarke (resigned December 2024)

Councillor Lorna Clarke was elected in 2017. During her time on Council, she championed key initiatives such as a Homelessness Working Group, the first City of Bayswater Homelessness Strategy, more tree planting, the Bedford shopfront regeneration project and the "Buy in Baysie" campaign.



Cr Clarke was a strong advocate for deliberative budgeting, which was implemented at the City of Bayswater, and for the Bayswater Library, Ellis House and community driven planning. Cr Clarke resigned in December 2024 to become the Member for Butler in the Western Australian State Parliament.

Council meetings

Ordinary Council Meetings

Council meets on the fourth Tuesday of each month in the Council Chambers at the City of Bayswater Civic Centre. These meetings are open to the public, except when Council is considering confidential items. Members of the public have an opportunity to ask questions.

An agenda briefing forum is held the week prior to Council meetings, where Elected Members can seek further information and ask questions about items on the agenda. Members of the public are also welcome to attend these meetings and make deputations.

Committees

Council has several Committees in place that assist Council by providing advice and recommendations in relation to specific matters. All Council and Committee Meetings are conducted in accordance with the *Local Government Act 1995*, with meeting dates, times, agendas and minutes published on the City’s website. Listed below are the various committees that were in place during 2024/25.

Active Transport Advisory Committee

- The purpose of the Active Transport Advisory Committee is to provide Council with advice on initiatives and programs to promote sustainable and healthy active transport options, such as:
 - Bicycles
 - Walking/running
 - Electric assisted bicycles
 - Electric scooters
 - e-Rideables e.g. Segways, electric skateboards, hover boards.
- The Active Transport Advisory Committee comprises three Elected Members and four community representatives, with all remaining Elected Members appointed as Deputy Members.
- Meetings are held at least four times per year.

2024/25 Members:

Presiding Member	Cr Giorgia Johnson
Council Members	Cr Elli Petersen-Pik, Deputy Mayor Cr Assunta Meleca
External Members	Kate Bowker Andrew Jaunzems



	Georgina Ker Dan West
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Audit and Risk Management Committee

- The Audit and Risk Management Committee is required to be established to oversee the activities of the Council's external and internal auditors and other functions as prescribed in the *Local Government Act 1995* and *Local Government (Audit) Regulations 1996*.
- The Audit and Risk Management Committee meets at least four times per year and comprises four Elected Members and up to two external members.

2024/25 Members:

Presiding Member	Cr Giorgia Johnson
Council Members	Mayor Filomena Piffaretti Cr Josh Eveson Cr Michelle Sutherland
External Members	Mr Andrew Cox Ms Shona Zulsdorf

Chief Executive Officer (CEO) Review Committee

- The Chief Executive Officer Review Committee comprises three Elected Members and has been established to ensure compliance with sections 5.39 and 5.39A of the *Local Government Act 1995*; and
 - To ensure the annual review of performance is consistent with the model standards for CEO recruitment, performance and termination, and the principles and standards outlined by the Department of Local Government, Sport and Cultural Industries' Operational Guidelines 'For Local Government CEO Recruitment and Selection, Performance Review and Termination', and
 - To make recommendations to Council on any proposed changes to the Chief Executive Officer's Contract of Employment or Conditions of Employment.
- The Chief Executive Officer (CEO) Review Committee meets at least once per year and comprises the Mayor and three Elected Members. All other Councillors are appointed as deputies. An independent consultant facilitates the CEO's performance review process and will not be a member of the Committee or have any voting rights.

2024/25 Members:

Presiding Member	Mayor Filomena Piffaretti
Council Members	Cr Elli Petersen-Pik, Deputy Mayor Cr Steven Ostaszewskyj



Policy Review and Development Committee

- The Policy Review and Development Committee has been established to:
 - Review City of Bayswater policies and facilitate the development of new policies for the consideration by Council as required, and
 - Make recommendations to Council on matters related to policy, policy review and policy development.
- The Policy Review and Development Committee comprises six Elected Members and meets at least quarterly at the City of Bayswater Civic Centre.

2024/25 Members:

Presiding Member	Cr Elli Petersen-Pik - Deputy Mayor
Council Members	Cr Josh Eveson Cr Giorgia Johnson Cr Nat Latter Cr Assunta Meleca Cr Steven Ostaszewskyj

Reconciliation Advisory Committee

- The purpose of the Reconciliation Advisory Committee is to advise Council on the development and implementation of the Reconciliation Action Plan (RAP) for the City of Bayswater, with the aim of helping the workplace to facilitate understanding, strengthen relationships and trust with Aboriginal and Torres Strait Islander Peoples; promote meaningful engagement; increase equality; and develop sustainable employment and business opportunities.
- The Reconciliation Advisory Committee meets quarterly and comprises three Elected Members and up to six community members who satisfy one or more of the following criteria:
 1. Identify as a person of Aboriginal and Torres Strait Islander descent
 2. Is a Whadjuk Noongar Elder
 3. Is an Aboriginal or Torres Strait Islander business partner representative and/or
 4. Is an Aboriginal or Torres Strait Islander representative living in the City of Bayswater community.

2024/25 Members:

Presiding Member	Cr Nat Latter
Council Members	Mayor Filomena Piffaretti Cr Sally Palmer
External Members	Dorothy Bagshaw Donna Moody Jim Morrison Liz Narkle Tony Hansen



Advisory Groups

Disability Advisory Group

The Disability Advisory Group (DAG) offers guidance to the City on issues affecting people with a disability. The group also provides advice on the development and implementation of the City’s Access and Inclusion Plan. Development applications and City-based works can be referred to the group to request feedback.

2024/25 Members:

Chairperson	Cr Nat Latter
Council Members	Mayor Filomena Piffaretti Cr Assunta Meleca Cr Sally Palmer
Community Members	Stuart Jenkinson Kay Barnard Eva Di Blasio Kim Hutchinson Caoibhe Hendy

Please note these meetings are not open to the public.

Inclusion and Diversity Advisory Group

The Inclusion and Diversity Advisory Group focuses on promoting equality and equal opportunity for people from culturally and linguistically diverse backgrounds and people who identify as LGBTQIA+ accessing and utilising the City’s services and programs.

2024/25 Members:

Chairperson	Cr Nat Latter
Council Members	Cr Elli Petersen-Pik - Deputy Mayor
Community Members	Danuta Palysz Fiorda Kule Kate Lilly Linda Vettoor Sarah Viley Shaun McKenzie

Please note these meetings are not open to the public.



Skate and BMX Development Advisory Group

The Skate and Bike Development Advisory Group makes recommendations to Council on establishing, designing and upgrading existing and future skate park/BMX/scooter parks within the City.

2024/25 Members:

Council Members	Cr Josh Eveson Cr Steven Ostaszewskyj
Community Members	George Krasnoff Daniel Smith

Please note these meetings are not open to the public.



Elected Member meeting attendance summary

		Mayor Filomena Piffaretti	Deputy Mayor – Cr Elli Petersen- Pik	Cr Assunta Meleca	Cr Steven Ostasz- wskyj	Cr Josh Eveson	Cr Sally Palmer	Cr Michelle Suther- land	Cr Nat Latter	Cr Dan Bull	Cr Lorna Clarke	Cr Giorgia Johnson
	Number of meetings	Elected 21/10/2023	Elected 16/10/2021	Elected 16/10/2021	Elected 21/10/2023	Elected 16/10/2021	Elected 15/03/2024	Elected 21/10/2023	Elected 21/10/2023	Elected 21/10/2023 <i>*Resigned March 2024</i>	Elected 16/10/2021 <i>*Resigned December 2024</i>	Elected 16/10/2021
Council Meetings												
Ordinary Council Meeting	12	11	12	12	10	12	12	10	12	7	5	12
Special Council Meeting	4	4	4	4	3	4	4	3	3	1	1	4
Committee Meetings												
Active Transport Advisory Committee	4		4	3								4
Audit and Risk Management Committee	5	5				4		2				5
CEO Review Committee	1	1	1		1							
Policy Review and Development Committee	5		5	2	3	3	2*(D)		4	1*(D)	1*(D)	4
Reconciliation Advisory Committee	6	1(of 1)					1 (of 2)		6	2 (of 5)	1 (of 4)	
Briefings and Workshops												
Briefings	22	17	20	15	16	21	21	10	21	8	4	20
Workshops	8	6	7	7	6	8	8	4	8	2	2	7



Note: The Council meeting of 22 October 2024 was adjourned to 28 October 2024. This has been counted as two meetings for the purposes of these statistics, as the attendance at those meetings was different.

*(D) refers to a member who was deputising.



Corporate Governance

Local Law Reviews

The City conducted reviews of its local laws to keep them current and responsive to community needs. Eight-year reviews of the *Local Government Property Local Law 2016*, *Parking and Parking Facilities Local Law 2016* and *Dogs Local Law 2016* were completed in 2024/25. In March 2025, the *Local Government Property Local Law 2026* was amended by the *Local Government Property Amendment Local Law 2025*. On 29 April 2025, the *Dogs Amendment Local Law 2025* was approved for public advertising and will be presented back to Council for future consideration.

In October 2024, the Council made the *City of Bayswater Keeping and Control of Cats Amendment Local Law 2024*, which included an amendment, and was gazetted on 8 November 2024. On 25 November 2024, the Joint Standing Committee on Delegated Legislation wrote to the City requesting undertakings from the City's Council to repeal the Amendment Local Law within six months and to not enforce the Local Law before it was repealed. As Council did not agree to the undertaking, the Committee commenced the process for the potential disallowance of the Amendment Law.

Policy Framework

Section 2.7(2)(b) of the *Local Government Act 1995* states that Council is responsible for determining the City's policies. Policies form part of the decision-making framework and guide Elected Members, employees and the community on what is advisable or permissible when dealing with certain matters.

The following new policies were developed during 2024/25:

- Child Safe Awareness
- Dog Exercise Areas
- Election Signs

The following policies were reviewed and/or updated during 2024/25:

- Administrative Management of Policies and Policy Governance
- Asset Management
- Attendance at Events
- Breach of Lease
- Cash Backed Reserves
- Character Protection Areas
- Civic Allowance
- Construction Materials
- Contract Management
- Contribution to Common Fences
- Corner Kirkham Hill Terrace and East Street Policy
- Corporate Credit Card



- Directional Signs
- Disposal of Unclaimed Animals
- Edible Pocket Gardens
- Election Caretaker Period
- Funding and the Provision of In-Kind Support for Minor Works for Public and Private Schools within the City of Bayswater
- Graffiti Vandalism
- Grants Program
- Height Restriction - Neville Street
- Home-Based Business Licensing
- Integrated Planning and Reporting Framework
- Land Acquisition and Disposal
- Landscaping
- Maylands Residential Estates Design
- Neighbouring Tree Complaints
- Official Photograph of Council
- Payment to Employees in Addition to a Contract or Award Provision
- Privacy
- Procurement
- Proposed Retaining Walls
- Purchase and Placement of Memorial Seats
- Requirement to Hold a Working with Children Check
- Retaining Walls
- Short-Term Accommodation
- Significant Tree Register for Private Land
- Street Verges
- Telecommunications Infrastructure

Codes of Conduct

The *Local Government (Model Code of Conduct) Regulations 2021* guide the City of Bayswater's Code of Conduct for Council Members, Committee Members and Candidates. This Code sets the standards of behaviour expected, and every local government must adopt a version based on the model.

The City's Employee Code of Conduct also sets clear expectations for staff. It explains the professional standards employees must follow in their roles and is supported by the Executive Leadership Team. The Code reflects the City's commitment to integrity and professionalism at work.

Delegated authority

Under the *Local Government Act 1995*, both Council and the Chief Executive Officer can delegate authority to carry out certain functions and duties on their behalf. These delegations support the City's decision-making by enabling Council to focus on policy, strategic direction and overseeing the use of City resources.



The Act also requires the City to review its delegations each year to ensure they remain appropriate. The most recent review was reported to Council on 27 May 2025.

Public interest disclosures

The *Public Interest Disclosures Act 2003* allows people to make disclosures about wrongdoing in public authorities, which includes local governments. Anyone who believes on reasonable grounds that there has been past, present or proposed future improper conduct by the City in the exercise of its public functions can make a disclosure. The City has dedicated Public Interest Disclosure Officers and has information available on the City's website on how disclosures can be made and the process to follow.

No public interest disclosures were reported to the City during the reporting period.

Fraud and misconduct

The City maintains a zero-tolerance approach to fraud, misconduct and corruption. Elected Members and employees are guided by the City's Codes of Conduct; Fraud, Corruption and Integrity Policy; and Integrity Framework to uphold the highest ethical standards in all circumstances. Allegations of misconduct are investigated thoroughly and confidentially. The City is committed to safeguarding and supporting those who make appropriate disclosures of wrongdoing, ensuring protection against reprisal wherever possible.

Risk management and business continuity

Risk management is a fundamental element of sound corporate governance. The City is committed to embedding risk management practices across the organisation to support the delivery of the City's Strategic Community Plan and Corporate Business Plan.

The City has a Risk Management Framework and monitors all areas within the organisation to improve its risk management practices. The framework is aligned with the Australian/New Zealand Standard (AS/NZ) ISO 31000 and provides the foundations and principles for managing risks across the City.

In 2024/25, the City achieved the following:

- Reviewed the City's Strategic Risk Register
- Continued operational risk reviews, focusing on the control environment
- Developed improvement projects to improve the control environment for risks out of appetite
- Removed eight risks from the operational risk register
- Enhanced the risk reporting process to the Executive Leadership Team and the Audit and Risk Management Committee
- Continued to embed the integration of risk management into the service planning process
- Initiated a Business Impact Analysis review to refresh the City's business continuity plans.



Compliance Audit Return

The Compliance Audit Return is an annual audit of statutory compliance conducted by the Department of Local Government, Sport and Cultural Industries in accordance with regulation 14 of the *Local Government (Audit) Regulations 1996*.

The completed return must be reviewed by the Audit and Risk Management Committee and the results submitted and adopted by Council prior to submission to the Department by 31 March each year.

On 25 March 2025, Council adopted its Compliance Audit Return for the 2024 calendar year. There were three items of non-compliance identified in the 2024 Compliance Audit Return.

Internal audit

The internal audit function provides independent advice and assurance services to Council. Internal audit assists management to improve performance and advises on internal controls over business functions and processes, and fraud and corruption risks.

The internal audit function is governed by a charter, with audits and reviews based on an Internal Audit Plan. This is endorsed by the Audit and Risk Management Committee and combines operational, compliance and financial audits.

Audit findings and recommendations are communicated to management in the areas audited, the Executive Leadership Team and the Audit and Risk Management Committee. A significant majority of agreed internal audit recommendations for 2024/25 were implemented and outstanding actions are being progressed.

During 2024/25, the following reports and information was presented to the Committee:

- Audit Log Review
- Compliance Audit Return
- Financial Reporting
- Verge Bonds Internal Audit
- Regulation 5 Internal Audit
- Project EDEN Review
- Office of the Auditor General (OAG) Information Systems – General Computer Controls Audit
- Project EDEN Updates
- Quarterly reporting updates for services, projects, strategy and plan actions, risk management and KPIs
- Strategic Internal Audit Plan 2025/26 – 2028/29

External Audit

The City of Bayswater's external audit function is overseen by the Audit and Risk Management Committee, which provides independent advice to Council on matters of financial management,



statutory compliance and risk. The annual external audit is conducted in accordance with the *Local Government Act 1995* and relevant accounting standards, with the aim of ensuring transparency, accountability and integrity in the City's financial reporting. The findings and recommendations from the external auditor inform Council's ongoing commitment to sound financial stewardship and continuous improvement in governance practices.

Additional Statutory Reporting

Elected Members' allowances and entitlements

Elected Members' allowances and entitlements are set by the Salaries and Allowances Tribunal. The *Salaries and Allowances Act 1995* provides that the tribunal must inquire into and determine or report on the remuneration to be paid or provided to Elected Members.

In accordance with section 5.96A of the *Local Government Act 1995* and regulations 29C(2)(f) and (6) of the *Local Government (Administration) Regulations 1996*, a report must be prepared annually on any fees, expenses or allowances paid to each Council member during a financial year. Details of the fees, expenses and allowances paid to the Mayor, Deputy Mayor and Councillors can be found on the City's website: bayswater.wa.gov.au/online-services/forms-and-publications/registers/2025/register-of-fees,-allowances-and-expenses-2024-25

Information on fees and allowances paid to Elected Members during 2024/25 is also provided within the table below and the General Purpose Financial Statements of this Annual Report.

Additionally, Section 5.127 of the *Local Government Legislation Amendment Act 2019*, states:

- (1) A local government must prepare a report for each financial year on the training completed by council members in the financial year.
- (2) The CEO must publish the report on the local government's official website within 1 month after the end of the financial year to which the report relates.

This information is available on the City's website: bayswater.wa.gov.au/online-services/forms-and-publications/registers/2025/attendance-at-conferences,-seminars-and-training-r



Register of Fees, Allowances and Expenses

Elected Member	Fees and Allowances				Expense Reimbursement				Total
	Mayoral	Deputy Mayor	Meeting Attendance	ICT	Child care	Travel	Conference	Other	
Filomena Piffaretti	\$97,115		\$51,412	\$3,500		\$2,617.25	\$274.04	\$113.78	\$160,741.21
Elli Petersen-Pik		\$24,278.75	\$34,278	\$3,500		\$596.55			\$64,904.12
Assunta Meleca			\$34,278	\$3,500					\$39,095.60
Steven Ostaszewskyj			\$34,278	\$3,500					\$37,778.00
Josh Eveson			\$34,278	\$3,500					\$37,788.00
Sally Palmer			\$34,278	\$3,500			\$528.80		\$37,380.79
Michelle Sutherland			\$34,278	\$3,500					\$37,788.00
Nat Latter			\$34,278	\$3,500					\$37,788.00
Dan Bull			\$23,571.99	\$2,406.84					\$25,537.95
Lorna Clarke			\$17,279.86	\$1,764.38	\$510				\$19,554.24
Giorgia Johnson			\$34,278						\$37,788.00



Elected Member Professional Development

In alignment with section 5.126 of the *Local Government Act 1995* and City policy, Elected Members are supported to attend training, education and ongoing professional development to ensure they develop and maintain the knowledge and skills required to undertake their roles and responsibilities effectively. In 2024/2025, Elected Members participated in the following professional development activities:

Mayor

- 11/07/2024 CEO Performance Review Training
- 23-27/06/2025 Australian Local Government Association National General Assembly

Deputy Mayor

- 14/02/2025 WALGA Urban Forest Conference 2025

Cr Palmer

- 05/09/2024 Waste & Resource Recovery Conference

Cr Ostaszewskyj

- 23-27/06/2025 Australian Local Government Association National General Assembly

Cr Latter

- 06/06/2025 WALGA Planning Practices Essentials

Cr Johnson

- 10/10/2024 Carbon Accounting: Measurement, reporting and verification of Scope 1, 2 and 3 emissions
- 07/11/2024 ESG and Sustainability: Mastering Mandatory Climate Reporting

Elected Member diversity statistics

Elected Member Profiles	Number of Elected Members	
Gender	Male	3
	Female	6
	Other	1
	Did not disclose	1
Age	18 - 24	0
	25 - 34	0
	35 - 44	5
	45 - 54	3
	55 - 64	2
	65 +	1
	Did not disclose	0
Country of Birth	Australia	6
	United Kingdom	1
	Did not disclose	4
Linguistic Background Councillors could report more than one linguistic background	English	6
	Did not disclose	5
Identify as Aboriginal or Torres Strait Islander	Yes	0
	No	9
	Did not disclose	2



Disclosure of Annual Remuneration

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

Salary Band	Number of Officers		
	Female	Male	Total
\$130,000 - \$139,999	2	8	10
\$140,000 - \$149,999	2	2	4
\$150,000 - \$159,999	2	2	4
\$160,000 - \$169,999	2	4	6
\$170,000 - \$179,999	0	0	0
\$180,000 - \$189,999	0	0	0
\$190,000 - \$199,999	0	0	0
\$200,000 - \$209,999	0	0	0
\$210,000 - \$219,999	0	0	0
\$220,000 - \$229,999	0	0	0
\$230,000 - \$239,999	1	1	2
\$240,000 - \$249,999	0	0	0
\$250,000 - \$259,999	1	0	1
\$310,000 - \$319,999	0	1	1
Total	10	18	28
Gender Split	35.71%	64.29%	

The total remuneration* package provided to the CEO for 2024/25 was \$390,994.77.

* As per the Salaries and Allowances Act 1975 section 4(1) remuneration includes salary, allowances, fees, emoluments and benefits (whether in money or not).



Register of complaints and minor breaches

In accordance with Section 5.121 and Section 5.53(2) of the *Local Government Act 1995*, the Annual Report is to disclose the number of complaints received against Elected Members each year. The Register of Certain Complaints of Minor Breaches is maintained on the City's website: bayswater.wa.gov.au/online-services/forms-and-publications/registers/2023/register-of-certain-complaints-of-minor-breach

The Register provides details of minor breach complaints which the Local Government Standards Panel found to have occurred, and the actions taken.

No Minor Breaches were found to have occurred in 2024/25.

Information Management

The City's Information Management team manages the records of the City in accordance with the legal requirements of the *State Records Act 2000* and the City's Recordkeeping Plan.

The City's employees learn how to use the City's document management system as part of their induction via the City's e-learning system. They are also informed of the legal responsibilities required of all employees to achieve compliance.

During this financial year, 65,536 documents were registered in the City's document management system.

Freedom of information

In accordance with Sections 96 and 97 of the *Freedom of Information Act 1992*, the City is required to publish an annual information statement that details the process for applying for information under the Act, as well as information the City provides outside the Act. This document is available from the City of Bayswater offices or its website: bayswater.wa.gov.au/CityOfBayswater/media/Documents/Annual-Information-Statement-Updated-2024-for-website_3.pdf

During 2024/25, the City received 13 applications, a decrease of four from the previous year.

A total of \$510 was levied for processing applications. The Act requires all applications be responded to within 45 calendar days. The City's average processing time for 2024/25 was 11 days.

Statutory registers

The City maintains and regularly updates several statutory registers on its website, reflecting its ongoing commitment to accountability and transparency. These registers include the Register of Gifts and Travel Contributions, the Register of Complaints of Minor Breach, and the Register of Delegated Authority, which provide important information on various governance activities.

You can explore these registers on the City's website: bayswater.wa.gov.au/city-and-council/management-and-governance/registers

National Competition Policy

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

Competitive neutrality under the CPA

Competitive neutrality addresses potential advantages or disadvantages that public enterprises may have compared with businesses operating in the private sector. The City adheres to competitive neutrality principles whenever we conduct commercial activity. The following services are provided by the City through the open tendering process, which fall within the definition of the CPA:

- Domestic waste collection, including recycling, green waste and park litter bins, has been contracted to Cleanaway.
- Management of the Embleton Public Golf Course and the Maylands Peninsula Public Golf Course is contracted to TenGolf Maylands Pty Ltd, effective 1 July 2022.

The operation of the City's three recreation centres is managed in-house and competitive neutrality principles have been applied, with fees and charges benchmarked against comparable facilities to ensure cost-reflective and market-based pricing.

Report on the City's Access and Inclusion Plan

The City successfully completed all actions outlined in the Access and Inclusion Plan 2020-2024. Key achievements in 2024/2025 included the installation of a new wheelchair-accessible swing at Bardon Park in Maylands, enhancing the riverside playground's inclusivity for children of all abilities. The upgrade also featured accessible pathways, an ACROD-compliant parking bay, carpark wheel stops, general landscaping, a bike rack, a new A-frame swing, an updated basket swing and rubber soft fall surfacing to improve safety and accessibility. In addition, the changerooms at Upper Hillcrest Reserve in Bayswater were upgraded to include gender-inclusive and accessible facilities, such as private shower partitions, individual changing spaces, improved seating and LED sensor lighting – demonstrating the City's continued commitment to inclusive, high-quality community infrastructure. The City of Bayswater's 2024/25 Access and Inclusion Plan Progress Report has been submitted to the Department of Communities, reflecting these accomplishments.



Financial Report for 2024/25

Summary of Income and Expenditure

Income Statement	2023/24 Actual	2024/25 Budget	2024/25 Actual	Variance
Total income from continuing operations	\$99,540,239	\$96,749,417	\$100,056,591	\$3,307,174
Total expenses from continuing operations	\$96,847,971	\$101,168,656	\$100,920,518	\$248,138
Net operating result for the year	\$2,692,268	(\$4,419,239)	(\$863,927)	\$3,555,312
Capital Expenditure				
Purchase of property, plant and equipment	\$13,256,074	\$10,340,774	\$7,201,940	\$3,138,834
Purchase and construction of infrastructure	\$6,645,292	\$15,148,481	\$10,889,520	\$4,258,961
Total capital expenditure	\$19,901,366	\$25,489,255	\$18,091,460	\$7,387,795
Financial Position				
Total assets	\$951,593,527	-	\$955,345,582	
Total liabilities	\$39,967,957	-	\$34,479,545	
Net assets	\$911,625,570	-	\$920,866,037	
Cash and investments	\$90,628,189		\$89,781,189	

Capital grants, subsidies and contributions

Under the *Local Government (Administration) Regulation 19BE*, the total amounts of capital grants, subsidies and contributions received and utilised for asset replacement and renewal during the fiscal year 2024/25 was \$5,654,189.

Management and acquisition of City-owned land



Council endorsed the Land Acquisition and Disposal Strategy (LAADS) in 2019. The LAADS guides the management and acquisition of land the City owns, cares for and is in control of that can be leveraged for community benefit and financial return to support the services the City provides to the community. During 2024/25, the City undertook no major land transactions.

Any future land transactions in accordance with the LAADS will be individually assessed in accordance with the Major Land Transaction requirements under section 3.59 of the Act.

Statement by Chief Executive Officer - OAG Audited Report



City of
Bayswater

General Purpose Financial Statements

for the year ended 30 June 2025

City of Bayswater Financial Report for the Year Ended 30 June 2025

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Our Vision

The City of Bayswater conducts the operations of a local government with the following community vision:

Growing a connected, innovative, sustainable City.

Principal Place of Business

City of Bayswater Civic Centre
61 Broun Avenue
Morley WA 6062

City of Bayswater Financial Report for the Year Ended 30 June 2025

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

Statement by Chief Executive Officer

The accompanying financial report of the City of Bayswater has been prepared in compliance with the provisions of the *Local Government Act 1995* from proper accounts and records to present fairly the financial transactions for the reporting period ended 30 June 2025 and the financial position as at 30 June 2025.

At the date of signing this statement the particulars included in the financial report are not misleading or inaccurate.

Signed on the 28th day of November 2025



JEREMY EDWARDS
CHIEF EXECUTIVE OFFICER



City of Bayswater
Statement of Comprehensive Income
for the year ended 30 June 2025

	Note	2025 Actual	2025 Budget	2024 Actual
		\$	\$	\$
Revenue				
Rates	2(a), 31	60,742,503	60,695,664	57,472,494
Grants, subsidies and contributions	2(a)	3,194,871	3,703,937	3,618,480
Fees and charges	2(a)	27,598,174	25,883,686	25,613,204
Service charges	2(a)	0	0	6,918,720
Interest revenue	2(a)	5,660,520	5,496,744	4,282,704
Other revenue	2(a)	2,860,523	969,386	1,634,637
		<u>100,056,591</u>	<u>96,749,417</u>	<u>99,540,239</u>
Expenses				
Employee costs	2(b)	(43,737,404)	(45,733,058)	(41,167,721)
Materials and contracts		(37,299,455)	(35,448,632)	(36,466,911)
Utility charges		(3,802,291)	(4,044,956)	(3,481,914)
Depreciation		(13,583,535)	(13,593,021)	(13,417,424)
Finance costs	2(b)	(623,323)	(624,936)	(731,941)
Insurance		(1,143,158)	(1,278,656)	(1,094,072)
Other expenditure	2(b)	(731,352)	(445,397)	(487,988)
		<u>(100,920,518)</u>	<u>(101,168,656)</u>	<u>(96,847,971)</u>
		(863,927)	(4,419,239)	2,692,268
Discontinued operations	30	683,004	553,098	(2,016,269)
Capital grants, subsidies and contributions	2(a)	5,654,189	10,935,544	2,991,009
Profit on asset disposals		34,825	0	34,048
Loss on asset disposals		(712,047)	(244,836)	(283,874)
Fair value adjustments to financial assets at fair value through profit or (loss)	4(b)	(8,878)	0	4,203
Fair value adjustments to investment property	12	456,300	0	0
Share of net profit or (loss) of associates accounted for using the equity method	25(c)	(2,674,414)	0	4,052,578
		<u>3,432,979</u>	<u>11,243,806</u>	<u>4,781,695</u>
Net result for the period	29(b)	2,569,052	6,824,567	7,473,963
Other comprehensive income for the period				
<i>Items that will not be reclassified subsequently to profit or loss</i>				
Share of other comprehensive income of associates accounted for using the equity method	20, 25(b)	6,671,415	0	(283,534)
Total other comprehensive income for the period		6,671,415	0	(283,534)
Total comprehensive income for the period		9,240,467	6,824,567	7,190,429

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



City of Bayswater
Statement of Financial Position
as at 30 June 2025

	Note	2025	2024
		\$	\$
Current Assets			
Cash and cash equivalents	3	14,452,912	19,464,545
Trade and other receivables	5	6,101,822	6,460,769
Other financial assets	4(a)	75,328,277	71,163,644
Inventories	6	300,660	236,562
Other assets	7	6,074,557	8,166,805
Total Current Assets		102,258,228	105,492,325
Non-Current Assets			
Trade and other receivables	5	4,009,150	4,575,748
Other financial assets	4(b)	199,049	207,927
Investment in associate	25(a)	42,738,913	38,741,912
Property, plant and equipment	8(a)	562,763,256	562,950,355
Infrastructure	9(a)	232,235,636	229,127,609
Right-of-use assets	11(a)	545,050	347,967
Investment property	12	10,596,300	10,140,000
Intangible assets	13	0	9,684
Total Non-Current Assets		853,087,354	846,101,202
Total Assets		955,345,582	951,593,527
Current Liabilities			
Trade and other payables	14	12,890,413	11,274,914
Aged Persons Homes liabilities	15	2,343	35,710
Contract liabilities	16	705,848	681,080
Capital grant/contributions liabilities	16	1,189,945	1,985,355
Other liabilities	16	0	1,051,373
Deferred lease liability	17	32,969	32,969
Lease liabilities	11(b)	182,191	138,254
Borrowings	18	967,747	2,451,101
Employee related provisions	19	7,239,684	7,039,535
Total Current Liabilities		23,211,140	24,690,291
Non-Current Liabilities			
Deferred lease liability	17	3,024,877	3,057,846
Lease liabilities	11(b)	376,242	216,282
Borrowings	18	7,523,609	11,704,631
Employee related provisions	19	343,677	298,907
Total Non-Current Liabilities		11,268,405	15,277,666
Total Liabilities		34,479,545	39,967,957
Net Assets		920,866,037	911,625,570
Equity			
Retained surplus		240,577,212	254,268,182
Reserve accounts	34	69,610,151	53,350,129
Revaluation surplus	20	610,678,674	604,007,259
Total Equity		920,866,037	911,625,570

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



City of Bayswater
 Statement of Changes in Equity
 for the year ended 30 June 2025

	Note	Retained Surplus	Reserves (Cash/ Financial Asset Backed)	Revaluation Surplus	Total Equity
		\$	\$	\$	\$
Balance as at 1 July 2023		251,178,093	48,966,255	604,290,793	904,435,141
Comprehensive income for the period					
Net result for the period		7,473,963	0	0	7,473,963
Other comprehensive income for the period	20	0	0	(283,534)	(283,534)
Total comprehensive income for the period		7,473,963	0	(283,534)	7,190,429
Transfers from reserve accounts	34	6,530,385	(6,530,385)	0	0
Transfers to reserve accounts	34	(10,914,259)	10,914,259	0	0
Balance as at 30 June 2024		254,268,182	53,350,129	604,007,259	911,625,570
Comprehensive income for the period					
Net result for the period		2,569,052	0	0	2,569,052
Other comprehensive income for the period	20	0	0	6,671,415	6,671,415
Total comprehensive income for the period		2,569,052	0	6,671,415	9,240,467
Transfers from reserve accounts	34	40,891,712	(40,891,712)	0	0
Transfers to reserve accounts	34	(57,151,734)	57,151,734	0	0
Balance as at 30 June 2025		240,577,212	69,610,151	610,678,674	920,866,037

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



City of Bayswater
Statement of Cash Flows
for the year ended 30 June 2025

	2025	2024
Note	Actual	Actual
	\$	\$
Cash Flows from Operating Activities		
Receipts		
Rates	61,088,988	57,350,345
Grants, subsidies and contributions	2,498,518	2,983,975
Fees and charges	27,565,205	25,580,235
Service charges	1,517,223	4,469,429
Interest revenue	5,660,520	4,282,704
Goods and services tax received	3,968,927	4,721,109
Other revenue	2,860,523	1,634,637
	<u>105,159,904</u>	<u>101,022,434</u>
Payments		
Employee costs	(43,444,390)	(40,709,674)
Materials and contracts	(33,622,860)	(40,864,626)
Utility charges	(3,802,291)	(3,481,914)
Finance costs	(623,323)	(731,941)
Insurance paid	(1,143,158)	(1,094,072)
Goods and services tax paid	(4,146,666)	(4,361,111)
Other expenditure	(714,299)	(478,652)
	<u>(87,496,987)</u>	<u>(91,721,990)</u>
Discontinued Operations	30 512,240	1,623,140
Net cash provided by operating activities	21(b) 18,175,157	10,923,584
Cash Flows from Investing Activities		
Payments for financial assets at amortised cost	(4,164,633)	2,658,319
Payments for assets held for sale	0	(124,983)
Payments for purchase of property, plant & equipment	8(a) (7,201,940)	(13,131,091)
Payments for construction of infrastructure	9(a) (10,889,520)	(6,645,292)
Proceeds from capital grants, subsidies and contributions	3,807,406	3,943,099
Distributions from investments in associates	0	1,221,838
Proceeds from sale of assets held for sale	0	121,328
Proceeds from sale of property, plant & equipment	1,113,448	396,587
Net cash (used in) investing activities	<u>(17,335,239)</u>	<u>(11,560,195)</u>
Cash Flows from Financing Activities		
Repayment of borrowings	33(a) (5,664,376)	(2,360,651)
Payments for principal portion of lease liabilities	33(d) (187,175)	(152,226)
Net cash (used in) financing activities	<u>(5,851,551)</u>	<u>(2,512,877)</u>
Net (decrease) in cash held	(5,011,633)	(3,149,488)
Cash at beginning of year	19,464,545	22,614,033
Cash and cash equivalents at the end of the year	21(a) <u>14,452,912</u>	<u>19,464,545</u>

Non-cash investing and financing movements are disclosed at Note 21(c).

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

City of Bayswater
Statement of Financial Activity
for the year ended 30 June 2025

	2025	2025	2024
Note	Actual	Budget	Actual
	\$	\$	\$
Operating Activities			
Revenue from operating activities			
General rates	31 52,397,231	52,326,381	57,472,494
Rates excluding general rates	31 8,345,272	8,369,283	0
Grants, subsidies and contributions	3,194,871	3,703,937	3,618,480
Fees and charges	27,598,174	25,883,686	25,613,204
Service charges	0	0	6,918,720
Interest revenue	5,660,520	5,496,744	4,282,704
Other revenue	2,860,523	969,386	1,634,637
Profit on asset disposals	34,825	0	34,048
Fair value adjustments to financial assets at fair value through profit or loss	4(b) (8,878)	0	4,203
Fair value adjustments to investment property	12 456,300	0	0
Share of net profit of associates accounted for using the equity method	25(c) 0	0	4,052,578
	<u>100,538,838</u>	<u>96,749,417</u>	<u>103,631,068</u>
Expenditure from operating activities			
Employee costs	(43,737,404)	(45,733,058)	(41,167,721)
Materials and contracts	(37,299,455)	(35,448,632)	(36,466,911)
Utility charges	(3,802,291)	(4,044,956)	(3,481,914)
Depreciation	(13,583,535)	(13,593,021)	(13,417,424)
Finance costs	(623,323)	(624,936)	(731,941)
Insurance	(1,143,158)	(1,278,656)	(1,094,072)
Other expenditure	(731,352)	(445,397)	(487,988)
Loss on asset disposals	(712,047)	(244,836)	(283,874)
Share of net loss of associates accounted for using the equity method	25(c) (2,674,414)	0	0
	<u>(104,306,979)</u>	<u>(101,413,492)</u>	<u>(97,131,845)</u>
Discontinued Operations	30 683,004	553,098	(2,016,269)
Non-cash amounts excluded from operating activities	32(a) 30,419,892	15,451,344	11,963,573
Amount attributable to operating activities	<u>27,334,755</u>	<u>11,340,367</u>	<u>16,446,527</u>
Investing Activities			
Inflows from investing activities			
Capital grants, subsidies and contributions	5,654,189	10,935,544	2,991,009
Proceeds from disposal of assets	1,113,448	446,004	396,587
Distributions from investments in associates	25(b) 0	0	1,221,838
	<u>6,767,637</u>	<u>11,381,548</u>	<u>4,609,434</u>
Outflows from investing activities			
Payments for assets held for sale	0	0	(124,983)
Acquisition of property, plant and equipment	8(a) (7,201,940)	(10,340,774)	(13,131,091)
Acquisition of infrastructure	9(a) (10,889,520)	(15,148,481)	(6,645,292)
	<u>(18,091,460)</u>	<u>(25,489,255)</u>	<u>(19,901,366)</u>
Amount attributable to investing activities	<u>(11,323,823)</u>	<u>(14,107,706)</u>	<u>(15,291,932)</u>
Financing Activities			
Inflows from financing activities			
Proceeds from new leases - non cash	33(d) 391,072	201,203	304,254
Transfers from reserve accounts	34 40,891,712	41,219,072	6,530,385
	<u>41,282,784</u>	<u>41,420,275</u>	<u>6,834,639</u>
Outflows from financing activities			
Repayment of borrowings	33(a) (5,664,376)	(2,451,100)	(2,360,651)
Payments for principal portion of lease liabilities	33(d) (187,175)	(126,381)	(152,226)
Transfers to reserve accounts	34 (57,151,734)	(36,839,617)	(10,914,259)
	<u>(63,003,285)</u>	<u>(39,417,098)</u>	<u>(13,427,136)</u>
Non-cash amounts excluded from financing activities	32(b) (391,072)	(201,203)	(304,254)
Amount attributable to financing activities	<u>(22,111,573)</u>	<u>1,801,974</u>	<u>(6,896,751)</u>
Movement in Surplus or Deficit			
Surplus or deficit at the start of the financial year	32(c) 15,640,707	965,365	21,382,863
Amount attributable to operating activities	27,334,755	11,340,367	16,446,527
Amount attributable to investing activities	(11,323,823)	(14,107,706)	(15,291,932)
Amount attributable to financing activities	(22,111,573)	1,801,974	(6,896,751)
Surplus or deficit after imposition of general rates	32(c) <u>9,540,066</u>	<u>0</u>	<u>15,640,707</u>

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

City of Bayswater

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City of Bayswater

Notes to and forming part of the Financial Report for the year ended 30 June 2025

1. Basis of Preparation

The financial report of the City of Bayswater which is a Class 1 local government comprises general purpose financial statements which have been prepared in accordance with the *Local Government Act 1995* and accompanying regulations.

Local Government Act 1995 requirements

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

The *Local Government (Financial Management) Regulations 1996* specify that vested land is a right-of-use asset to be measured at cost, and is considered a zero-cost concessionary lease. All right-of-use assets under zero cost concessionary leases are measured at zero cost rather than at fair value, except for vested improvements on concessionary land leases such as roads, buildings or other infrastructure which continue to be reported at fair value, as opposed to the vested land which is measured at zero cost. The measurement of vested improvements at fair value is a departure from AASB 16 which would have required the City to measure any vested improvements at zero cost.

The Local Government (Financial Management) Regulations 1996 provide that:

- Land and buildings classified as property, plant and equipment; or
- Infrastructure; or
- Vested improvements that the local government controls;

and measured at reportable value, are only required to be revalued every five years. Revaluing these non-financial assets every five years is a departure from AASB 116 Property, Plant and Equipment, which would have required the City to assess at each reporting date whether the carrying amount of the above mentioned non-financial assets materially differs from their fair value and, if so, revalue the class of non-financial assets.

Accounting policies which have been adopted in the preparation of this financial report have been consistently applied unless stated otherwise. Except for cash flow and rate setting information, the financial report has been prepared on the accrual basis and is based on historical costs, modified, where applicable, by the measurement at fair value of selected non-current assets, financial assets and liabilities.

Critical accounting estimates and judgements

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

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

As with all estimates, the use of different assumptions could lead to material changes in the amounts reported in the financial report.

The following are estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year and further information on their nature and impact can be found in the relevant note:

- Fair value measurement of assets carried at reportable value including:
 - Property, plant and equipment – Note 8
 - Infrastructure – Note 9
- Expected credit losses on financial assets – Note 4
- Assets held for sale – Note 7
- Impairment losses of non-financial assets – Notes 8 and 9
- Investment property – Note 12
- Estimated useful life of intangible assets – Note 13
- Measurement of employee benefits – Note 19

Fair value hierarchy information can be found in Note 28.

City of Bayswater

Notes to and forming part of the Financial Report for the year ended 30 June 2025

1. Basis of Preparation (Continued)

The local government reporting entity

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

All monies held in the Trust Fund are excluded from the financial statements. A separate statement of those monies appears at Note 35 of the financial report.

Initial application of accounting standards

During the current year, the following new or revised Australian Accounting Standards and Interpretations were applied for the first time.

- AASB 2020-1 Amendments to Australian Accounting Standards - Classification of Liabilities as Current or Non-current
- AASB 2022-5 Amendments to Australian Accounting Standards - Lease Liability in a Sale and Leaseback
- AASB 2022-6 Amendments to Australian Accounting Standards - Non-current Liabilities with Covenants
- AASB 2023-3 Amendments to Australian Accounting Standards - Disclosure of Non-current Liabilities with Covenants: Tier 2
- AASB 2024-1 Amendments to Australian Accounting Standards - Supplier Finance Arrangements: Tier 2 Disclosures
- AASB 2023-1 Amendments to Australian Accounting Standards - Supplier Finance Arrangements

These amendments are not expected to have any material impact on the financial report on initial application.

- AASB 2022-10 Amendments to Australian Accounting Standards – Fair Value Measurement of Non-Financial Assets of Not-for-Profit Public Sector Entities

These amendments may result in changes to the fair value of certain non-financial assets on revaluation. The impact has not been quantified as it is not considered practicable to determine the amount of the difference in fair value attributable to the change in the standard.

New accounting standards for application in future years

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

- AASB 2014-10 Amendments to Australian Accounting Standards - Sale or Contribution of Assets between an Investor and its Associate or Joint Venture
- AASB 2024-4b Amendments to Australian Accounting Standards - Effective Date of Amendments to AASB 10 and AASB 128 [deferred AASB 10 and AASB 128 amendments in AASB 2014-10 apply]
- AASB 2022-9 Amendments to Australian Accounting Standards - Insurance Contracts in the Public Sector
- AASB 2023-5 Amendments to Australian Accounting Standards - Lack of Exchangeability
- AASB 18 (FP) Presentation and Disclosure in Financial Statements - (Appendix D) [for for-profit entities]
- AASB 18 (NFP/super) Presentation and Disclosure in Financial Statements - (Appendix D) [for not-for-profit and superannuation entities]
- AASB 2024-2 Amendments to Australian Accounting Standards - Classification and Measurement of Financial Instruments
- AASB 2024-3 Amendments to Australian Accounting Standards - Annual Improvements Volume 11

These amendments are not expected to have any material impact on the financial report on initial application.

City of Bayswater

Notes to and forming part of the Financial Report for the year ended 30 June 2025

2. Revenue and Expenses

(a) Revenue

Contract with customers

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

Revenue Category	Nature of Goods and Services	When obligations typically satisfied	Payment terms	Returns/ Refunds/ Warranties	Timing of revenue recognition
Grants, subsidies and contributions	<ul style="list-style-type: none"> Community events, minor facilities, research, design, planning evaluation and services. General appropriations and contributions with no reciprocal commitment. 	Over time	Fixed terms transfer of funds based on agreed milestones and reporting	Contract obligation if project not complete	Output method based on project milestones and/or completion date matched to performance obligations
Fees and charges - licences, registrations, approvals	<ul style="list-style-type: none"> Building, planning, development and animal management. Compliance safety check. Regulatory food, health and safety. Kerbside collection service. Gym and pool memberships. Library fees, reinstatements and private works. Fines issued for breaches of local laws. 	Single point in time	Full payment prior to issue	None	On payment of the licence, registration or approval
Fees and charges - waste management entry fees	<ul style="list-style-type: none"> Waste treatment, recycling and disposal service at disposal sites. 	Single point in time	Payment in advance at gate or on normal trading terms if credit provided	None	On entry to facility
Other Revenue - sale of stock	<ul style="list-style-type: none"> Various kiosks at the recreation facilities. 	Single point in time	In full in advance	Refund for faulty goods	At point of sale
Other Revenue	<ul style="list-style-type: none"> Commissions on art sales and vending machines. Insurance claims and other reimbursements. 	Single point in time	Monthly in arrears	None	At point of service

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

City of Bayswater

Notes to and forming part of the Financial Report for the year ended 30 June 2025

2. Revenue and Expenses (Continued)

(a) Revenue (Continued)

Revenue Recognition

Rate revenue was recognised from the rate record as soon as practicable after the City resolved to impose rates in the financial year as well as when the rate record was amended to ensure the information in the record was current and correct.

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

For the year ended 30 June 2025

Nature	Contracts with customers	Capital grant/ contributions	Statutory requirements	Other	Total
	\$	\$	\$	\$	\$
Rates	0	0	60,742,503	0	60,742,503
Grants, subsidies and contributions	3,194,871	0	0	0	3,194,871
Fees and charges	10,909,906	0	16,688,268	0	27,598,174
Interest revenue	0	0	563,332	5,097,188	5,660,520
Other revenue	1,618,133	0	0	1,242,390	2,860,523
Capital grants, subsidies and contributions	0	5,654,189	0	0	5,654,189
Total	15,722,910	5,654,189	77,994,103	6,339,578	105,710,780

For the year ended 30 June 2024

Nature	Contracts with customers	Capital grant/ contributions	Statutory requirements	Other	Total
	\$	\$	\$	\$	\$
Rates	0	0	57,472,494	0	57,472,494
Grants, subsidies and contributions	3,618,480	0	0	0	3,618,480
Fees and charges	9,679,759	0	15,933,445	0	25,613,204
Service charges	0	0	6,918,720	0	6,918,720
Interest revenue	0	0	520,325	3,762,379	4,282,704
Other revenue	1,351,324	0	0	283,313	1,634,637
Capital grants, subsidies and contributions	0	2,991,009	0	0	2,991,009
Total	14,649,563	2,991,009	80,844,984	4,045,692	102,531,248

	Note	2025 Actual	2024 Actual
		\$	\$
Assets and services acquired below fair value			
Contributed assets	9(a)	0	0
		0	0

The City utilises volunteer services at the libraries and events. However, the volunteer services are not recognised as revenue as the fair value of the services cannot be reliably estimated.

	2025 Actual	2024 Actual
	\$	\$
Interest revenue		
Interest on reserve account	2,782,096	1,356,059
Rates and UGP instalment and penalty interest	563,332	520,325
Other interest revenue	2,315,092	2,406,320
	5,660,520	4,282,704

The 2025 original budget estimate in relation to rates penalty interest was \$202,000.

Fees and charges relating to rates receivable

Charges on instalment plan	106,954	107,474
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The 2025 original budget estimate in relation to charges on instalment plan was \$106,500.

City of Bayswater

Notes to and forming part of the Financial Report
for the year ended 30 June 2025

2. Revenue and Expenses (Continued)

(b) Expenses

Note	2025 Actual \$	2024 Actual \$
Auditors remuneration		
Audit of the Annual Financial Report	152,855	150,940
Internal audit	51,030	44,940
Grant acquittals	1,300	0
	205,185	195,880
Employee Costs		
Employee benefit costs	41,817,121	39,716,571
Other employee costs	1,920,283	1,451,150
	43,737,404	41,167,721
Finance costs		
Interest and financial charges paid/payable for lease liabilities and financial liabilities not at fair value through profit or loss	33(a) 603,159	722,714
Lease liabilities	33(d) 20,164	9,227
	623,323	731,941
Other expenditure		
Impairment losses on rates and statutory receivables	115,243	82,511
Impairment losses on trade receivables	17,053	9,336
Sundry expenses	599,056	396,141
	731,352	487,988

City of Bayswater

Notes to and forming part of the Financial Report
for the year ended 30 June 2025

3. Cash and Cash Equivalents

	Note	2025	2024
		\$	\$
Cash at bank and on hand		5,502,912	7,981,052
Term deposits		8,950,000	11,483,493
Total cash and cash equivalents	21(a)	14,452,912	19,464,545
Held as			
- Unrestricted cash and cash equivalents		14,452,912	19,464,545
		14,452,912	19,464,545

Material Accounting Policies

Cash and Cash Equivalents

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

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

Restricted Financial Assets

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

Restrictions are specified in an agreement, contract or legislation. This applies to reserve accounts, unspent grants, subsidies and contributions and unspent loans that have not been fully expended in the manner specified by the contributor, legislation or loan agreement.

City of Bayswater

Notes to and forming part of the Financial Report
for the year ended 30 June 2025

4. Other Financial Assets

	Note	2025	2024
		\$	\$
(a) Current assets			
Financial assets at amortised cost		75,328,277	71,163,644
		<u>75,328,277</u>	<u>71,163,644</u>
Other financial assets at amortised cost			
Term deposits		75,328,277	71,163,644
		<u>75,328,277</u>	<u>71,163,644</u>
Held as			
- Unrestricted other financial assets at amortised cost		3,822,333	14,652,483
- Restricted other financial assets at amortised cost	21(a)	71,505,944	56,511,161
		<u>75,328,277</u>	<u>71,163,644</u>
(b) Non-current assets			
Financial assets at fair value through profit or loss		199,049	207,927
		<u>199,049</u>	<u>207,927</u>
Financial assets at fair value through profit or loss			
Units in Local Government House Trust - opening balance		207,927	203,724
Movement attributable to fair value increment		(8,878)	4,203
Units in Local Government House Trust - closing balance		<u>199,049</u>	<u>207,927</u>

Fair value of financial assets at fair value through profit and loss is determined from the net asset value of the units held in the Trust at balance date as compiled by WALGA.

Material Accounting Policies

Other financial assets at amortised cost

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

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

Fair values of financial assets at amortised cost are not materially different to their carrying amounts, since the interest receivable on those assets is either close to current market rates or the assets are of a short-term nature. Non-current financial assets at amortised cost fair values are based on discounted cash flows using the current market rates. They are classified as level 2 fair values in the fair value hierarchy (see Note 28(i)) due to the observable market rates.

Interest received is presented under cashflows from operating activities in the Statement of Cash Flows where it is earned from financial assets that are held for cash management purposes.

Financial assets at fair value through profit and loss

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

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

Impairment and risk

Information regarding impairment and exposure to risk can be found at Note 26.

City of Bayswater

Notes to and forming part of the Financial Report
for the year ended 30 June 2025

5. Trade and Other Receivables

	Note	2025	2024
		\$	\$
Current			
Rates and statutory receivables		3,160,347	4,000,436
Trade receivables		1,950,282	1,597,368
GST receivable		648,701	470,962
Receivables for employee related provisions	19	342,492	392,003
		6,101,822	6,460,769
Non-current			
Rates and statutory receivables		906,870	1,824,622
Trade receivables		160,247	156,618
Deferred lease receivables - Mertome		2,942,033	2,594,508
		4,009,150	4,575,748

Material Accounting Policies

Rates and statutory receivables

Rates and statutory receivables are non-contractual receivables arising from statutory requirements and include amounts due from ratepayers for unpaid rates and service charges and other statutory charges or fines.

Rates and statutory receivables are recognised when the taxable event has occurred and can be measured reliably.

Trade receivables

Trade receivables are amounts receivable from contractual arrangements with customers for goods sold, services performed or grants or contributions with sufficiently specific performance obligations as part of the ordinary course of business.

Other receivables

Other receivables are amounts receivable from contractual arrangements with third parties other than contracts with customers including grants for the construction of recognisable non-financial assets.

Measurement

Trade and other receivables are recognised initially at the amount of the transaction price, unless they contain a significant financing component, and are to be recognised at fair value.

Classification and subsequent measurement

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

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

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

Impairment and risk exposure

Information about the impairment of trade receivables and their exposure to credit risk and interest rate risk can be found in Note 26.

City of Bayswater

Notes to and forming part of the Financial Report
for the year ended 30 June 2025

6. Inventories

	2025	2024
	\$	\$
Current		
Fuel and materials	300,660	236,562
	300,660	236,562

The following movements in inventories occurred during the year:

Balance at beginning of year	236,562	191,061
Inventories expensed during the year	(830,254)	(890,946)
Additions to inventory	894,352	936,447
Balance at end of year	300,660	236,562

Material Accounting Policies

General

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

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

7. Other Assets

	2025	2024
	\$	\$
Other assets - current		
Prepayments	501,568	693,102
Accrued income	2,712,371	4,783,849
Assets held for sale	2,860,618	2,689,854
	6,074,557	8,166,805

Land and buildings classified as held for sale

Assets held for sale consist of aged care assets which the City is currently working toward divesting from. Refer to Note 30 - Discontinued Operations.

Material Accounting Policies

Other Current Assets

Other non-financial assets include prepayments which represent payments in advance of receipt of goods or services or that part of expenditure made in one accounting period covering a term extending beyond that period. Accrued income which represents revenue that has been earned in the reported period but is yet to be received.

Assets Held for Sale

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

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

The fair value of land and buildings was determined using the sales comparison approach using comparable properties in the area. This is a level 2 measurement as per the fair value hierarchy set out in Note 28(i).

City of Bayswater

Notes to and forming part of the Financial Report
for the year ended 30 June 2025

8. Property, Plant and Equipment

(a) Movements in Balances

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

	Assets not subject to operating lease		Total property				Plant and equipment			
	Note	Land	Buildings	Land	Buildings	Buildings - Work in progress	Total property	Furniture and equipment	Plant and equipment	Total property, plant and equipment
		\$	\$	\$	\$	\$	\$	\$	\$	\$
Balance at 1 July 2023		377,141,000	164,946,986	377,141,000	164,946,986	3,969,919	546,057,905	2,153,239	7,856,120	556,067,264
Additions		4,515,000	6,308,488	4,515,000	6,308,488	0	10,823,488	640,263	1,667,340	13,131,091
Disposals		0	0	0	0	0	0	(8,206)	(548,317)	(556,523)
Depreciation		0	(3,924,305)	0	(3,924,305)	0	(3,924,305)	(920,032)	(847,140)	(5,691,477)
Transfers		0	3,814,185	0	3,814,185	(3,814,185)	0	0	0	0
Balance at 30 June 2024		381,656,000	171,145,354	381,656,000	171,145,354	155,734	552,957,088	1,865,264	8,128,003	562,950,355
Comprises:										
Gross balance amount at 30 June 2024		381,656,000	268,283,772	381,656,000	268,283,772	155,734	650,095,506	5,701,427	10,949,288	666,746,221
Accumulated depreciation at 30 June 2024		0	(97,138,418)	0	(97,138,418)	0	(97,138,418)	(3,836,163)	(2,821,285)	(103,795,866)
Balance at 30 June 2024	8(b)	381,656,000	171,145,354	381,656,000	171,145,354	155,734	552,957,088	1,865,264	8,128,003	562,950,355
Additions		1,100,000	3,097,157	1,100,000	3,097,157	0	4,197,157	552,149	2,452,634	7,201,940
Disposals		(913,020)	0	(913,020)	0	0	(913,020)	(12,000)	(753,473)	(1,678,493)
Depreciation		0	(4,106,154)	0	(4,106,154)	0	(4,106,154)	(734,772)	(869,620)	(5,710,546)
Transfers		0	110,050	0	110,050	(110,050)	0	0	0	0
Balance at 30 June 2025		381,842,980	170,246,407	381,842,980	170,246,407	45,684	552,135,071	1,670,641	8,957,544	562,763,256
Comprises:										
Gross balance amount at 30 June 2025		381,842,980	271,490,979	381,842,980	271,490,979	45,684	653,379,643	5,971,750	12,180,519	671,531,912
Accumulated depreciation at 30 June 2025		0	(101,244,572)	0	(101,244,572)	0	(101,244,572)	(4,301,109)	(3,222,975)	(108,768,656)
Balance at 30 June 2025	8(b)	381,842,980	170,246,407	381,842,980	170,246,407	45,684	552,135,071	1,670,641	8,957,544	562,763,256

City of Bayswater

Notes to and forming part of the Financial Report
for the year ended 30 June 2025

8. Property, Plant and Equipment (continued)

(b) Carrying Value Measurements

Asset class	Note	Carrying amount 2025	Carrying amount 2024	Fair value hierarchy	Valuation technique	Basis of valuation	Date of last valuation	Inputs used
		\$	\$					
(i) Fair value - as determined at the last valuation date								
Land and buildings								
Land - market value		381,842,980	381,656,000	2	Market approach using recent observable market data for similar properties	Independent registered valuer	June 2023	Price per metre
Total land	8(a)	381,842,980	381,656,000					
Buildings - non specialised		170,246,407	171,145,354	2 & 3	Market approach using recent observable data for similar properties e.g. residential properties and cost approach using depreciated replacement cost	Independent registered valuer	June 2023	Price per metre (Level 2) Construction cost based on current tender and market rates (Level 2) residual values and critical life assessments (Level 3)
Total buildings	8(a)	170,246,407	171,145,354					

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

During the period there were no changes in the valuation techniques used by the local government to determine the fair value of property, plant and equipment using either level 2 or level 3 inputs. The valuation techniques applied to property subject to lease was the same as that applied to property not subject to lease.

(ii) Cost

Furniture and equipment	Not applicable	Cost	Not applicable	Not applicable
Plant and equipment	Not applicable	Cost	Not applicable	Not applicable

City of Bayswater

Notes to and forming part of the Financial Report
for the year ended 30 June 2025

9. Infrastructure

(a) Movements in Balances

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

	Roads	Drainage	Footpaths	Park development	Other infrastructure	Work-in Progress	Total infrastructure
	\$	\$	\$	\$	\$	\$	\$
Balance at 1 July 2023	111,373,636	48,756,517	36,225,637	28,156,534	5,103,781	446,978	230,063,083
Additions	3,465,265	90,102	309,149	1,513,160	637,504	630,112	6,645,292
(Disposals)	0	0	0	(89,890)	0	0	(89,890)
Depreciation	(3,788,442)	(333,959)	(673,605)	(2,020,322)	(674,548)	0	(7,490,876)
Balance at 30 June 2024	111,050,459	48,512,660	35,861,181	27,559,482	5,066,737	1,077,090	229,127,609
Comprises:							
Gross balance at 30 June 2024	216,151,270	65,955,040	51,980,161	62,030,925	10,416,570	1,077,090	407,611,056
Accumulated depreciation at 30 June 2024	(105,100,811)	(17,442,380)	(16,118,980)	(34,471,443)	(5,349,833)	0	(178,483,447)
Balance at 30 June 2024	111,050,459	48,512,660	35,861,181	27,559,482	5,066,737	1,077,090	229,127,609
Additions	4,720,558	158,508	3,432,329	2,099,693	52,223	426,209	10,889,520
(Disposals)	0	0	0	(112,177)	0	0	(112,177)
Depreciation	(3,871,179)	(334,762)	(718,220)	(2,067,226)	(677,929)	0	(7,669,316)
Balance at 30 June 2025	111,899,838	48,336,406	38,575,290	27,479,772	4,441,031	1,503,299	232,235,636
Comprises:							
Gross balance at 30 June 2025	220,871,828	66,113,549	55,412,490	63,471,045	10,468,793	1,503,299	417,841,004
Accumulated depreciation at 30 June 2025	(108,971,990)	(17,777,143)	(16,837,200)	(35,991,273)	(6,027,762)	0	(185,605,368)
Balance at 30 June 2025	111,899,838	48,336,406	38,575,290	27,479,772	4,441,031	1,503,299	232,235,636

City of Bayswater

Notes to and forming part of the Financial Report
for the year ended 30 June 2025

9. Infrastructure (Continued)

(b) Carrying Value Measurements

Asset class	Fair value hierarchy	Valuation technique	Basis of valuation	Date of last valuation	Inputs used
Fair value – as determined at the last valuation date					
Roads	3	Cost approach using depreciated replacement cost	Management valuation	June 2022	Construction cost based on current tender and market rates (Level 2), residual values and critical life assessments (Level 3)
Drainage	3	Cost approach using depreciated replacement cost	Management valuation	June 2022	Construction cost based on current tender and market rates (Level 2), residual values and critical life assessments (Level 3)
Footpaths	3	Cost approach using depreciated replacement cost	Management valuation	June 2022	Construction cost based on current tender and market rates (Level 2), residual values and critical life assessments (Level 3)
Park development	3	Cost approach using depreciated replacement cost	Management valuation	June 2022	Construction cost based on current tender and market rates (Level 2), residual values and critical life assessments (Level 3)
Other infrastructure	3	Cost approach using depreciated replacement cost	Management valuation	June 2022	Construction cost based on current tender and market rates (Level 2), residual values and critical life assessments (Level 3)

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

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

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

City of Bayswater

Notes to and forming part of the Financial Report
for the year ended 30 June 2025

10. Fixed Assets

(a) Depreciation

Depreciation Rates

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

Asset Class	Useful life
<i>Buildings</i>	10 to 150 years
<i>Furniture and equipment</i>	3 to 10 years
<i>Plant and equipment</i>	5 to 42 years
<i>Roads and Footpaths</i>	
Road Seal	15 to 30 years
Pavement	99 years
Kerbing	75 years
Footpaths	30 to 75 years
<i>Drainage</i>	30 to 200 years
<i>Park Development</i>	
Play Equipment	10 to 15 years
Sporting Structures	5 to 50 years
Irrigation	8 to 25 years
Other Park Structures	10 to 50 years
Lighting	10 to 30 years
Park Furniture	10 to 50 years
Signage	5 to 10 years
Fencing	10 to 99 years
Synthetic Surfaces	15 years
<i>Other Infrastructure</i>	
Bus Shelter	35 to 40 years
Lighting	10 to 30 years
Park and Street Furniture	10 to 50 years
Signage	4 to 20 years
Entry Statements	30 years
<i>Intangibles</i>	3 to 15 years
<i>Right-of-use (buildings)</i>	Based on the remaining lease term
<i>Right-of-use (plant and equipment)</i>	Based on the remaining lease term

(b) Fully Depreciated Assets in Use

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

	2025	2024
	\$	\$
Furniture and equipment	2,437,836	1,487,213
Plant and equipment	30,513	30,513
	<u>2,468,349</u>	<u>1,517,726</u>

City of Bayswater

Notes to and forming part of the Financial Report for the year ended 30 June 2025

10. Fixed Assets (Continued)

Material Accounting Policies

Initial recognition

An item of property, plant and equipment or infrastructure that qualifies for recognition as an asset is measured at its cost.

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

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

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

Individual assets that are land, buildings and infrastructure acquired between scheduled revaluation dates of the asset class in accordance with the City's revaluation policy, are recognised at cost and disclosed as being at reportable value.

Measurement after recognition

Plant and equipment including furniture and equipment and right-of-use assets (other than vested improvements) are measured using the cost model as required under *Local Government (Financial Management) Regulation 17A(2)*. Assets held under the cost model are carried at cost less accumulated depreciation and any impairment losses being their reportable value.

Reportable Value

In accordance with *Local Government (Financial Management) Regulation 17A(2)*, the carrying amount of non-financial assets that are land and buildings classified as property, plant and equipment, investment properties, infrastructure or vested improvements that the local government controls.

Reportable value is for the purpose of *Local Government (Financial Management) Regulation 17A(4)* is the fair value of the asset at its last valuation date minus (to the extent applicable) the accumulated depreciation and any accumulated impairment losses in respect of the non-financial asset subsequent to its last valuation date.

Revaluation

Land and buildings classified as property, plant and equipment, infrastructure or vested improvements that the local government controls and measured at reportable value, are only required to be revalued every five years in accordance with the regulatory framework. This includes buildings and infrastructure items which were pre-existing improvements (i.e. vested improvements) on land vested in the City.

Whilst the regulatory framework only requires a revaluation to occur every five years, it also provides for the City to revalue earlier if it chooses to do so.

For land, buildings and infrastructure, increases in the carrying amount arising on revaluation of asset classes are credited to a revaluation surplus in equity.

Decreases that offset previous increases of the same class of asset are recognised against revaluation surplus directly in equity. All other decreases are recognised in profit or loss.

Subsequent increases are then recognised in profit or loss to the extent they reverse a net revaluation decrease previously recognised in profit or loss for the same class of asset.

City of Bayswater

Notes to and forming part of the Financial Report
for the year ended 30 June 2025

10. Fixed Assets (Continued)

Material Accounting Policies (continued)

Depreciation

The depreciable amount of all property, plant and equipment and infrastructure, are depreciated on a straight-line basis over the individual asset's useful life from the time the asset is held ready for use. Leasehold improvements are depreciated over the shorter of either the unexpired period of the lease or the estimated useful life of the improvements.

The assets residual values and useful lives are reviewed, and adjusted if appropriate, at the end of each reporting period.

Depreciation on revaluation

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

- (i) The gross carrying amount is adjusted in a manner that is consistent with the revaluation of the carrying amount of the asset; or
- (ii) Eliminated against the gross carrying amount of the asset and the net amount restated to the revalued amount of the asset.

Impairment

In accordance with Local Government (Financial Management) Regulations 17A(4C), the City is not required to comply with AASB 136 Impairment of Assets to determine the recoverable amount of its non-financial assets that are land or buildings classified as property, plant and equipment, infrastructure or vested improvements that the local government controls in circumstances where there has been an impairment indication of a general decrease in asset values.

In other circumstances where it has been assessed that one or more of these non-financial assets are impaired, the asset's carrying amount is written down immediately to its recoverable amount if the asset's carrying amount is greater than its estimated recoverable amount.

Gains or losses on disposal

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

City of Bayswater

Notes to and forming part of the Financial Report
for the year ended 30 June 2025

11. Leases

(a) Right-of-Use Assets

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

	Note	Right-of-use assets – land and buildings	Right-of-use assets – plant and equipment	Total Right-of-use assets
		\$	\$	\$
Balance at 1 July 2023		4,047	174,527	178,574
Additions *		0	304,254	304,254
Depreciation		(4,047)	(130,814)	(134,861)
Balance at 30 June 2024		0	347,967	347,967
Gross balance amount at 30 June 2024		73,969	465,986	539,955
Accumulated depreciation at 30 June 2024		(73,969)	(118,019)	(191,988)
Balance at 30 June 2024		0	347,967	347,967
Additions *		0	391,072	391,072
Depreciation		0	(193,989)	(193,989)
Balance at 30 June 2025		0	545,050	545,050
Gross balance amount at 30 June 2025		73,969	857,058	931,027
Accumulated depreciation at 30 June 2025		(73,969)	(312,008)	(385,977)
Balance at 30 June 2025		0	545,050	545,050

* Right of use asset additions are non-cash additions. Refer to Note 21(c).

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

		2025 Actual	2024 Actual
		\$	\$
Depreciation on right-of-use assets		(193,989)	(134,861)
Finance charge on lease liabilities	33(d)	(20,164)	(9,227)
Short-term lease payments recognised as expense		(187,174)	(152,512)
Low-value asset lease payments recognised as expense		(12,825)	(17,111)
Total amount recognised in the statement of comprehensive income		(414,152)	(313,711)
Total cash outflow from leases		(207,339)	(161,453)

(b) Lease Liabilities

		2025 Actual	2024 Actual
		\$	\$
Current		182,191	138,254
Non-current		376,242	216,282
	33(d)	558,433	354,536

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

Secured liabilities and assets pledged as security

Lease liabilities are effectively secured, as the rights to the leased assets recognised in the financial statements revert to the lessor in the event of default.

City of Bayswater

Notes to and forming part of the Financial Report
for the year ended 30 June 2025

11. Leases (Continued)

(b) Lease Liabilities (Continued)

Material Accounting Policies

Leases

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

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

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

Details of individual lease liabilities required by regulations are provided at Note 33(d).

Right-of-use assets – measurement

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

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

Right-of-use assets – depreciation

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

City of Bayswater

Notes to and forming part of the Financial Report
for the year ended 30 June 2025

11. Leases (Continued)

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

The table below represents a maturity analysis of the undiscounted lease payments to be received after the reporting date.

	2025	2024
	Actual	Actual
	\$	\$
Less than 1 year	345,810	278,414
1 to 2 years	180,056	118,939
2 to 3 years	146,823	95,728
3 to 4 years	78,368	75,325
4 to 5 years	29,465	33,846
> 5 years	21,355	14,358
	<u>801,877</u>	<u>616,610</u>

Amounts recognised in profit or loss for property subject to lease

Rental income	354,875	333,860
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The City leases various buildings and facilities to community and commercial groups with rentals payable monthly, quarterly or annually as specified in the lease agreement. These leases are classified as operating leases as they do not transfer substantially all of the risks and rewards incidental to the ownership of the assets. Lease payments of most of the contracts include CPI increases.

Refer to Note 12 for details of leased investment property.

Material Accounting Policies

The City as Lessor

Upon entering into each contract as a lessor, the City assesses if the lease is a finance or operating lease.

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

Initial direct costs incurred in entering into an operating lease (e.g. legal cost, cost to setup) are included in the carrying amount of the leased asset and recognised as an expense on a straight-line basis over the lease term.

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

	2025	2024
	Actual	Actual
	\$	\$
Non-cash leases	391,072	304,254

City of Bayswater

Notes to and forming part of the Financial Report
for the year ended 30 June 2025

12. Investment Property

	2025 Actual	2024 Actual
	\$	\$
Non-current assets - at reportable value		
Carrying balance at 1 July	10,140,000	10,140,000
Net gain/(loss) from fair value adjustment	456,300	0
Closing balance at 30 June	10,596,300	10,140,000
Amounts recognised in profit or loss for investment properties		
Fair value gain recognised in profit or loss	456,300	0

Leasing arrangements

Investment properties are leased to tenants under long-term operating leases with rentals payable monthly. Minimum lease payments receivable on leases of investment properties are as follows:

Minimum lease payments under non-cancellable operating leases of investment properties not recognised in the financial statements are receivable as follows:

	2025 Actual	2024 Actual
	\$	\$
Later than five years but not later than fifteen years	2,415,000	1,995,000
Later than fifteen years but not later than forty years	10,500,000	10,500,000
Later than forty years but not later than seventy years	12,600,000	12,600,000
Later than seventy years	9,660,000	10,080,000
	35,175,000	35,175,000

Long term land lease

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

Refer to Note 11 for details of leased property, plant and equipment not classified as investment property.

Material Accounting Policies

Investment properties

Investment properties are principally freehold buildings, held for long-term rental yields and not occupied by the City.

In accordance with Local Government (Financial Management) Regulation 17A(2), the carrying amount of non-financial assets that are investment properties, are shown at their reportable value.

Reportable value for the purposes of *Local Government (Financial Management) Regulation 17A(4)* is the fair value of the asset at its last valuation date.

Revaluation

In accordance with the regulatory framework, investment properties are required to be revalued whenever required by AASB 140 and, in any event, every five years.

Fair value of investment properties

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

Refer to Note 30 - Discontinued Operations.

City of Bayswater

Notes to and forming part of the Financial Report
for the year ended 30 June 2025

13. Intangible Assets

	2025 Actual	2024 Actual
Computer Software	\$	\$
Non-current		
Computer software development	1,087,058	1,087,058
Less: Accumulated amortisation	(1,087,058)	(1,077,374)
	<u>0</u>	<u>9,684</u>
 Movements in balances of computer software during the financial year are shown as follows:		
Balance at 1 July	9,684	109,894
Amortisation	(9,684)	(100,210)
Balance at 30 June	<u>0</u>	<u>9,684</u>

Amortisation

The estimated useful life of intangible assets is 3 to 15 years for the current and prior years.

Material Accounting Policies

Computer software

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

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

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

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

Amortisation

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

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

Amortisation is included within depreciation in the Statement of Comprehensive Income.

City of Bayswater

Notes to and forming part of the Financial Report
for the year ended 30 June 2025

14. Trade and Other Payables

	2025	2024
	\$	\$
Current		
Sundry creditors	7,960,664	6,659,577
Prepaid rates	1,477,576	1,371,709
Payables for employee related provisions	363,816	365,232
Prepaid revenue	3,088,357	2,878,396
	12,890,413	11,274,914

Material Accounting Policies

Financial liabilities

Financial liabilities are initially recognised at fair value when the City becomes a party to the contractual provisions of the instrument.

Non-derivative financial liabilities (excluding financial guarantees) are subsequently measured at amortised cost.

Financial liabilities are derecognised where the related obligations are discharged, cancelled or expired. The difference between the carrying amount of the financial liability extinguished or transferred to another party and any consideration paid, including the transfer of non-cash assets or liabilities assumed, is recognised in profit or loss.

Trade and other payables

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

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

Prepaid rates

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

15. Aged Persons Homes Liabilities

	2025	2024
	\$	\$
Current		
Trade creditors	2,343	35,710
	2,343	35,710

Refer to Note 30 - Discontinued Operations.

City of Bayswater

Notes to and forming part of the Financial Report
for the year ended 30 June 2025

16. Contract and Grant Liabilities

	2025	2024
	\$	\$
Current		
Contract liabilities	705,848	681,080
Capital grant/contributions liabilities	1,189,945	1,985,355
Cash in Lieu - Public Open Space	0	1,051,373
	1,895,793	3,717,808
Reconciliation of changes in contract liabilities		
Opening balance	681,080	336,524
Additions	349,971	403,551
Revenue from contracts with customers included as a contract liability at the start of the period	(325,203)	(58,995)
	705,848	681,080

The aggregate amount of the performance obligations unsatisfied (or partially unsatisfied) in relation to these contract liabilities was \$705,848 (2024: \$681,080).

The City expects to satisfy the performance obligations, from contracts with customers unsatisfied at the end of the reporting period, within the next 12 months.

Reconciliation of changes in capital grant/contribution liabilities		
Opening balance	1,985,355	1,084,044
Additions	228,005	1,241,533
Revenue from capital grant/contributions held as a liability at the start of the period	(1,023,415)	(340,222)
	1,189,945	1,985,355

Expected satisfaction of capital grant/contribution liabilities		
Less than 1 year	1,189,945	1,985,355
	1,189,945	1,985,355

Performance obligations in relation to capital grant/contribution liabilities are satisfied as project milestones are met or completion of construction or acquisition of the asset.

Material Accounting Policies

Contract Liabilities

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

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

Capital grant/contribution Liabilities

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

City of Bayswater

Notes to and forming part of the Financial Report
for the year ended 30 June 2025

17. Deferred Lease Liability

The City has a 99-year operating lease in place in which the City is the lessor of the land occupied by Mertome Village. Whilst lease revenue is recognised on a straight-line basis over the life of the lease, a discount provides for no cash payments to be made or received until the cumulative lease revenue totals \$4.5m. This is estimated to take 13-15 years and is reflected in Note 12 – Investment Property.

	2025	2024
	\$	\$
Current	32,969	32,969
Non-Current	3,024,877	3,057,846
	<u>3,057,846</u>	<u>3,090,815</u>

18. Borrowings

	Note	2025			2024		
		Current	Non-current	Total	Current	Non-current	Total
		\$	\$	\$	\$	\$	\$
Secured							
Debentures		967,747	7,523,609	8,491,356	2,451,101	11,704,631	14,155,732
Total secured borrowings	33(a)	967,747	7,523,609	8,491,356	2,451,101	11,704,631	14,155,732

The purposes of these borrowings were to fund the City’s infrastructure development and refurbishment projects such as Bayswater Waves, Maylands Waterland, Morley Sport and Recreation Centre, and Maylands underground Power. All loan repayments were financed by general purpose revenue, except for Maylands Underground Power was funded through service charges.

Secured liabilities and assets pledged as security

Debentures are secured by a floating charge over the assets of the City.

The City has complied with the financial covenants of its borrowing facilities during the 2025 and 2024 years.

Material Accounting Policies

Borrowing Costs

The City has elected to recognise borrowing costs as an expense when incurred regardless of how the borrowings are applied.

Fair values of borrowings are not materially different to their carrying amounts, since the interest payable on those borrowings is either close to current market rates or the borrowings are of a short-term nature. Borrowings fair values are based on discounted cash flows using a current borrowing rate. They are classified as level 3 fair values in the fair value hierarchy (see Note 28(i)) due to the unobservable inputs, including own credit risk.

Risk

Details of individual borrowings required by regulations are provided at Note 33(a). Information regarding exposure to risk can be found at Note 26.

City of Bayswater

Notes to and forming part of the Financial Report for the year ended 30 June 2025

19. Employee Related Provisions

	2025	2024
	\$	\$
Current provisions		
Employee benefit provisions		
Annual leave	3,148,391	3,005,427
Long service leave	3,331,003	3,248,601
Sick leave	760,290	785,507
Total current employee related provisions	<u>7,239,684</u>	<u>7,039,535</u>
Non-current provisions		
Employee benefit provisions		
Long service leave	343,677	298,907
Total non-current employee related provisions	<u>343,677</u>	<u>298,907</u>
Total employee related provisions	<u>7,583,361</u>	<u>7,338,442</u>

Provision is made for benefits accruing to employees in respect of wages and salaries, annual leave and long service leave and associated on costs for services rendered up to the reporting date and recorded as an expense during the period the services are delivered.

Annual leave liabilities are classified as current, as there is no unconditional right to defer settlement for at least 12 months after the end of the reporting period. Assessments indicate that actual settlement of the liabilities is expected to occur as follows:

	Note	2025	2024
		\$	\$
Amounts are expected to be settled on the following basis:			
Less than 12 months after the reporting date		4,943,504	5,059,237
More than 12 months from reporting date		2,639,857	2,279,205
		<u>7,583,361</u>	<u>7,338,442</u>
Expected reimbursements of employee related provisions from other WA local governments included within other receivables	5	(342,492)	(392,003)

Material Accounting Policies

Employee benefits

The City's obligations for employees' annual leave, long service leave and other employee leave entitlements are recognised as employee related provisions in the Statement of Financial Position.

Short-term employee benefits

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

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

Other long-term employee benefits

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

City of Bayswater

Notes to and forming part of the Financial Report
for the year ended 30 June 2025

19. Employee Related Provisions (Continued)

Material Accounting Policies (Continued)

Other long-term employee benefits (continued)

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

City of Bayswater

Notes to and forming part of the Financial Report
for the year ended 30 June 2025

20. Revaluation Surplus

	2025 Opening balance	Total Movement on revaluation	2025 Closing balance	2024 Opening balance	Total Movement on revaluation	2024 Closing balance
	\$	\$	\$	\$	\$	\$
Land	376,656,768	0	376,656,768	376,656,768	0	376,656,768
Buildings	112,845,604	0	112,845,604	112,845,604	0	112,845,604
Furniture and equipment	1,353,574	0	1,353,574	1,353,574	0	1,353,574
Roads	56,898,473	0	56,898,473	56,898,473	0	56,898,473
Drainage	23,994,380	0	23,994,380	23,994,380	0	23,994,380
Footpaths	21,572,613	0	21,572,613	21,572,613	0	21,572,613
Park development	348,930	0	348,930	348,930	0	348,930
Other Infrastructure	3,981,006	0	3,981,006	3,981,006	0	3,981,006
	597,651,348	0	597,651,348	597,651,348	0	597,651,348
Eastern Metropolitan Regional Council	6,355,911	6,671,415	13,027,326	6,639,445	(283,534)	6,355,911
	604,007,259	6,671,415	610,678,674	604,290,793	(283,534)	604,007,259

City of Bayswater

Notes to and forming part of the Financial Report
for the year ended 30 June 2025

21. Notes to the Statement of Cash Flows

(a) Reconciliation of Cash

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

	Note	2025 Actual \$	2024 Actual \$
Cash and cash equivalents	3	14,452,912	19,464,545

Restrictions

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

- Financial assets at amortised cost	4	71,505,944	56,511,161
		<u>71,505,944</u>	<u>56,511,161</u>

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

Restricted reserve accounts	34	69,610,151	53,350,129
Contract liabilities	16	705,848	681,080
Capital grant liabilities	16	1,189,945	1,985,355
Unspent loans	33(c)	0	494,597
Total restricted financial assets		<u>71,505,944</u>	<u>56,511,161</u>

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

Net result		2,569,052	7,473,963
Non-cash items:			
Adjustments to fair value of financial assets at fair value through profit or loss		8,878	(4,203)
Adjustments to fair value of investment property		(456,300)	0
Depreciation/amortisation		13,583,535	13,417,424
(Profit)/loss on sale of asset		677,222	249,826
(Profit)/loss on sale of asset held for sale		0	3,784,983
Share of (profits)/loss of associates		2,674,414	(4,052,578)
Increment on revaluation of assets held for sale		(170,764)	(145,574)
Changes in assets and liabilities:			
(Increase)/decrease in trade and other receivables		925,545	(3,663,362)
(Increase)/decrease in other assets		2,263,012	21,432,553
(Increase)/decrease in inventories		(64,098)	(45,501)
Increase/(decrease) in trade and other payables		1,615,499	(2,804,306)
Increase/(decrease) in employee related provisions		244,919	484,818
Increase/(decrease) in aged persons homes liabilities		(33,367)	(22,525,037)
Increase/(decrease) in other liabilities		(1,854,984)	1,263,677
Capital grants, subsidies and contributions		<u>(3,807,406)</u>	<u>(3,943,099)</u>
Net cash provided by/(used in) operating activities		18,175,157	10,923,584

City of Bayswater

Notes to and forming part of the Financial Report
for the year ended 30 June 2025

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

(c) Non-cash investing and financing activities

	Note	2025 Actual	2024 Actual
		\$	\$
Acquisition of right of use assets by means of a lease	11(a)	391,072	304,254

(d) Undrawn borrowing facilities

	2025 Actual	2024 Actual
	\$	\$
Credit standby arrangements		
Credit card limit	40,000	40,000
Credit card balance at balance date	(17,141)	(15,657)
Total amount of credit unused	22,859	24,343
Loan facilities		
Loan facilities - current	967,747	2,451,101
Loan facilities - non-current	7,523,609	11,704,631
Total facilities in use at balance date	8,491,356	14,155,732
Unused loan facilities at balance date	0	494,597

22. Contingent Liabilities

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

The City has identified 13 possibly contaminated sites. Until the City conducts an investigation to determine the presence and scope of contamination, assess the risk, and agree with DWER on the need and criteria for remediation, the City is unable to estimate the potential costs and timing of outflows associated with remediation of these sites.

23. Capital Commitments

	2025	2024
	\$	\$
Contracted for:		
- capital expenditure projects	3,171,947	2,088,054
- plant & equipment purchases	35,530	879,179
	3,207,477	2,967,233
Payable:		
- not later than one year	3,207,477	2,967,233

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

City of Bayswater

Notes to and forming part of the Financial Report for the year ended 30 June 2025

24. Related Party Transactions

(a) Elected Member Remuneration

Fees, expenses and allowances to be paid or reimbursed to elected council members.

	2025	2025	2024	
	Note	Actual	Budget	Actual
		\$	\$	\$
Mayor's annual allowance		97,115	97,115	92,104
Mayor's meeting attendance fees		51,412	51,412	48,760
Mayor's other expenses		5,709	0	0
Mayor's annual allowance for ICT expenses		3,500	3,500	3,369
Mayor's travel and accommodation expenses		2,617	0	2,363
		<u>160,353</u>	<u>152,027</u>	<u>146,596</u>
Deputy Mayor's annual allowance		24,279	24,278	23,154
Deputy Mayor's meeting attendance fees		34,278	34,278	32,059
Deputy Mayor's other expenses		2,251	0	0
Deputy Mayor's annual allowance for ICT expenses		3,500	3,500	3,322
Deputy Mayor's travel and accommodation expenses		596	0	0
		<u>64,904</u>	<u>62,056</u>	<u>58,535</u>
All other council member's meeting attendance fees		280,798	308,502	284,392
All other council member's child care expenses		510	0	1,125
All other council member's other expenses		5,270	0	0
All other council member's annual allowance for ICT expenses		28,796	31,500	29,472
All other council member's travel and accommodation expenses		15	0	36
		<u>315,389</u>	<u>340,002</u>	<u>315,025</u>
24(b)		<u>540,646</u>	<u>554,085</u>	<u>520,156</u>

(b) Key Management Personnel (KMP) Compensation

The total of compensation paid to KMP of the City during the year are as follows:

	2025	2024	
	Note	Actual	Actual
		\$	\$
Short-term employee benefits		1,136,930	1,115,699
Post-employment benefits		142,644	135,045
Employee - other long-term benefits		111,031	115,103
Employee - termination benefits		0	330,306
Council member costs	24(a)	<u>540,646</u>	<u>520,156</u>
		<u>1,931,251</u>	<u>2,216,309</u>

Short-term employee benefits

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

Post-employment benefits

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

Other long-term benefits

These amounts represent annual and long service benefits accruing during the year.

Termination benefits

These amounts represent termination benefits paid to KMP (Note: may or may not be applicable in any given year).

Council member costs

These amounts represent payments of member fees, expenses, allowances and reimbursements during the year.

City of Bayswater

Notes to and forming part of the Financial Report
for the year ended 30 June 2025

24. Related Party Transactions (Continued)

(c) Transactions with Related Parties

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

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

(d) Related Parties

The City's main related parties are as follows:

(i) Key Management Personnel

Any person(s) having authority and responsibility for planning, directing and controlling the activities of the entity, directly or indirectly, including any council member, are considered key management personnel and are detailed in Notes 24(a) and 24(b).

(ii) Other Related Parties

Outside of normal citizen type transactions with the City, there were no other related party transactions involving key management personnel and/or their close family members and/or their controlled (or jointly controlled) entities.

(iii) Entities Subject to Significant Influence by the City

Investment in associates detailed in Note 25.

City of Bayswater

Notes to and forming part of the Financial Report
for the year ended 30 June 2025

25. Investment in Associates

(a) Investment in associates

Set out in the table below are the associates of the City. All associates are measured using the equity method. Western Australia is the principal place of business for all associates.

Name of entity	% of ownership interest		2025	2024
	2025	2024	Actual	Actual
			\$	\$
Eastern Metropolitan Regional Council (EMRC)	24.11%	24.44%	42,738,913	38,741,912
Total equity-accounted investments			42,738,913	38,741,912

(b) Share of investment in Eastern Metropolitan Regional Council (EMRC)

The City has a share in Eastern Metropolitan Regional Council (EMRC). The estimated equity share for 2024/25 is 24.11% (2023/24: 24.44%). The EMRC, comprises of five-member councils, is primarily concerned with refuse removal and provision of safety services.

The City has determined it has significant influence over the Regional Council despite holding less than 25% of the voting rights as the City has representation on council and participates in policy-making decisions including the decisions regarding contributions and distributions.

The tables below reflect the summarised financial information of the material investments in associates based on the audited results of the Regional Council. This does not reflect the City's share of those amounts. They have been amended to reflect adjustments made by the City when using the equity method, including fair value adjustments and modifications for differences in accounting policy.

	Note	2025 Actual	2024 Actual
Summarised statement of comprehensive income		\$	\$
Revenue		68,140,483	69,666,053
Interest revenue		3,842,875	3,896,789
Finance cost		(280,254)	(270,658)
Depreciation		(7,341,143)	(7,131,129)
Profit/(loss) from continuing operations		(11,090,472)	16,116,875
Profit/(loss) for the period		(11,090,472)	16,116,875
Other comprehensive income		25,001,699	467,065
Total comprehensive income for the period		13,911,227	16,583,940
Summarised statement of financial position			
Cash and cash equivalents		11,307,217	27,350,538
Other current assets		68,448,026	66,920,819
Total current assets		79,755,243	94,271,357
Non-current assets		151,848,704	141,786,775
Total non-current assets		151,848,704	141,786,775
Total assets		231,603,947	236,058,132
Current financial liabilities		45,561,860	40,583,440
Total current liabilities		45,561,860	40,583,440
Non-current financial liabilities		8,808,999	36,935,224
Total non-current liabilities		8,808,999	36,935,224
Total liabilities		54,370,859	77,518,664
Net assets		177,233,088	158,539,468

City of Bayswater

Notes to and forming part of the Financial Report for the year ended 30 June 2025

25. Investment in Associates (Continued)

(b) Share of investment in Eastern Metropolitan Regional Council (EMRC) (Continued)

	Note	2025 Actual \$	2024 Actual \$
Reconciliation to carrying amounts			
Opening net assets 1 July		158,539,468	177,673,742
Provision for City of Kalamunda payout		(999,667)	(30,718,214)
Discount on Provision for City of Belmont payout		5,782,060	0
Profit/(Loss) for the period		(11,090,472)	16,116,875
Other comprehensive income		25,001,699	467,065
Dividend distribution to member councils		0	(5,000,000)
Closing net assets 30 June		<u>177,233,088</u>	<u>158,539,468</u>
Carrying amount at 1 July			
		38,741,912	36,194,706
- Share of associates net profit/(loss) for the period	25(c)	(2,674,414)	4,052,578
- Share of associates other comprehensive income	20	6,029,040	0
- Dividend distribution to member councils		0	(1,221,838)
- Distribution of equity by associate	20	(241,065)	(7,506,536)
- Movement in equity % share	20	(510,876)	7,223,002
- Discounts on Provision for City of Belmont payout	20	1,394,316	0
Carrying amount at 30 June (Refer to Note 25(a))		<u>42,738,913</u>	<u>38,741,912</u>

Material Accounting Policies

Investment in Associates

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

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

(c) Share of associates net profit/(loss) for the period

	2025 Actual \$	2024 Actual \$
Share of associates net profit/(loss) for the period		
Investment in Eastern Metropolitan Regional Council (EMRC)	<u>(2,674,414)</u>	<u>4,052,578</u>
	(2,674,414)	4,052,578

City of Bayswater

Notes to and forming part of the Financial Report for the year ended 30 June 2025

26. Financial Risk Management

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

Risk	Exposure arising from	Measurement	Management
Market risk - interest rates	Long term borrowings at variable rates	Sensitivity analysis	Utilise fixed interest rate borrowings
Credit risk	Cash and cash equivalents, trade receivables, financial assets and debt investments	Aging analysis Credit analysis	Diversification of bank deposits, credit limits, Investment policy
Liquidity risk	Borrowings and other liabilities	Rolling cash flow forecasts	Availability of committed credit lines and borrowing facilities

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

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

(a) Interest Rate Risk

Cash and Cash Equivalents

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

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

	Weighted Average Interest Rate	Carrying Amounts	Fixed Interest Rate	Variable Interest Rate	Non Interest Bearing
	%	\$	\$	\$	\$
2025					
Cash and cash equivalents	4.65%	14,452,912	8,950,000	5,489,412	13,500
Financial assets at amortised cost - term deposits	5.09%	75,328,277	75,328,277	0	0
2024					
Cash and cash equivalents	4.68%	19,464,545	11,483,493	7,966,652	14,400
Financial assets at amortised cost - term deposits	5.15%	71,163,644	71,163,644	0	0

Sensitivity

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

	2025	2024
	\$	\$
Impact of a 1% movement in interest rates on profit or loss and equity*	54,894	79,667

* Holding all other variables constant

Borrowings

Borrowings are subject to interest rate risk – the risk that movements in interest rates could adversely affect funding costs. The City manages this risk by borrowing long term and fixing the interest rate to the situation considered the most advantageous at the time of negotiation. The City does not consider there to be any interest rate risk in relation to borrowings. Details of interest rates applicable to each borrowing may be found at Notes 33(a) and 33(b).

City of Bayswater

Notes to and forming part of the Financial Report for the year ended 30 June 2025

26. Financial Risk Management (Continued)

(b) Credit Risk

Trade and Other Receivables

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

The level of outstanding receivables is reported to council monthly and benchmarks are set and monitored for acceptable collection performance.

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

The expected loss rates are based on the payment profiles of trade and other receivables over a period of 36 months before 1 July 2024 or 1 July 2025 respectively and the corresponding historical losses experienced within this period. Historical credit loss rates are adjusted to reflect current and forward-looking information on macroeconomic factors such as the ability of users to settle the receivables.

The loss allowance as at 30 June 2025 and 30 June 2024 was determined as follows for trade and other receivables.

	Current	More than 30 days past due	More than 60 days past due	More than 90 days past due	Total
30 June 2025					
Trade receivables					
Expected credit loss	0.00%	0.00%	0.00%	0.00%	
Gross carrying amount	1,126,522	46,419	23,675	912,118	2,108,734
Loss allowance	0	0	0	0	0
Other receivables					
Expected credit loss	0.00%	0.00%	0.00%	0.00%	
Gross carrying amount	8,000,442	0	0	0	8,000,442
Loss allowance	0	0	0	0	0
30 June 2024					
Trade receivables					
Expected credit loss	0.00%	0.00%	0.00%	0.00%	
Gross carrying amount	654,988	85,684	101,559	911,755	1,753,986
Loss allowance	0	0	0	0	0
Other receivables					
Expected credit loss	0.00%	0.00%	0.00%	0.00%	
Gross carrying amount	9,282,531	0	0	0	9,282,531
Loss allowance	0	0	0	0	0

City of Bayswater

Notes to and forming part of the Financial Report for the year ended 30 June 2025

26. Financial Risk Management (Continued)

(b) Credit Risk (Continued)

The loss allowances for trade, other receivables and contract assets as at 30 June reconcile to the opening loss allowances as follows:

	Rates & Statutory Receivables		Trade Receivables	
	2025 Actual	2024 Actual	2025 Actual	2024 Actual
Opening loss allowance as at 1 July	\$ 0	\$ 0	\$ 0	\$ 0
Increase in loss allowance recognised in profit or loss during the year	115,243	82,511	17,053	9,336
Receivables written off during the year as uncollectible	(115,243)	(82,511)	(17,053)	(9,336)
Unused amount reversed	0	0	0	0
Closing loss allowance at 30 June	0	0	0	0

Trade, other receivables and contract assets are written off where there is no reasonable expectation of recovery. Indicators that there is no reasonable expectation of recovery include, amongst others, the failure of a debtor to engage in a repayment plan with the City, and a failure to make contractual payments for a period of greater than 120 days past due.

Impairment losses on rates and statutory receivables, trade, other receivables and contract assets are presented as net impairment losses within other expenditure. Subsequent recoveries of amounts previously written off are credited against the same line item.

City of Bayswater

Notes to and forming part of the Financial Report
for the year ended 30 June 2025

26. Financial Risk Management (Continued)

(c) Liquidity Risk

Payables and Borrowings

Payables and borrowings are both subject to liquidity risk – that is the risk that insufficient funds may be on hand to meet payment obligations as and when they fall due. The City manages this risk by monitoring its cash flow requirements and liquidity levels and maintaining an adequate cash buffer. Payment terms can be extended and overdraft facilities drawn upon if required and disclosed in Note 21(c).

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

	Due within 1 year	Due between 1 & 5 years	Due after 5 years	Total contractual cash flows	Carrying amount
	\$	\$	\$	\$	\$
2025					
Trade and other payables	12,890,413	0	0	12,890,413	12,890,413
Aged Persons Homes liabilities	2,343	0	0	2,343	2,343
Borrowings	967,747	5,452,747	2,070,862	8,491,356	8,491,356
Lease liabilities	182,191	376,242	0	558,433	558,433
Deferred lease liabilities	32,969	164,844	2,860,033	3,057,846	3,057,846
	14,075,663	5,993,833	4,930,895	25,000,391	25,000,391
2024					
Trade and other payables	11,274,914	0	0	11,274,914	11,274,914
Aged Persons Homes liabilities	35,710	0	0	35,710	35,710
Borrowings	2,451,101	8,455,847	3,248,784	14,155,732	14,155,732
Lease liabilities	138,254	216,282	0	354,536	354,536
Deferred lease liabilities	32,969	164,844	2,893,002	3,090,815	3,090,815
	13,932,948	8,836,973	6,141,786	28,911,707	28,911,707

27. Events Occurring After the End of the Reporting Period

Effective 1 July 2025, two-member participant councils have withdrawn from the Eastern Metropolitan Regional Council (EMRC), leaving the City of Bayswater and the Town of Bassendean as the remaining member participant councils. The City’s equity interest is expected to increase to approximately 81%. The full financial impact of the City’s higher level of equity interest in the EMRC is not yet known and unable to be estimated at the time of issue of the financial report and will be assessed as further information becomes available.

City of Bayswater

Notes to and forming part of the Financial Report for the year ended 30 June 2025

28. Other Material Accounting Policies

(a) Goods and services tax (GST)

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

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

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

(b) Current and non-current classification

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

(c) Rounding off figures

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

(d) Comparative figures

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

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

(e) Budget comparative figures

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

(f) Superannuation

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

(g) Fair value of assets and liabilities

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

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

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

City of Bayswater

Notes to and forming part of the Financial Report for the year ended 30 June 2025

28. Other Material Accounting Policies (Continued)

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

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

(h) Interest earnings

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

(i) Fair value hierarchy

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

Level 1

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

Level 2

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

Level 3

Measurements based on unobservable inputs for the asset or liability.

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

Valuation techniques

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

Market approach

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

Income approach

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

Cost approach

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

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

City of Bayswater

Notes to and forming part of the Financial Report
for the year ended 30 June 2025

28. Other Material Accounting Policies (Continued)

(j) Impairment of assets

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

Where such an indication exists, an impairment test is carried out on the asset by comparing the recoverable amount of the asset, being the higher of the asset's fair value less costs to sell and value in use, to the asset's carrying amount except for non-financial assets that are:

- land and buildings classified as property, plant and equipment;
- infrastructure; or
- vested improvements that the local government controls, in circumstances where there has been an impairment indication of a general decrease in asset values.

These non-financial assets are assessed in accordance with the regulatory framework detailed in Note 10.

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

City of Bayswater

Notes to and forming part of the Financial Report
for the year ended 30 June 2025

29. Function and Activity

(a) Service objectives and descriptions

City operations as disclosed in this financial report encompass the following service orientated functions and activities.

Objectives

Governance

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

General Purpose Funding

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

Law, Order and Public Safety

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

Health

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

Education and Welfare

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

Housing

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

Community Amenities

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

Recreation and Culture

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

Transport

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

Economic Services

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

Other Property and Services

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

City of Bayswater

Notes to and forming part of the Financial Report
for the year ended 30 June 2025

29. Function and Activity (Continued)

(b) Income and expenses

	2025 Actual	2024 Actual
	\$	\$
Income excluding grants, subsidies and contributions and capital grants, subsidies and contributions		
Governance	478,403	352,325
General purpose funding	66,640,720	61,929,911
Law, order, public safety	302,947	350,128
Health	287,231	216,291
Education and welfare	214,938	118,112
Housing	836,794	383,770
Community amenities	14,800,275	14,210,371
Recreation and culture	11,113,387	9,682,455
Transport	768,250	956,401
Economic services	580,412	7,372,190
Other property and services	1,329,488	4,440,634
	<u>97,352,845</u>	<u>100,012,588</u>
Grants, subsidies and contributions and capital grants, subsidies and contributions		
Governance	0	10,000
General purpose funding	2,056,215	2,770,622
Law, order, public safety	95,026	71,264
Health	138,025	40,943
Education and welfare	13,540	7,155
Community amenities	1,330,147	308,899
Recreation and culture	1,168,177	362,139
Transport	3,965,343	2,879,416
Economic services	11,031	84,178
Other property and services	71,556	74,873
	<u>8,849,060</u>	<u>6,609,489</u>
Total income	106,201,905	106,622,077
Expenses		
Governance	(7,426,901)	(6,519,839)
General purpose funding	(1,079,173)	(958,963)
Law, order, public safety	(4,555,372)	(4,183,196)
Health	(2,441,336)	(2,370,966)
Education and welfare	(2,207,825)	(2,030,275)
Housing	0	(179,139)
Community amenities	(20,408,855)	(19,067,349)
Recreation and culture	(38,425,244)	(35,818,129)
Transport	(20,189,348)	(20,215,684)
Economic services	(4,070,708)	(5,448,081)
Other property and services	(3,511,095)	(340,224)
Total expenses	<u>(104,315,857)</u>	<u>(97,131,845)</u>
Housing - Discontinued operations	683,004	(2,016,269)
Net result for the period	<u>2,569,052</u>	<u>7,473,963</u>

City of Bayswater

Notes to and forming part of the Financial Report
for the year ended 30 June 2025

29. Function and Activity (Continued)

(c) Total Assets

	2025	2024
	Actual	Actual
	\$	\$
Governance	995,622	903,996
General purpose funding	4,245,260	5,980,251
Law, order, public safety	2,838,553	2,902,041
Health	929,932	869,147
Education and welfare	12,620,020	12,784,870
Housing	16,401,935	52,337,297
Community amenities	437,873,695	438,728,273
Recreation and culture	180,423,305	180,638,548
Transport	152,783,416	150,293,061
Economic services	314,590	332,732
Other property and services	145,919,254	105,823,311
Total assets	955,345,582	951,593,527

City of Bayswater

Notes to and forming part of the Financial Report
for the year ended 30 June 2025

30. Discontinued Operations

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

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

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

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

At the second stage of the divestment project, the City sold a significant portion of its aged accommodation (i.e. 2 residential care facilities and 3 independent living units) which had a gross value of \$26.5m on 30 November 2023.

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

	2025 Actual	2025 Budget	2024 Actual
	\$	\$	\$
Income Statement			
Operating income	712,627	825,014	6,613,722
Operating expenditure	(200,387)	(271,916)	(4,990,582)
	512,240	553,098	1,623,140
(Loss) on asset disposals	0	0	(3,784,983)
	512,240	553,098	(2,161,843)
Increment on revaluation of assets held for sale	170,764	0	145,574
	170,764	0	145,574
	683,004	553,098	(2,016,269)

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

Financial Position*

Assets	2,860,618	0	2,689,854
Liabilities	2,343	0	35,710
	2,858,275	0	2,654,144

* The cash and cash equivalents and financial assets (2023/24 \$36.25m) were transferred to Municipal Reserves in 2024/25 and investment properties (\$10.60m, 2023/24 \$10.14m) will remain with the Council following divestment. Consequently, these assets are excluded from held for sale assets.

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

Cash Flows

Net cash inflows from operating activities	512,240	553,098	1,623,140
Proceeds from the sale of assets held for sale	0	0	121,328

In 2023/24, non-cash flows associated with the sale of discontinued operations includes \$22.7m of liabilities assumed by the purchaser.

Material Accounting Policies

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

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

City of Bayswater

Notes to and forming part of the Financial Report
for the year ended 30 June 2025

31. Rating Information

General Rates

(a) General rates

RATE TYPE				2024/25	2024/25	2024/25	2024/25	2024/25	2024/25	2024/25	2023/24
Rate description	Basis of valuation	Rate in \$	Number of properties	Actual rateable value*	Actual rate revenue	Actual interim rates	Actual total revenue	Budget rate revenue	Budget interim rate	Budget total revenue	Actual total revenue
				\$	\$	\$	\$	\$	\$	\$	\$
Commercial/Industrial	Gross rental valuation	0.077288	1,624	174,488,716	13,485,884	117,425	13,603,309	13,472,280	50,000	13,522,280	12,555,094
Residential	Gross rental valuation	0.074674	24,338	509,839,096	38,071,721	394,546	38,466,267	38,022,003	250,000	38,272,003	36,599,200
Vacant Commercial/Industrial	Gross rental valuation	0.097076	45	3,069,350	297,960	(55,043)	242,917	297,960	0	297,960	216,506
Vacant Residential	Gross rental valuation	0.085875	132	2,743,500	235,598	(144,525)	91,073	238,973	0	238,973	116,921
Total general rates			26,139	690,140,662	52,091,163	312,403	52,403,566	52,031,216	300,000	52,331,216	49,487,721
				Minimum payment							
		\$									
Minimum payment											
Commercial/Industrial	Gross rental valuation	1,183.40	153	1,720,830	181,060	0	181,060	181,060	0	181,060	153,109
Residential	Gross rental valuation	1,143.40	6,312	84,479,944	7,217,141	0	7,217,141	7,214,854	0	7,214,854	6,948,262
Vacant Commercial/Industrial	Gross rental valuation	1,486.40	2	16,600	2,973	0	2,973	2,973	0	2,973	1,101
Vacant Residential	Gross rental valuation	1,314.90	718	6,563,390	944,098	0	944,098	970,396	0	970,396	882,301
Total minimum payments			7,185	92,780,764	8,345,272	0	8,345,272	8,369,283	0	8,369,283	7,984,773
Total general rates and minimum payments			33,324	782,921,426	60,436,435	312,403	60,748,838	60,400,499	300,000	60,700,499	57,472,494
Concessions							(6,335)	(4,835)	0	(4,835)	0
Total rates							60,742,503	60,395,664	300,000	60,695,664	57,472,494

(b) Rates related information

Rates instalment interest							267,739			250,000	239,647
Rates instalment plan charges							106,954			106,500	107,474
Rates overdue interest							238,417			202,000	225,440
Rates written off							42,890			70,000	41,254

The rate revenue was recognised from the rate record as soon as practicable after the City resolved to impose rates in the financial year as well as when the rate record was amended to ensure the information in the record was current and correct.

* Rateable Value at time of raising of rate.

City of Bayswater

Notes to and forming part of the Financial Report
for the year ended 30 June 2025

32. Determination of Surplus or Deficit

	2024/25 (30 June 2025 Carried Forward)	2024/25 Budget (30 June 2025 Carried Forward)	2023/24 (30 June 2024 Carried Forward)
Note	\$	\$	\$
(a) Non-cash amounts excluded from operating activities			
The following non-cash revenue or expenditure has been excluded from amounts attributable to operating activities within the Statement of Financial Activity in accordance with Financial Management Regulation 32.			
Adjustments to operating activities			
Less: Profit on asset disposals	(34,825)	0	(34,048)
Less: Movement in liabilities associated with restricted cash	13,320,775	(933,592)	3,564,746
Less: Fair value adjustments to financial assets at fair value through profit or loss	8,878		(4,203)
Less: Share of net (profit)/loss of associates and joint ventures accounted for using the equity method	2,674,414	0	(4,052,578)
Add: Loss on disposal of assets	712,047	244,836	283,874
Add: Depreciation	10(a) 13,583,535	13,593,021	13,417,424
Non-cash movements in non-current assets and liabilities:			
Under Ground Power non-current debtor movement	984,285	2,547,079	(1,008,540)
Financial assets at amortised cost	(351,154)	0	(334,923)
Investment property	12 (456,300)	0	0
Pensioner deferred rates	(66,533)	0	(23,524)
Assets held for sale	7 0	0	124,983
Employee benefit provisions	44,770	0	30,362
Non-cash amounts excluded from operating activities	<u>30,419,892</u>	<u>15,451,344</u>	<u>11,963,573</u>
(b) Non-cash amounts excluded from financing activities			
The following non-cash revenue or expenditure has been excluded from amounts attributable to financing activities within the Statement of Financial Activity in accordance with Financial Management Regulation 32.			
Adjustments to financing activities			
Non cash proceeds from new leases	33(d) (391,072)	(201,203)	(304,254)
Non-cash amounts excluded from financing activities	<u>(391,072)</u>	<u>(201,203)</u>	<u>(304,254)</u>
(c) Surplus or deficit after imposition of general rates			
The following current assets and liabilities have been excluded from the net current assets used in the Statement of Financial Activity in accordance with Financial Management Regulation 32 to agree to the surplus/(deficit) after imposition of general rates.			
Adjustments to net current assets			
Less: Reserve accounts	34 (69,610,151)	(45,322,128)	(53,350,129)
Add: Current liabilities not expected to be cleared at end of year			
- Current portion of borrowings	18 967,747	2,269,010	2,451,101
- Aged Persons Homes	(2,859,058)	0	(16,125,022)
- Current portion of lease liabilities	11(b) 182,191	166,270	138,254
- Employee benefit provisions	1,812,249	1,688,682	1,724,469
Total adjustments to net current assets	<u>(69,507,022)</u>	<u>(41,198,166)</u>	<u>(65,161,327)</u>
Net current assets used in the Statement of financial activity			
Total current assets	102,258,228	75,201,597	105,492,325
Less: Total current liabilities	(23,211,140)	(34,003,431)	(24,690,291)
Less: Total adjustments to net current assets	<u>(69,507,022)</u>	<u>(41,198,166)</u>	<u>(65,161,327)</u>
Surplus or deficit after imposition of general rates	9,540,066	0	15,640,707

City of Bayswater

Notes to and forming part of the Financial Report
for the year ended 30 June 2025

33. Borrowing and Lease Liabilities

(a) Borrowings

Purpose	Note	Actual						Budget				
		Principal at 1 July 2023	New loans during 2023/24	Principal repayments during 2023/24	Principal at 30 June 2024	New loans during 2024/25	Principal repayments during 2024/25	Principal at 30 June 2025	Principal at 1 July 2024	New loans during 2024/25	Principal repayments during 2024/25	Principal at 30 June 2025
		\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Bayswater Waves		1,090,264	0	(102,731)	987,533	0	(106,911)	880,622	987,533	0	(106,911)	880,622
Maylands Waterland		1,375,463	0	(129,604)	1,245,859	0	(134,878)	1,110,981	1,245,859	0	(134,878)	1,110,981
Morley Sport and Recreation Centre		710,656	0	(66,962)	643,694	0	(69,687)	574,007	643,694	0	(69,687)	574,007
Bayswater Waves		7,140,000	0	(595,285)	6,544,715	0	(618,969)	5,925,746	6,544,801	0	(618,969)	5,925,832
Maylands Underground Power		6,200,000	0	(1,466,069)	4,733,931	0	(4,733,931)	0	4,733,931	0	(1,520,655)	3,213,276
Total borrowings	18	16,516,383	0	(2,360,651)	14,155,732	0	(5,664,376)	8,491,356	14,155,818	0	(2,451,100)	11,704,718

All loan repayments were financed by general purpose revenue.

Borrowing finance cost payments

Purpose	Loan number	Institution	Interest rate	Date final payment is due	Actual for year ending 30 June 2025	Budget for year ending 30 June 2025	Actual for year ending 30 June 2024
					\$	\$	\$
Bayswater Waves	600003	WATC*	4.73%	14/06/2032	(45,214)	(45,228)	(50,145)
Maylands Waterland	600001	WATC*	4.73%	14/06/2032	(57,041)	(57,058)	(63,263)
Morley Sport and Recreation Centre	600002	WATC*	4.73%	14/06/2032	(29,471)	(29,480)	(32,686)
Bayswater Waves	600004	WATC*	4.64%	14/06/2033	(295,251)	(295,329)	(323,302)
Maylands Underground Power	600005	WATC*	4.39%	14/06/2027	(176,182)	(188,408)	(253,318)
Total finance cost payments					(603,159)	(615,503)	(722,714)

* WA Treasury Corporation

City of Bayswater

Notes to and forming part of the Financial Report
for the year ended 30 June 2025

33. Borrowing and Lease Liabilities (Continued)

(b) New Borrowings – 2024/25

Particulars/purpose	Institution	Loan type	Term year	Interest rate	Amount borrowed		Amount (used)		Total Interest charges	Actual Balance unspent
					2025 Actual	2025 Budget	2025 Actual	2025 Budget		
				0.00%	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0

(c) Unspent Borrowings

Particulars	Institution	Date Borrowed	Unspent balance 1 July 2024	Borrowed during 2024/25	Expended during 2024/25	Unspent balance 30 June 2025
Maylands Underground Power	WATC*	14/06/2023	\$ 494,597	\$ 0	\$ (494,597)	\$ 0
			494,597	0	(494,597)	0

* WA Treasury Corporation

City of Bayswater

Notes to and forming part of the Financial Report
for the year ended 30 June 2025

33. Borrowing and Lease Liabilities (Continued)

(d) Lease Liabilities

Purpose	Note	Actual						Budget				
		Principal at 1 July 2023	New leases during 2023/24	Principal repayments during 2023/24	Principal at 30 June 2024	New leases during 2024/25	Principal repayments during 2024/25	Principal at 30 June 2025	Principal at 1 July 2024	New leases during 2024/25	Principal repayments during 2024/25	Principal at 30 June 2025
		\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Gym Equipment - Waves 2		3,519	0	(3,519)	0	0	0	0	0	0	0	0
Gym Equipment - Waves 3		22,010	0	(22,010)	0	0	0	0	0	0	0	0
Gym Equipment - Waves 3 - Variation 1		0	7,375	(7,375)	0	0	0	0	0	0	0	0
Gym Equipment - Waves 3 - Variation 2		0	0	0	0	14,711	(14,711)	0	0	0	0	0
Gym Equipment - Waves 4		28,719	0	(14,245)	14,474	0	(14,474)	0	14,474	0	(14,474)	0
Gym Equipment - Waves 5		64,254	0	(17,037)	47,217	0	(18,228)	28,989	47,217	0	(18,228)	28,989
Gym Equipment - Waves 6		0	0	0	0	104,539	(18,727)	85,812	0	0	0	0
Gym Equipment - Waves 7		0	0	0	0	271,822	(15,482)	256,340	0	201,203	(63,959)	137,244
Gym Equipment - The RISE 2		58,969	0	(29,249)	29,720	0	(29,720)	0	29,720	0	(29,720)	0
Gym Equipment - MSRC 1		0	232,079	(30,878)	201,201	0	(63,960)	137,241	0	0	0	0
Gym Equipment - MSRC 2		0	35,466	(1,573)	33,893	0	(6,498)	27,395	0	0	0	0
Equipment - MSRC 3		0	29,334	(1,303)	28,031	0	(5,375)	22,656	0	0	0	0
Hamilton St Carpark		25,037	0	(25,037)	0	0	0	0	37	0	0	37
Total lease liabilities	11(b)	202,508	304,254	(152,226)	354,536	391,072	(187,175)	558,433	91,448	201,203	(126,381)	166,270

City of Bayswater

Notes to and forming part of the Financial Report
for the year ended 30 June 2025

33. Borrowing and Lease Liabilities (Continued)

(d) Lease Liabilities (Continued)

Lease finance cost payments

Purpose	Lease number	Institution	Interest rate	Date final payment is due	Actual for year ending 30 June 2025	Budget for year ending 30 June 2025	Actual for year ending 30 June 2024	Lease term
					\$	\$	\$	
Gym Equipment - Waves 2	E6N0162821	MAIA Financial	1.80%	01/10/2023	0	0	(8)	4 years
Gym Equipment - Waves 3	E6N0162841	MAIA Financial	2.10%	01/01/2024	0	0	(115)	4 years
Gym Equipment - Waves 3 - Variation 2	E6N0162841	CHG-Meridians	0.00%	01/12/2024	(39)	0	0	6 months
Gym Equipment - Waves 4	E6N0163578	MAIA Financial	1.60%	01/04/2025	(87)	(87)	(316)	4 years
Gym Equipment - Waves 5	E6N0163957	MAIA Financial	4.70%	01/10/2026	(1,667)	(1,667)	(2,500)	4 years
Gym Equipment - Waves 6	2501558	CHG-Meridians	5.40%	01/07/2029	(4,950)	0	0	5 years
Gym Equipment - Waves 7	2510301	CHG-Meridians	4.90%	01/01/2029	(3,102)	0	0	5 years
Gym Equipment - The RISE 2	E6N0163661	MAIA Financial	1.60%	01/06/2025	(178)	(178)	(649)	4 years
Gym Equipment - MSRC 1	E6TEC63879	MAIA Financial	4.70%	30/06/2027	(7,501)	(7,501)	(4,854)	3 years
Gym Equipment - MSRC 2	E6N0164232	MAIA Financial	4.90%	01/01/2029	(1,445)	0	(410)	5 years
Equipment - MSRC 3	E6N0164255	MAIA Financial	4.90%	01/01/2029	(1,195)	0	(338)	5 years
Hamilton St Carpark		Long Island Holdings Pty Ltd	1.40%	09/08/2023	0	0	(37)	3 years
Total finance cost payments					(20,164)	(9,433)	(9,227)	

City of Bayswater

Notes to and forming part of the Financial Report
for the year ended 30 June 2025

34. Reserves – Cash/Financial Asset Backed

The following assets are budgeted to be acquired during the year.

	2025 Actual Opening Balance	2025 Actual Transfer to	2025 Actual Transfer (from)	2025 Actual Closing Balance	2025 Budget Opening Balance	2025 Budget Transfer to	2025 Budget Transfer (from)	2025 Budget Closing Balance	2024 Actual Opening Balance	2024 Actual Transfer to	2024 Actual Transfer (from)	2024 Actual Closing Balance
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Restricted by legislation/agreement												
(a) Aged Persons Homes - General	20,317,993	0	(20,317,993)	0	19,942,294	0	(19,942,294)	0	18,938,005	1,604,771	(224,783)	20,317,993
(b) Aged Persons Homes - Prudential Requirements	3,124,064	0	(3,124,064)	0	3,185,952	0	(3,185,952)	0	3,005,894	118,170	0	3,124,064
(c) Cash in Lieu - Public Open Space	1,051,373	53,518	0	1,104,891	1,104,294	53,574	0	1,157,868	1,000,594	50,779	0	1,051,373
(d) FOGO	4,717,621	145,420	(1,917,419)	2,945,622	4,585,007	106,720	(2,158,000)	2,533,727	4,712,115	227,441	(221,935)	4,717,621
	29,211,051	198,938	(25,359,476)	4,050,513	28,817,547	160,294	(25,286,246)	3,691,595	27,656,608	2,001,161	(446,718)	29,211,051
Restricted by council												
(e) General Waste Management	5,483,548	3,019,541	(64,803)	8,438,286	4,721,292	2,061,691	(1,050,000)	5,732,983	4,767,580	1,250,009	(534,041)	5,483,548
(f) Bayswater Bowling Club - Capital Improvements	11,312	577	0	11,889	11,081	538	0	11,619	10,766	546	0	11,312
(g) Bayswater City Soccer Club Rooms Redevelopment	0	207,201	(168,432)	38,769	0	209,703	(200,000)	9,703	0	0	0	0
(h) Bayswater Tennis Club	125,232	6,491	0	131,723	122,130	5,925	0	128,055	144,306	7,323	(26,397)	125,232
(i) Bayswater Waves Aquatic Centre	371,285	0	(371,285)	0	358,990	0	(358,990)	0	353,353	17,932	0	371,285
(j) Bore and Reticulation	10,876	0	(10,876)	0	10,801	0	(10,801)	0	10,351	525	0	10,876
(k) Buildings and Facilities	0	10,010,914	(938,184)	9,072,730	0	5,766,827	(1,976,870)	3,789,957	0	0	0	0
(l) Building Furniture and Equipment	158,433	0	(158,433)	0	157,333	0	(157,333)	0	150,781	7,652	0	158,433
(m) City Buildings and Amenities	850,632	0	(850,632)	0	841,212	0	(841,212)	0	809,547	41,085	0	850,632
(n) Civic Centre	69,579	0	(69,579)	0	69,093	0	(69,093)	0	66,218	3,361	0	69,579
(o) Climate Action	0	3,395,587	(94,120)	3,301,467	0	3,387,583	(92,292)	3,295,291	0	0	0	0
(p) Economic Stimulus	1,456,690	0	(1,456,690)	0	508,090	0	(508,090)	0	1,989,771	99,410	(632,491)	1,456,690
(q) Emission Reduction Energy Plan	186,784	0	(186,784)	0	94,454	0	(94,454)	0	84,152	123,872	(21,240)	186,784
(r) Eric Singleton Bird Sanctuary	1,340,509	0	(1,340,509)	0	1,331,201	0	(1,331,201)	0	1,275,765	64,744	0	1,340,509
(s) Fleet and Plant Renewal/Upgrade	0	4,270,892	(432,369)	3,838,523	0	2,359,157	(432,369)	1,926,788	0	0	0	0
(t) Footpath and Cycleway	19,311	0	(19,311)	0	18,441	0	(18,441)	0	18,378	933	0	19,311
(u) Golf Courses	1,528,019	0	(1,528,019)	0	1,275,228	0	(1,275,228)	0	1,521,186	77,199	(70,366)	1,528,019
(v) Information and Communications Technology (ICT)	241,128	6,316,075	(1,094,547)	5,462,656	239,106	5,003,464	(1,205,999)	4,036,571	229,482	11,646	0	241,128
(w) Landfill Restoration	391,579	0	(391,579)	0	383,307	0	(383,307)	0	372,666	18,913	0	391,579
(x) Les Hansman Centre Development	126,677	0	(126,677)	0	77,963	0	(77,963)	0	3,088,441	156,736	(3,118,500)	126,677

City of Bayswater

Notes to and forming part of the Financial Report
for the year ended 30 June 2025

34. Reserves – Cash/Financial Asset Backed (Continued)

	2025 Actual Opening Balance	2025 Actual Transfer to	2025 Actual Transfer (from)	2025 Actual Closing Balance	2025 Budget Opening Balance	2025 Budget Transfer to	2025 Budget Transfer (from)	2025 Budget Closing Balance	2024 Actual Opening Balance	2024 Actual Transfer to	2024 Actual Transfer (from)	2024 Actual Closing Balance
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
(y) Long Service Leave and Entitlements	1,724,469	87,780	0	1,812,249	1,711,964	81,925	0	1,793,889	1,641,180	83,289	0	1,724,469
(z) Major Capital Works	7,059,124	12,476,644	(708,876)	18,826,892	6,071,468	3,798,011	(228,302)	9,641,177	1,138,807	6,770,268	(849,951)	7,059,124
(aa) Maylands Lakes	5,173	0	(5,173)	0	5,136	0	(5,136)	0	4,923	250	0	5,173
(ab) Maylands Waterland	469,975	0	(469,975)	0	466,711	0	(466,711)	0	447,276	22,699	0	469,975
(ac) Morley City Centre	593,458	0	(593,458)	0	589,338	0	(589,338)	0	564,795	28,663	0	593,458
(ad) Morley Library Seed	0	1,050,903	0	1,050,903	0	1,048,514	0	1,048,514	0	0	0	0
(ae) Morley Sport and Recreation Centre	384,950	0	(384,950)	0	266,428	0	(266,428)	0	523,673	25,985	(164,708)	384,950
(af) Noranda Netball Courts	76,015	3,869	0	79,884	74,459	3,612	0	78,071	72,344	3,671	0	76,015
(ag) Plant and Works Equipment	3,011	0	(3,011)	0	28,438	0	(28,438)	0	2,865	146	0	3,011
(ah) Playground and Parks	55,743	0	(55,743)	0	55,278	0	(55,278)	0	53,051	2,692	0	55,743
(ai) Rates Smoothing	0	669,138	0	669,138	0	629,108	0	629,108	0	0	0	0
(aj) Recreation Renewal/Upgrade	0	5,211,554	(162,497)	5,049,057	0	4,194,056	(227,069)	3,966,987	0	0	0	0
(ak) River Restoration	132,742	0	(132,742)	0	126,331	0	(126,331)	0	126,330	6,412	0	132,742
(al) Roads and Drainage	14,229	0	(14,229)	0	14,125	0	(14,125)	0	13,542	687	0	14,229
(am) Senior Citizens Buildings	27,971	0	(27,971)	0	27,774	0	(27,774)	0	26,620	1,351	0	27,971
(an) Strategic Property	23,834	2,055,765	(1,100,000)	979,599	48,488	2,048,540	(1,100,000)	997,028	539,401	21,721	(537,288)	23,834
(ao) Streetscapes	143,285	0	(143,285)	0	140,533	0	(140,533)	0	164,306	7,664	(28,685)	143,285
(ap) Sustainable Environment	61,255	0	(61,255)	0	59,717	0	(59,717)	0	58,296	2,959	0	61,255
(aq) The RISE	405,886	0	(405,886)	0	396,527	0	(396,527)	0	386,282	19,604	0	405,886
(ar) Transport Renewal/Upgrade	0	8,169,865	(1,373,992)	6,795,873	0	5,242,570	(1,535,878)	3,706,692	0	0	0	0
(as) Underground Power	0	0	0	0	0	838,099	0	838,099	0	0	0	0
(at) Workers Compensation	586,364	0	(586,364)	0	581,599	0	(581,599)	0	653,213	33,151	(100,000)	586,364
	24,139,078	56,952,796	(15,532,236)	65,559,638	20,884,036	36,679,323	(15,932,827)	41,630,532	21,309,647	8,913,098	(6,083,667)	24,139,078
	53,350,129	57,151,734	(40,891,712)	69,610,151	49,701,583	36,839,617	(41,219,072)	45,322,128	48,966,255	10,914,259	(6,530,385)	53,350,129

All reserves are supported by cash and cash equivalents and financial assets at amortised cost and are restricted within equity as Reserve accounts.

During the financial year, reserve transfers totaling \$34,694,471 were made between reserves that had become redundant and now hold a nil closing balance as at 30 June 2025. These funds were reallocated to new and established reserves aligned with asset management priorities, as well as to the Climate Action Reserve and the Rates Smoothing Reserve.

City of Bayswater

Notes to and forming part of the Financial Report
for the year ended 30 June 2025

34. Reserves – Cash/Financial Asset Backed (Continued)

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

Reserve Name	Purpose of the Reserve
Restricted by legislation/agreement	
(a) Aged Persons Homes - General	This reserve restricts funds held for the Independent Living Units and Residential Care Facilities owned and controlled by the City. These funds are managed in accordance with the relevant statutory requirements and policies.
(b) Aged Persons Homes - Prudential Requirements	To provide a cash-backed prudential reserve to meet the accommodation obligations for Residential Care Facilities and Independent Living Units.
(c) Cash in Lieu - Public Open Space	To set aside cash in lieu funds received under section 154 of the Planning and Development Act 2005 for the funding of eligible public open space development projects.
(d) FOGO – (Waste Services) Reserve	To assist and support the implementation of a FOGO – Waste Services for residents.
Restricted by council	
(e) General Waste Management	To set aside funds for the future development of waste management.
(f) Bayswater Bowling Club - Capital Improvements	To set aside funds for the future development of the Bayswater Bowling Club.
(g) Bayswater City Soccer Club Rooms Redevelopment	To quarantine seed funding for the redevelopment of the Bayswater City Soccer Club.
(h) Bayswater Tennis Club	To set aside funds for the future development of the Bayswater Tennis Club.
(i) Bayswater Waves Aquatic Centre	To fund asset management requirements of the Bayswater Waves Aquatic Centre.
(j) Bore and Reticulation	For the installation of new bores and reticulation, and the replacement of old bore and reticulation systems, due to wear and tear.
(k) Buildings and Facilities	To fund the renewal and upgrade of the City's buildings and facilities.
(l) Building Furniture and Equipment	To provide a cash-backed reserve for the purpose of furniture and equipment required in Council's buildings.
(m) City Buildings and Amenities	For the purpose of preserving and renewing Council's buildings.
(n) Civic Centre	To make provision for the asset management needs of the Civic Centre.
(o) Climate Action	To fund the Environmental Liveability Framework, Emission Reduction Energy Plan, riverbank restoration, living streams and environmental initiatives, fleet transition to EVs and upgrading and renewing City buildings and facilities in a way that is decarbonizing.
(p) Economic Stimulus	To fund employment-generating projects for the benefit of the community.
(q) Emission Reduction Energy Plan Reserve	To fund the implementation of the Emission Reduction Energy Plan (ERRE) Plan.
(r) Eric Singleton Bird Sanctuary	To set aside funds for the asset management requirements of the Eric Singleton Bird Sanctuary.
(s) Fleet and Plant Renewal/Upgrade	To fund the acquisition of non-electric fleet and major plant.
(t) Footpaths and Cycleways	To set aside funds for the asset management requirements of the City's footpath and cycleways infrastructure.

City of Bayswater

Notes to and forming part of the Financial Report
for the year ended 30 June 2025

34. Reserves – Cash/Financial Asset Backed (Continued)

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

Reserve Name	Purpose of the Reserve
Restricted by council (continued)	
(u) Golf Courses	To set aside funds for the asset management requirements of the City's golf courses.
(v) Information and Communications Technology (ICT)	To provide for the maintenance of the City's information technology requirements including general computer replacements.
(w) Landfill Restoration	To provide funding for the review and any restoration requirements of the Swan River Foreshore
(x) Les Hansman Centre Development	To set aside funds for the redevelopment of the Les Hansman Community Centre.
(y) Long Service Leave and Entitlements	To provide for the payment to employees of Long Service Leave and other approved entitlements.
(z) Major Capital Works	To finance the cost of major capital works programs as approved by Council.
(aa) Maylands Lakes	To fund asset preservation and environmental requirements for Maylands Lakes.
(ab) Maylands Waterland	To fund asset management requirements of the Maylands Waterland facility.
(ac) Morley City Centre	To provide funds for the future development of the Morley City Centre.
(ad) Morley Library Seed	To quarantine seed funding for the development of a new Morley Library.
(ae) Morley Sport and Recreation Centre	To set aside funds for the asset management requirements of the Morley Sport and Recreation Centre.
(af) Noranda Netball Courts	Funds set aside for the asset management requirements of the Noranda Netball Courts.
(ag) Plants and Works Equipment	To fund the cost of acquiring plant and equipment needed to provide for the day-to-day operational requirements of the City.
(ah) Playground and Parks	To set aside funds for the asset management requirements of the City's playground and parks infrastructure.
(ai) Rates Smoothing	To fund significant and non-recurrent operating expenses including triennial Landgate valuations, biennial elections costs and other ad hoc items including insurance premium adjustments.
(aj) Recreation Renewal/Upgrade	To fund recreation related (parks and reserves) capital projects.
(ak) River Restoration	To set aside funds for the restoration of the river.
(al) Roads and Drainage	To set aside funds for the asset management requirements of the City's road and drainage infrastructure.
(am) Senior Citizens Building	To set aside funds for the asset management requirements of the City's senior citizens centres.
(an) Strategic Property	To provide funds for future land acquisition.
(ao) Streetscapes	To provide for the renewal of urban streetscapes.
(ap) Sustainable Environment	To provide funding for strategic environmental projects such as foreshore rehabilitation and the Eric Singleton Bird Sanctuary.

City of Bayswater

Notes to and forming part of the Financial Report
for the year ended 30 June 2025

34. Reserves – Cash/Financial Asset Backed (Continued)

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

<u>Reserve Name</u>	<u>Purpose of the Reserve</u>
(aq) The RISE	To fund asset management requirements of The RISE.
(ar) Transport Renewal/Upgrade	To fund transport related (roads, paths, drains and carparks) capital projects.
(as) Underground Power	To set aside surplus cash funds received to fund future underground power costs.
(at) Workers Compensation	To finance Workers' Compensation costs in excess of premium deposits.

City of Bayswater

Notes to and forming part of the Financial Report
for the year ended 30 June 2025

35. Trust Funds

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

	1 July 2024	Amounts received	Amounts paid	30 June 2025
	\$	\$	\$	\$
Building Service Levy	68,785	319,070	(315,119)	72,736
Cash in Lieu - Art	429,474	85,693	0	515,167
Cash in Lieu - Car Parking	577,830	30,977	0	608,807
Cash in Lieu - Public Open Space	2,436,214	148,844	(74,332)	2,510,726
Construction Training Fund	31,856	104,664	(130,159)	6,361
TPS 17	132,527	4,262	0	136,789
Unclaimed money	69,921	123	(14,430)	55,614
Bonds	0	3,410	(3,410)	0
JDAP	0	11,417	(11,417)	0
Trust - Other	1,000	0	(1,000)	0
Scholarship	25,587	828	(500)	25,915
	3,773,194	709,288	(550,367)	3,932,115



Auditor General

INDEPENDENT AUDITOR'S REPORT

2025

City of Bayswater

To the Council of the City of Bayswater

Opinion

I have audited the financial report of the City of Bayswater (City) which comprises:

- the statement of financial position as at 30 June 2025, the statement of comprehensive income, statement of changes in equity, statement of cash flows and statement of financial activity for the year then ended
- notes comprising a summary of material accounting policies and other explanatory information.

In my opinion, the financial report :

- is based on proper accounts and records
- presents fairly, in all material respects, the results of the operations of the City for the year ended 30 June 2025 and its financial position at the end of that period
- is in accordance with the *Local Government Act 1995* (the Act) and, to the extent that they are not inconsistent with the Act, Australian Accounting Standards.

Basis for opinion

I conducted my audit in accordance with Australian Auditing Standards. My responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial report section below.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Emphasis of Matter – Investment in Associates

I draw attention to Note 27 to the financial report, which states that effective 1 July 2025, two member participants have resolved to withdraw as member participants from Eastern Metropolitan Regional Council effective from 1 July 2025. The City continues to be a member council participant. My opinion is not modified in respect of this matter.

Other information

The Chief Executive Officer (CEO) is responsible for the preparation and the Council for overseeing the other information. The other information is the information in the entity's annual report for the year ended 30 June 2025, but not the financial report and my auditor's report.

My opinion on the financial report does not cover the other information and accordingly, I do not express any form of assurance conclusion thereon.

In connection with my audit of the financial report, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial report or my knowledge obtained in the audit or otherwise appears to be materially misstated.

If, based on the work I have performed, I conclude that there is a material misstatement of this other information, I am required to report that fact. I did not receive the other information prior to the date of this auditor's report. When I do receive it, I will read it and if I conclude that there is a material misstatement in this information, I am required to communicate the matter to the CEO and Council and request them to correct the misstated information. If the misstated information is not corrected, I may need to retract this auditor's report and re-issue an amended report.

Responsibilities of the Chief Executive Officer and Council for the financial report

The Chief Executive Officer (CEO) of the City is responsible for:

- keeping proper accounts and records
- preparation and fair presentation of the financial report in accordance with the requirements of the Act, the Regulations and Australian Accounting Standards
- managing internal control as required by the CEO to ensure the financial report is free from material misstatement, whether due to fraud or error.

In preparing the financial report, the CEO is responsible for:

- assessing the City's ability to continue as a going concern
- disclosing, as applicable, matters related to going concern
- using the going concern basis of accounting unless the State Government has made decisions affecting the continued existence of the City.

The Council is responsible for overseeing the City's financial reporting process.

Auditor's responsibilities for the audit of the financial report

As required by the *Auditor General Act 2006*, my responsibility is to express an opinion on the financial report. The objectives of my audit are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with Australian Auditing Standards will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial report. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations or the override of internal control.

A further description of my responsibilities for the audit of the financial report is located on the Auditing and Assurance Standards Board website. This description forms part of my auditor's report and can be found at https://www.auasb.gov.au/auditors_responsibilities/ar4.pdf.

My independence and quality management relating to the report on the financial report

I have complied with the independence requirements of the *Auditor General Act 2006* and the relevant ethical requirements relating to assurance engagements. In accordance with ASQM 1 *Quality Management for Firms that Perform Audits or Reviews of Financial Reports and Other Financial Information, or Other Assurance or Related Services Engagements*, the Office of the Auditor General maintains a comprehensive system of quality management including documented policies and procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

Matters relating to the electronic publication of the audited financial report

This auditor's report relates to the financial report of the City of Bayswater for the year ended 30 June 2025 included in the annual report on the City's website. The City's management is responsible for the integrity of the City's website. This audit does not provide assurance on the integrity of the City's website. The auditor's report refers only to the financial report. It does not provide an opinion on any other information which may have been hyperlinked to/from the annual report. If users of the financial report are concerned with the inherent risks arising from publication on a website, they are advised to contact the City to confirm the information contained in the website version.



Sandra Labuschagne
Deputy Auditor General
Delegate of the Auditor General for Western Australia
Perth, Western Australia
1 December 2025

8.3 Office of the Auditor General Information Systems - General Computer Controls Audit 2024/25

Responsible Branch:	Digital Solutions and Services
Responsible Directorate:	Corporate Services
Authority/Discretion:	Information Purposes
Voting Requirement:	Simple Majority Required
Attachments:	<ol style="list-style-type: none"> 1. CONFIDENTIAL REDACTED - Confidential Final Management Letter City of Bayswater 2025 [8.3.1 - 20 pages] 2. CONFIDENTIAL REDACTED - Annual Financial Audit Exit Report City of Bayswater 2025 [8.3.2 - 22 pages]

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

- (f) a matter that if disclosed, could be reasonably expected to —
 - (ii) endanger the security of the local government’s property;

SUMMARY

The Office of the Auditor General (OAG) has completed its audit of the Annual Financial Report, which included the Information Systems audit for the year ended 30 June 2025. The Draft Management Letter was provided to the City on 11 November 2025, and the Final Management Letter (**Confidential Attachment 1**) was provided on 1 December 2025.

The City has provided management comment outlining the action the City intends to take to address each of the findings.

PROCEDURAL MOTION

That, in accordance with Clause 6.2 of the *City of Bayswater Standing Orders Local Law 2021*, the meeting be closed to the public to discuss the confidential attachments.

Cr Cale Black Moved, Cr Anthony Pittaway Seconded

CARRIED UNANIMOUSLY: 6/0

For: Shona Zulsdorf, Tony Wittcomb, Cr Cale Black, Cr Calla Loiacono, Cr Donovan MacDonald and Cr Anthony Pittaway.

Against: Nil.

At 6.13pm, the meeting closed to the public.

PROCEDURAL MOTION

That the meeting be reopened to the public.

Cr Donovan MacDonald Moved, Cr Calla Loiacono Seconded

CARRIED UNANIMOUSLY: 6/0

For: Shona Zulsdorf, Tony Wittcomb, Cr Cale Black, Cr Calla Loiacono, Cr Donovan MacDonald and Cr Anthony Pittaway.

Against: Nil.

At 6.52pm, the meeting reopened to the public.

COMMITTEE RECOMMENDATION TO COUNCIL
(OFFICER'S RECOMMENDATION)

That Council:

1. Notes the OAG IS Management Letter – Findings Identified During the General Computer Controls Audit – Attachment B, including management comment as contained in Confidential Attachment 1 to this report.
2. Notes the Capability Maturity Assessment – Information Systems as contained on page 11 in Confidential Attachment 2 to this report.
3. Notes the agreed actions to address the audit findings are entered into the City's Audit Log Register for progress reporting.

Cr Donovan MacDonald Moved, Cr Calla Loiacono Seconded

CARRIED UNANIMOUSLY: 6/0

For: Shona Zulsdorf, Tony Wittcomb, Cr Cale Black, Cr Calla Loiacono, Cr Donovan MacDonald and Cr Anthony Pittaway.

Against: Nil.

BACKGROUND

As part of the audit of the Annual Financial Report for the year ended 30 June 2025, the OAG performed the Information Systems (IS) audit. The IS audit considers the internal controls relevant to the preparation of the financial report to design audit procedures that were appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of internal control.

As part of our Information Systems (IS) audit work, the Office also completed a Capability Maturity Assessment for the Authority.

A capability maturity model is a way of assessing how well developed and capable the established IT controls are and how well developed or capable they should be.

The IS audit for the year ended 30 June 2025 includes review of the findings outstanding from previous years.

EXTERNAL CONSULTATION

External consultation with the Office of the Auditor General is undertaken as part of the audit process.

OFFICER'S COMMENTS

In the attached Information Systems Audit (Confidential Attachment 1) for the period ending 30 June 2025, the OAG auditor reported fourteen findings. This is an overall increase by one compared to thirteen findings identified as part of the 2024 audit and includes three new findings and closing two previous findings.

Rating Actions

As part of the audit process each audit finding is rated. The ratings are based on the audit team's assessment of risks and concerns with respect to the probability and/or consequence of adverse outcomes if action is not taken. The auditor considers potential adverse outcomes in the context

of both quantitative impact (for example financial loss) and qualitative impact (for example inefficiency, non-compliance, poor service to the public or loss of public confidence).

Rating	Description
Significant	Those findings where there is potentially a significant risk to the entity should the finding not be addressed by the entity promptly. A significant rating could indicate the need for a modified audit opinion in the current year, or in a subsequent reporting period if not addressed. However, even if the issue is not likely to impact the audit report, it should be addressed promptly.
Moderate	Those findings which are of sufficient concern to warrant action being taken by the entity as soon as practicable
Minor	Those findings that are not of primary concern but still warrant action being taken.

The fourteen findings reported in the 2025 audit report, against the previous year’s reports are follows:

Rating	Findings 2023	Findings 2024	Findings 2025
Significant	0	0	0
Moderate	11	8	11
Minor	6	5	3
Total	17	13	14

Capability Maturity Model

As part of the information systems audit, the OAG also completed a Capability Maturity Assessment. The capability maturity model is a way of assessing how well developed and capable the established IT controls are and how well developed or capable they should be. The City’s agreed results are as follows with more information provided in **Confidential Attachment 2**.

Focus Area	2023/24 Rating	2024/25 Rating
Manage IT Risk	3	2
Information Security Framework	2	2
Human Resource Security	2	2
Manage Access	2	2
Endpoint Security	2	2
Network Security	2	2
Physical Security	2	3
Manage Change	3	2
Manage IT Operations	2	2
Manage Continuity	2	2

As the City continues to address audit findings and implement management agreed actions, maturity levels are expected to increase.

Addressing Audit Findings

The City has adopted the following approach to address the OAG recommendations:

- The City has provided a response to each of the findings.

- Progress reporting on the implementation of actions is reported through the Audit, Risk and Improvement Committee.

Supporting the implementation and resourcing of actions, management will update the Information Security Action Plan (ISAP). This internal register provides details on practicable actions to resolve findings, register risks and indicate possible funding estimates to resolve where required. Where projects or major activities are already in progress it will cross reference to an internal workplan to provide deeper detail on actions and responsibility assignment of these. It also brings together other activities across people, process or technology that have been identified as being able to increase the cyber security posture of the City.

The ISAP supports monitoring the implementation of actions through the Audit Log Register.

LEGISLATIVE COMPLIANCE

Part 7 – Audit – *Local Government Act 1995*

RISK MANAGEMENT CONSIDERATION

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

Impact Category	Appetite	Risk Rating
Workplace, Health and Safety	Low	Low
Financial	Medium	Medium
Reputation and Stakeholders	Medium	Low
Service Delivery	Medium	Medium
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 Strategic Community Plan 2021-2031, 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

Management actions to address the OAG findings will be included in the Audit Register, on a quarterly basis management provide an update on the status of implementation of actions. Progress reporting is provided to the Council through the Audit Risk and Improvement Committee.

8.4 Quarter 1 - 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. Corporate Reporting Dashboard [8.4.1 - 1 page] 2. CONFIDENTIAL REDACTED - Audit Register [8.4.2 - 2 pages]
Officer Declaration:	<i>The officers involved in drafting and reviewing this report do not have any interests to disclose in the item.</i>

This item contains one or more confidential attachments in accordance with Section 5.23(2) of the Local Government Act 1995:

- (f) *a matter that if disclosed, could be reasonably expected to —*
 - (i) *impair the effectiveness of any lawful method or procedure for preventing, detecting, investigating or dealing with any contravention or possible contravention of the law; or*
 - (ii) *endanger the security of the local government’s property; or*
 - (iii) *prejudice the maintenance or enforcement of a lawful measure for protecting public safety;*

SUMMARY

This report provides an update on the City’s Audit Function for Quarter 1 (July - September) 2025/26.

Key Points

The 2025/26 year:

- opened with 14 actions.
- 3 actions were added in Quarter 1, bringing the total to 17.
- 4 actions were closed in Quarter 1.
- 13 actions remain in progress: 7 are overdue and 6 are not yet due.

COMMITTEE RECOMMENDATION TO COUNCIL
(OFFICER’S RECOMMENDATION)

That Council:

- 1. Notes the Quarter 1 - 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.**

Cr Cale Black Moved, Cr Donovan MacDonald Seconded

CARRIED UNANIMOUSLY: 6/0

For: Shona Zulsdorf, Tony Wittcomb, Cr Cale Black, Cr Calla Loiacono, Cr Donovan MacDonald and Cr Anthony Pittaway.

Against: Nil.

BACKGROUND

This report provides an update on the Internal Audit Program 2025/26 and the Audit Function – Implementation of Recommendations for Quarter 1 (July – September) 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

Two audits, Footpath Maintenance and Regulation 17 CEO Review are underway. Fieldwork is complete, and draft reports are under management review.

Audit Function – 2025/26 Status

The Audit Function began the year with 14 actions. Three new actions were added in Quarter 1, bringing the total to 17. Of these, three have been completed and 14 remain in progress.

2024/25 STATUS	NO.
2025/26 Period Open	14
Actions Added	3
Total	17

Implementation of Recommendations (Confidential Attachment 2)

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

Quarter 1 began with 14 actions and ended with 13. Three new actions were added following the Community Grants and Sponsorship Management audit. Four actions were completed, with evidence reviewed during the Annual Internal Audit Log Review.

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

In-Progress Actions

At the close of Quarter 1, 13 actions are in-progress, 6 actions are not yet due.

Status of In-Progress Actions					
14					
Overdue			Not Yet Due		
7			6		
Off-Track	On-Hold	On-Track	Off-Track	On-Hold	On-Track
7			1		5

Overdue Actions

7 actions are overdue this quarter.

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

Six of the seven overdue actions relate to the OAG General Computer Controls audit and will be reviewed during the interim audit.

Action IA01.24-2.01 (Verge Bonds) also remains overdue. Management has mapped the process and is working to improve the IT system.

LEGISLATIVE COMPLIANCE

Nil

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. SR08 - Business model fails to support an integrated and responsive delivery of services, facilities and infrastructure (Including leadership, structure and processes).	

FINANCIAL IMPLICATIONS

Nil

STRATEGIC IMPLICATIONS

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

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

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

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

Audit Actions



Home



Reset

Directorate
All

Branch
All

Audit Name
All

Quarter
Qtr 1



View Audit Table

Audit Log Status Year to Date (2025/26)

6

Total No. Audits

21

Total No. Findings

28

Total No. Recommendations

17

Total No. Actions

4

Total No. Implemented

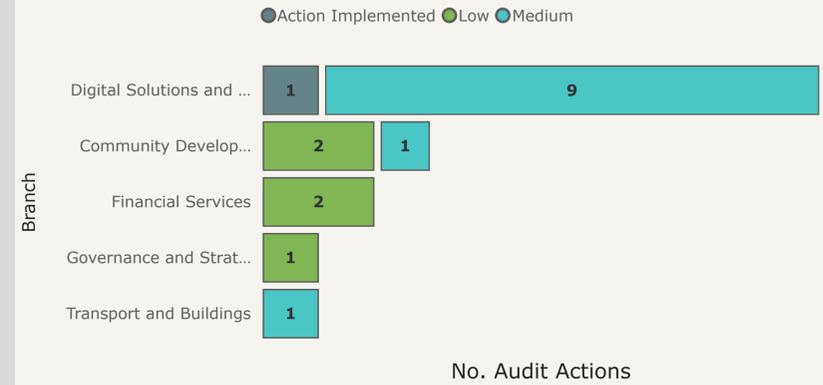
13

Total No. In Progress

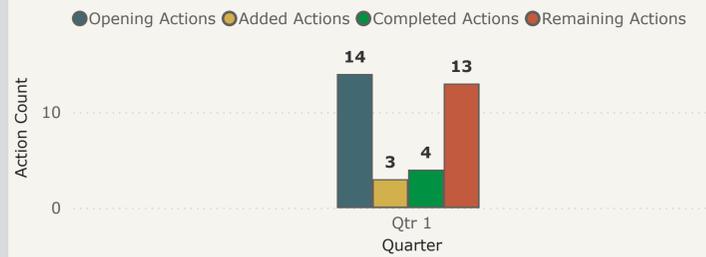
No. Actions by Inherent Risk Rating by Branch



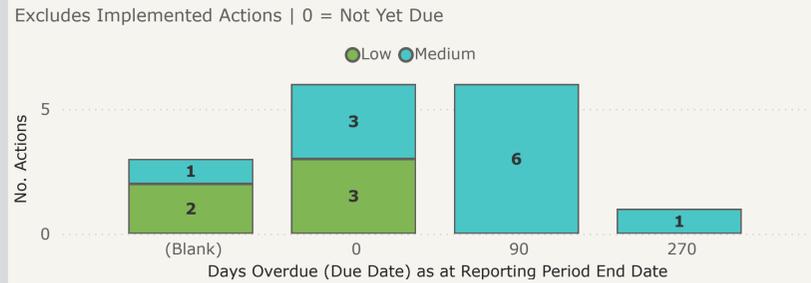
No. Actions by Current Residual Risk Rating by Branch



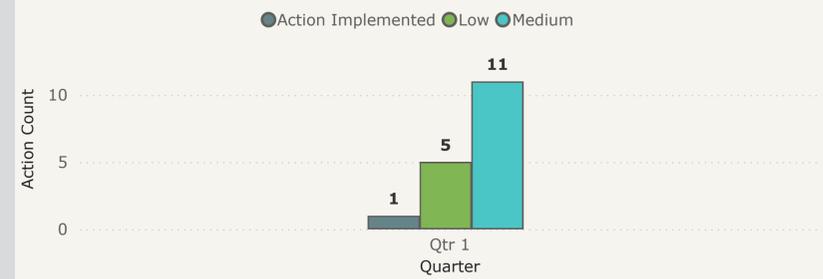
No. Actions by Residual Risk Rating by Quarter



No. Actions by Days Overdue and Residual Risk Rating



No. Actions by Residual Risk Rating by Quarter



Audit Action Status Quarterly Update - Qtr 1

17

Total No. Actions

4

Implemented

13

In Progress

47%

Average Completion

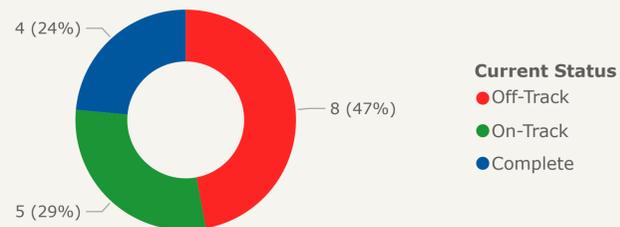
7

Overdue

6

Not Yet Due

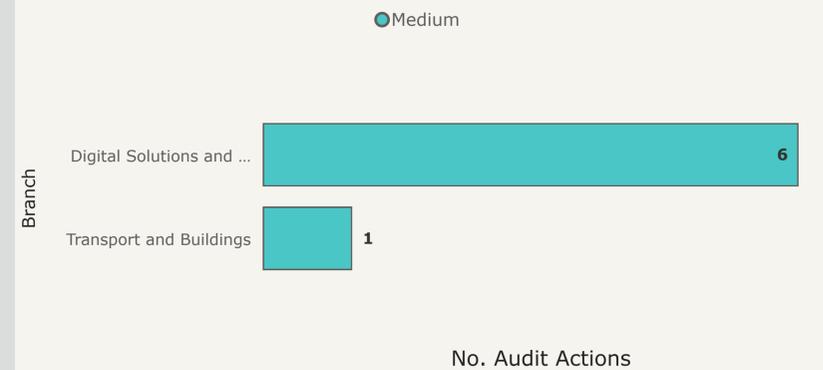
Current Status Distribution



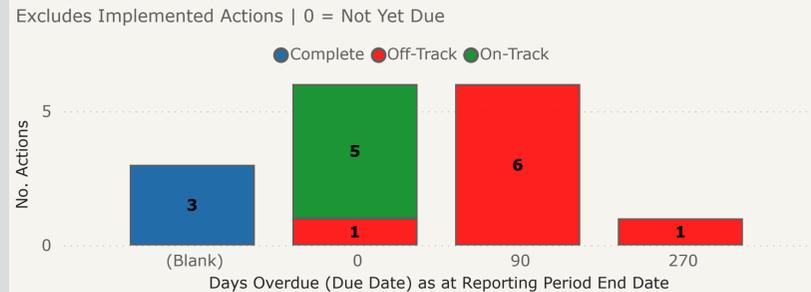
Overdue Actions by Branch and Status



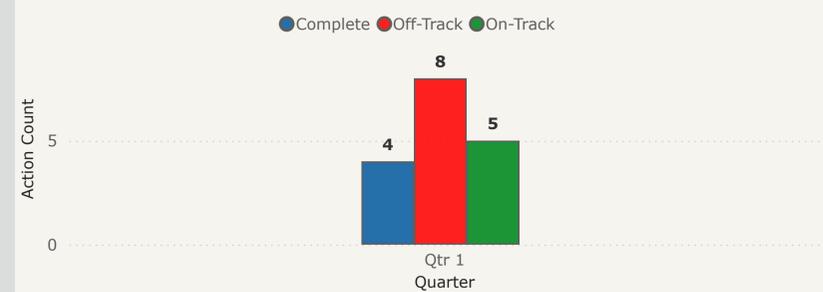
Overdue Actions by Branch and Residual Risk Rating



No. Actions by Days Overdue and Status



No. Actions by Status by Quarter



8.5 Quarter 1 - Quarterly Performance Report - Corporate

Responsible Branch:	Governance and Strategy
Responsible Directorate:	Office of the CEO
Authority/Discretion:	Executive/Strategic
Voting Requirement:	Simple Majority Required.
Attachments:	1. Performance Report 2025-26 Q1 [8.5.1 - 33 pages] 2. Informing Plan Implementation Action Report [8.5.2 - 28 pages]
Officer Declaration:	<i>The officers involved in drafting and reviewing this report do not have any interests to disclose in the item.</i>

This item does not contain any information that is considered confidential in accordance with Section 5.23(2) of the Local Government Act 1995.

SUMMARY

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

The Quarter 1 Performance Report (July-September) presents the City's first update for the 2025/26 financial year. It tracks progress across:

- City Services
- Operating Projects
- Capital Programs and Projects
- Informing Plan Deliverables
- Corporate Business Plan Measures

To strengthen transparency and accountability, the City has also introduced the Informing Plan Implementation Action Report (**Attachment 2**). This new report outlines which strategy and plan actions are scheduled for implementation during the year and is complemented by the Performance Report. Both documents will be published on the City's website to ensure accessibility for Council and the community.

COMMITTEE RECOMMENDATION TO COUNCIL
(OFFICER'S RECOMMENDATION)

That Council:

1. Approves the Performance Report (**Attachment 1**) – Corporate Quarter 1 (July – September 2025/26) and Informing Plan Implementation Action Report (**Attachment 2**); and
2. Authorises the publication of the Performance Report on the City's website.

Cr Cale Black Moved, Cr Donovan MacDonald Seconded

CARRIED UNANIMOUSLY: 6/0

For: *Shona Zulsdorf, Tony Wittcomb, Cr Cale Black, Cr Calla Loiacono, Cr Donovan MacDonald and Cr Anthony Pittaway.*

Against: *Nil.*

BACKGROUND

The Corporate Business Plan (CBP), together with the Strategic Community Plan, forms the foundation of the City's Council Plan. Adopted by Council on 1 July 2025, the CBP 2025/26-

2028/29 is a key guiding document outlining the services, projects, and programs to be delivered over the next four years. The CBP supports best practice in accountability and transparency as part of the City's Integrated Planning and Reporting Framework (IPRF).

Under the IPRF, local governments are required to report regularly to the community on performance. This process enhances accountability, informs continuous improvement, and supports better outcomes for the community.

In response to feedback received during the Annual General Electors Meeting, held 12 March 2025, the City has refined its strategy and plan reporting approach to improve clarity and relevance. A key enhancement is the introduction of the Informing Plan Implementation Action Report, which details the actions from strategies and plans scheduled for delivery in the current year. This report works alongside the Corporate Performance Report to provide a more complete picture of progress on both operational and strategic commitments.

EXTERNAL CONSULTATION

No external consultation was undertaken to prepare this report.

OFFICER'S COMMENTS

The City has refined its quarterly performance reporting approach to improve transparency, accessibility, and relevance for Council and the community. This change responds to feedback received during the 2024/25 reporting cycle, which highlighted challenges with clarity and the volume of information provided.

Updated Reporting Approach

Following consultation with the Executive Leadership Team (ELT), the reporting process has been streamlined to better communicate progress on the Corporate Business Plan (CBP) 2025/26-2028/29. Key improvements include:

- Replacing detailed spreadsheets previously presented through the Audit and Risk Management Committee with a consolidated Performance Report (**Attachment 1**).
- Publishing and promoting the Performance Report on the City's website to ensure accessibility for all stakeholders.
- Introducing the Informing Plan Implementation Action Report (**Attachment 2**) to provide visibility of actions from strategies and plans scheduled for delivery during the current year.

Detailed performance data will continue to be collected and made available upon request, ensuring transparency and alignment with best practice in local government reporting.

CBP Progress Overview

The CBP translates the City's strategic priorities into measurable actions, comprising 288 actions scheduled for delivery during the 2025/26 financial year. The Performance Report (**Attachment 1**) provides an overview of progress achieved in the first quarter.

City Services

There are 28 service actions focused on delivering Council-approved Service Plans, which include outputs, sub-services, service projects, and Informing Plan actions delivered as part of Business-as-Usual (BAU).

Following the adoption of the CBP 2025/26 - 2028/29, several service areas were realigned. While deliverables remain consistent, some actions were reassigned to new service areas.

Adopted Service Titles	Updated Service Titles
1. Community and Events	1. Arts and Events
2. Community Care and Aged Services	
3. Community Development	2. Community Strategy and Programs
4. Library Services	3. Library and Community Centres
7. Security Services	6. Safety and Crime Prevention
8. Environmental Health	7. Health Services
11. Building Approvals	10. Statutory Building
12. Infrastructure Planning	11. Infrastructure Projects
13. Planning and Building Compliance	12. Statutory Planning and Compliance
14. Planning Approvals	
15. Project Management	

Corporate Business Plan Operating Projects

The CBP includes 20 Operating Project actions for 2025/26.

Corporate Business Plan Capital Programs

The CBP identifies 15 Capital Programs, comprising 138 individual capital projects.

A program is Complete only when all associated projects are completed. If any project within a program is Not Started, Off Track, or Discontinued, the program is reported accordingly.

Informing Plans

The City has identified 102 Informing Plan actions, which are delivered outside of Business-as-Usual (BAU) activities.

Corporate Business Plan Measures

The City monitors a range of performance measures that reflect key activities, outputs, and outcomes.

These are reported quarterly, biannually, or annually. Targets and baseline data are currently under review, with new measures to be added as they are developed.

LEGISLATIVE COMPLIANCE

Local Government Act 1995.

RISK MANAGEMENT CONSIDERATION

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

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

FINANCIAL IMPLICATIONS

Not applicable.

STRATEGIC IMPLICATIONS

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

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

CONCLUSION

This report presents the Quarter 1 Performance Report (July-September), providing an update on the City's progress in delivering the Corporate Business Plan (CBP) 2025/26-2028/29. The report outlines achievements across key service areas, operating projects, capital programs, and Informing Plan deliverables.

To enhance transparency and accountability, the City has introduced the Informing Plan Implementation Action Report, which complements the Performance Report and presents the actions from strategies and plans scheduled for implementation during the current year.

Together, these reports provide Council and the community with a clear and comprehensive view of progress on both operational and strategic commitments. Publishing these documents on the City's website ensures accessibility and reinforces the City's commitment to open and accountable governance.

City of
Bayswater

Performance Report



2025 — 2026



Acknowledgment of Country

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

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

Inclusivity Statement

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

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

Accessibility

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

我们可以根据要求以其他格式提供此信息。

Possiamo fornire queste informazione in altri formati su richiesta.

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

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

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

Contents

Welcome

Why do we do the performance report.....	4
How to read our performance report.....	6
Our adopted budget.....	8
Our results - Quarter 1 YTD.....	9
Corporate Business Plan on a page.....	10
Progress overview.....	11

Delivering the City's Strategic Community Plan

Key Result Areas:

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

Why we do the Performance Report

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

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



Integrated Planning and Reporting Framework

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

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



How to read our Performance Report

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



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

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

Overview

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

Our Performance

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

Action Progress

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



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

Measures

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

Our adopted budget

July 2025 to June 2026

Total operating income

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

Total operating expenses

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

In 2025/26 we will deliver

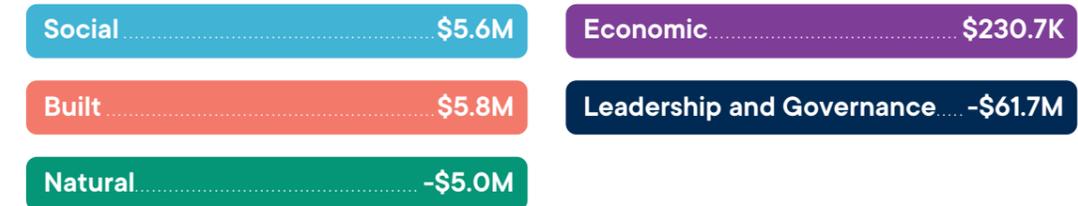
\$5.9M
on service delivery
(Net Cost)

158 projects
130 actions

\$29.3M
on Capital Works

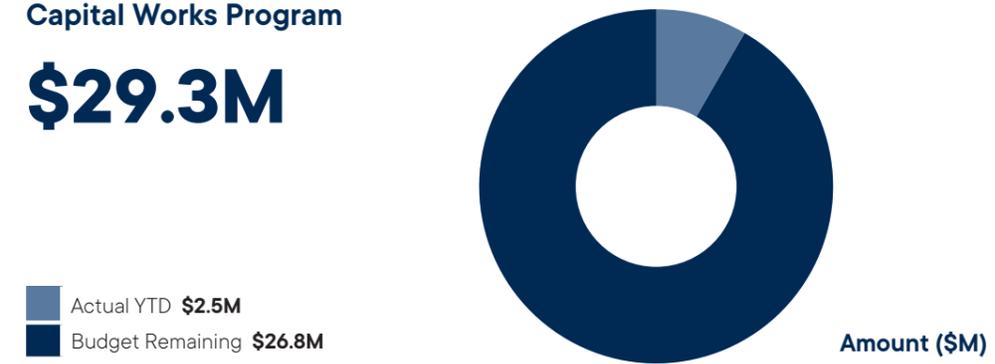
Our results – Quarter 1

Breakdown of actual Year to Date by Key Result Area

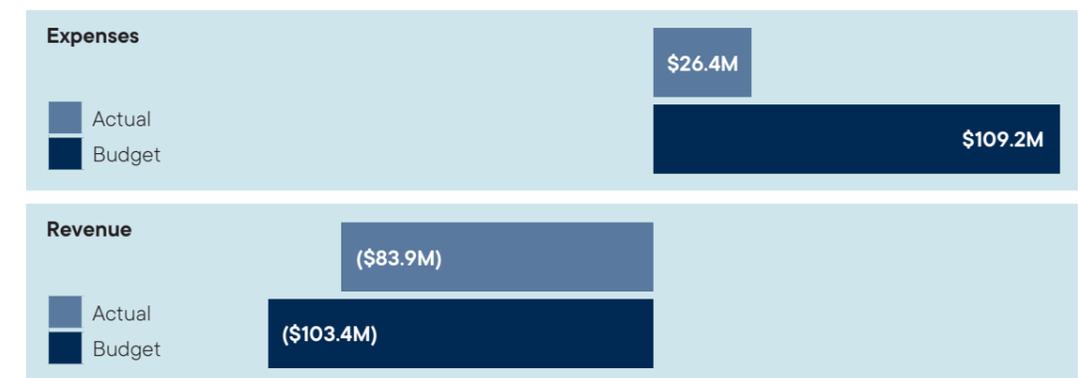


Capital Works Program

\$29.3M



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



The data is organised by grouping services under each Key Result Area (KRA). Negative figures represent revenue items, such as rates or waste services. Since this data reflects Quarter 1, revenue is higher than expenses at this stage.

Corporate Business Plan on a page

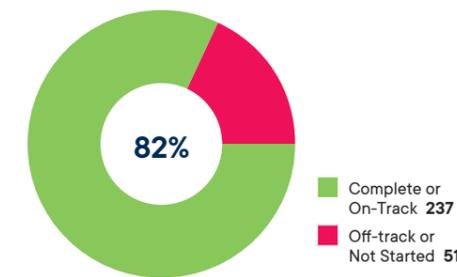
	Services	Operating Projects	Capital Programs
Social	<ul style="list-style-type: none"> Arts and Events Community Strategy and Programs Library and Community Centres Emergency Management Golf Courses Health Services Ranger Services Recreation Services Safety and Crime Prevention 	<ul style="list-style-type: none"> Event Grants and Sponsorships Perth Wildcats Pre-season Game StrEATS CCTV System 	<ul style="list-style-type: none"> ICT – CCTV Infrastructure
Built	<ul style="list-style-type: none"> Asset Management and Mapping Building Approvals Building Maintenance Infrastructure Planning Planning and Building Compliance Planning Approvals Project Management Property (Community) Strategic Land-Use Planning Transport Infrastructure and Operations 	<ul style="list-style-type: none"> Major Recreation Building Masterplan Local Planning Scheme Review Town Centre Streetscape Banners 	<ul style="list-style-type: none"> Buildings – Buildings Buildings – City Sport and Recreation Buildings – Community Parks & Reserves – Parks Built Parks & Reserves – Playgrounds Parks & Reserves – Sportsgrounds Transport – Drainage Transport – Other Transport – Pathways Transport – Roads & Car parks
Natural	<ul style="list-style-type: none"> Environmental Sustainability Parks and Gardens Waste Management 	<ul style="list-style-type: none"> Biodiversity Management Fleet Transition Plan Maylands Lakes Environmental Restoration 	<ul style="list-style-type: none"> Parks & Reserves – Bores & Irrigation Parks & Reserves – Parks Natural
Economic	<ul style="list-style-type: none"> Economic Development 	<ul style="list-style-type: none"> Advocacy Priorities Implementation of Economic Development Strategy 	
Leadership and Governance	<ul style="list-style-type: none"> Communications, Engagement and Customer Relations Digital Solutions and Services Financial Services Governance and Executive Services People, Culture and Safety Planning, Performance and Risk Plant, Fleet and Equipment Asset Management System Fleet Asset Management System 	<ul style="list-style-type: none"> Forward Capital Works Management Suite Digitising Archives EDEN Project Information Classification 2025 Ordinary Council Election Swimming Pool Inspection Program Enhancements 	<ul style="list-style-type: none"> Plant & Fleet ICT – Technology & Equipment

Progress Overview

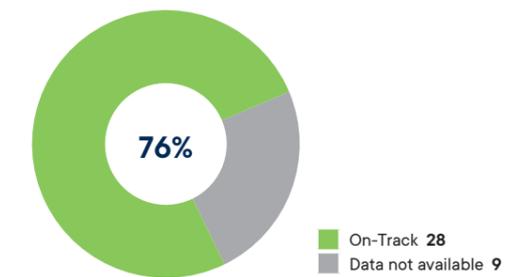
Action progress is reported quarterly using a Red, Amber, Green, Grey and Blue traffic light system, covering quarter 1 of the 2025/26 financial year.

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

Total actions 288
Actions complete or on-track: 237



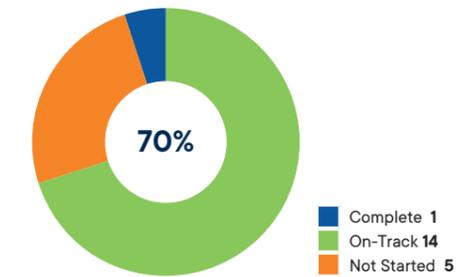
Total measures 37
Measures on-track: 28



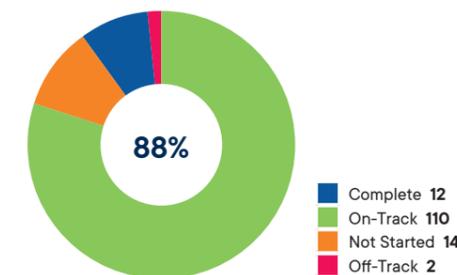
Services
Total actions 28
Actions on-track: 28



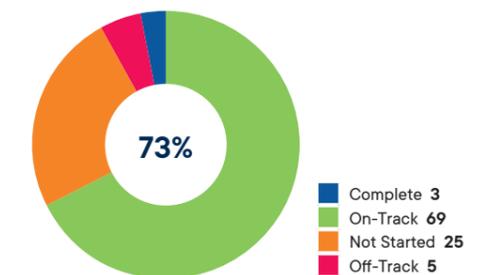
Operating Projects
Total actions 20
Actions complete or on-track: 15



Capital Works Program
Total actions 138
Actions complete or on-track: 122



Informing Plans
Total actions 102
Actions complete or on-track: 72





Social

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



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

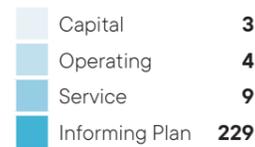
Services	Operating Projects	Capital Programs
<ul style="list-style-type: none"> Arts and Events Community Strategy and Programs Library and Community Centres Emergency Management Golf Courses Health Services Ranger Services Recreation Services Safety and Crime Prevention 	<ul style="list-style-type: none"> Event Grants and Sponsorships Perth Wildcats Pre-season Game StrEATS CCTV System 	<ul style="list-style-type: none"> ICT – CCTV Infrastructure

How we performed

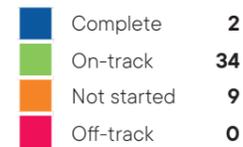
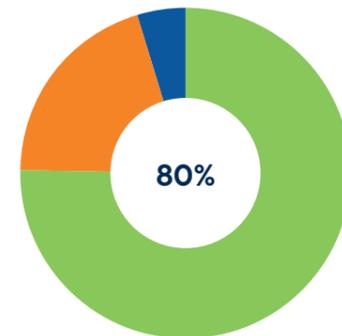
Total actions: 45

Total actions complete or on-track: 36

Action Delivery



Action Status



Performance measure

Measure		Q4 : 2024/25	Q1 : 2025/26
Better Bayswater Grants issued. (bi-annual)	Number	Data not available	Data not available
	Value	Data not available	Data not available
Community service partnership agreements		21	16
Community Event Grants and City support	Number	10	9
	Value	\$38,772	\$35,223
City-led community events		1	4
Bayswater residents registered as library members		18.70%	20.50%
Bayswater residents registered as recreation centre members		6%	6%
Usage of City's facilities (hours booked/total available hours)	Meeting room	25%	23%
	Sports courts	50%	51%
	Venue hire	35%	44%
Customer requests received for Community Safety matters		2124	1,865

Outcome

1.1

A Connected and Inclusive Community

Services

Service	Sub-Services	Status
Arts and Events	<ul style="list-style-type: none"> Arts and Culture City-led Events Community-led Events Grant Management 	On-Track
Community Strategy and Programs	<ul style="list-style-type: none"> Community Strategy Community Programming Community Grants 	On-Track
Library and Community Centres	<ul style="list-style-type: none"> Library Services Customer Experience Community Centres 	On-Track

Operating Projects

Project	Status
Event Grants and Sponsorships	On-Track
Perth Wildcats Pre-season Game	Complete
StrEATS	Not Started



Outcome

1.2
A Safe and Resilient Community

Services

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

Operating Projects

Project	Status
CCTV System	On-Track

Capital Programs

Program	Number of projects	Status			
		Complete	On-Track	Off-Track	Not Started
ICT - CCTV Infrastructure	3		3		

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



Outcome

1.3
An Active and Healthy Community

Services

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

Informing Plans

Informing Plan	Status			
	Complete	On-Track	Off-Track	Not Started
Reconciliation Action Plan 2021 - 2023		2		3
Public Health and Wellbeing 2021 - 2025		2		
Cultural Plan 2019 - 2024		6		
Access and Inclusion Plan 2025 - 2029	1	8		5
CCTV Strategy 2018-2028		2		



Built

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



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

Services	Operating Projects	Capital Programs
<ul style="list-style-type: none"> Asset Management and Mapping Building Maintenance Infrastructure Projects Statutory Planning and Compliance Property (Community) Statutory Building Strategic Land-Use Planning Transport Infrastructure and Operations 	<ul style="list-style-type: none"> Major Recreation Building Masterplan Local Planning Scheme Review Town Centre Streetscape Banners 	<ul style="list-style-type: none"> Buildings – Buildings Buildings – City Sport and Recreation Buildings – Community Parks and Reserves – Parks Built Parks and Reserves – Playgrounds Parks and Reserves – Sportsgrounds Transport – Drainage Transport – Other Transport – Pathways Transport – Roads and Carparks

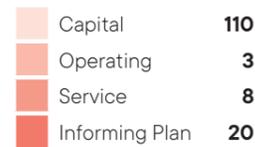


How we performed

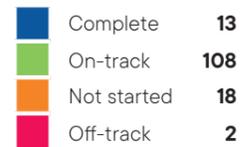
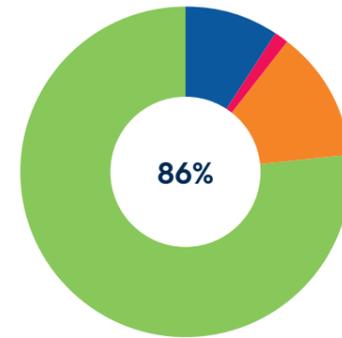
Total actions: 141

Total actions complete or on-track: 121

Action Delivery



Action Status



Performance Measures

Measure	Q4 : 2024/25	Q1 : 2025/26
Building applications received	276	265
Building approval compliance rate within statutory approval timelines	100%	100%
Planning applications received	151	174
Planning approval compliance rate within statutory approval timelines	94%	97%
Resolved graffiti incidents	1521	1330



Outcome

2.1

A Connected and Accessible City

Services

Service	Sub-Services	Status
Statutory Building	<ul style="list-style-type: none"> Building Approvals Swimming Pool Inspections Application Liaison 	On-Track
Infrastructure Projects	<ul style="list-style-type: none"> Infrastructure Planning Project Management 	On-Track
Statutory Planning and Compliance	<ul style="list-style-type: none"> Statutory Planning Development Compliance 	On-Track
Strategic Land-use Planning	<ul style="list-style-type: none"> Land Planning Strategy / Town Planning Scheme 	On-Track
Transport Infrastructure and Operations	<ul style="list-style-type: none"> Car Parks Drainage Footpaths and Cycleways Other Transport Infrastructure Roads Street Lighting Surveying Systems Management 	On-Track

Operating Projects

Project	Status
Local Planning Scheme Review	On-Track
Major Recreation Building Masterplan	Not Started

Capital Programs

Program	Number of projects	Status			
		Complete	On-Track	Off-Track	Not Started
Transport - Other	3	3			
Transport - Pathways	7	6	1		
Transport - Roads and Carparks	25	9	14		2

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



Outcome

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

Services

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

Operating Projects

Project	Status
Town Centre Streetscape Banners	Not Started

Capital Programs

Program	Number of projects	Status			
		Complete	On-Track	Off-Track	Not Started
Buildings – Buildings	11	1	8		2
Buildings – City Sport and Recreation Buildings	18		16	1	1
Buildings – Community Buildings	19		16		3
Parks and Reserves – Parks Built	8	1	7		
Parks and Reserves – Playgrounds	3		2		1
Parks and Reserve - Sportsgrounds	11	1	7		3
Transport – Drainage	5		5		

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



Informing Plans

Informing Plan	Status			
	Complete	On-Track	Off-Track	Not Started
Bike Plan 2023	1	7		2
Play Space Strategy 2019 - 2029		3		
Community Recreation Plan 2022 - 2032		5		2



Natural

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



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

Services	Operating Projects	Capital Programs
<ul style="list-style-type: none"> Environmental Sustainability Parks and Gardens Waste Management 	<ul style="list-style-type: none"> Biodiversity Management Fleet Transition Plan Maylands Lakes Environmental Restoration 	<ul style="list-style-type: none"> Parks and Reserves – Bores and Irrigation Parks and Reserves – Parks Natural

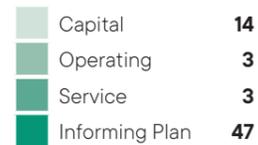


How we performed

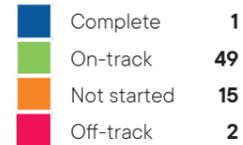
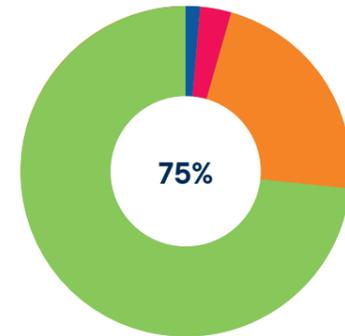
Total actions: 67

Total actions complete or on-track: 50

Action Delivery



Action Status



Performance Measures

Measure	Q4 : 2024/25	Q1 : 2025/26
City carbon footprint	Data not available	Data not available
Native plants planted	6325	1,400
Trees planted	2550	3,200
Tree canopy coverage (measured every three years)	14.48%	Data not available
Groundwater allocation used	3.56%	3.17%
Waste recovery rate (includes recycling and FOGO)	N/A	Data not available



Outcome

3.1 A Climate Resilient City

Services

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

Operating Projects

Project	Status
Biodiversity Management	On-Track
Fleet Transition Plan	Not Started
Maylands Lakes Environmental Restoration	On-Track

Capital Programs

Program	Number of projects	Status			
		Complete	On-Track	Off-Track	Not Started
Transport - Other	3		3		
Transport - Pathways	7		6	1	
Transport - Roads and Carparks	25	9	14		2

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



Outcome

3.2 Sustainable Natural Green Spaces

Services

Service	Sub-Services	Status
Parks and Gardens	<ul style="list-style-type: none"> • Irrigation • Landscape Design • Parks Infrastructure • Parks Projects • Planning and Maintenance • Spraying • Tree Care 	On-Track

Capital Programs

Program	Number of projects	Status			
		Complete	On-Track	Off-Track	Not Started
Parks and Reserves – Bores and Irrigation	10		10		
Parks and Reserves – Parks Natural	4		3		1

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

Informing Plans

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



Economic

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



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

Services	Operating Projects	Capital Programs
<ul style="list-style-type: none"> Economic Development 	<ul style="list-style-type: none"> Advocacy Priorities Implementation of Economic Development Strategy 	



How we performed

Total actions: 9

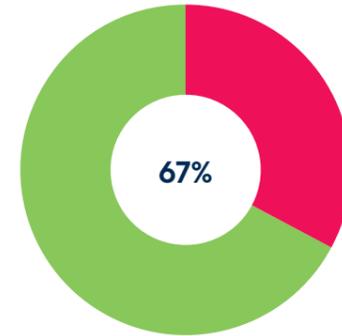
Total actions complete or on-track: 6

Action Delivery



Capital	N/A
Operating	2
Service	1
Informing Plan	6

Action Status



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

Performance Measures

Measure	Q4 : 2024/25	Q1 : 2025/26
Job-to-worker ratio	0.59	0.58
Per capita gross regional product of City of Bayswater	\$52,421	\$52,381
Active trading businesses in City of Bayswater	6,424	Annual Measure



Outcome

4.1 Diverse Economic Opportunities

4.2 Distinctive Centres

4.3 Sustainable Thriving Businesses and Employment

Services

Service	Sub-Services	Status
Economic Development	<ul style="list-style-type: none"> Advocacy Commercial Activities Economic Development Place Management and Town Centre Activation 	On-Track

Operating Projects

Project	Status
Advocacy Priorities	On-Track
Implementation of Economic Development Strategy	On-Track

Informing Plans

Informing Plan	Status			
	Complete	On-Track	Off-Track	Not Started
Morley Activity Centre Plan 2018		2	3	
Maylands Town Centre Car Parking Strategy 2018		1		



Leadership and Governance

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



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

Services	Operating Projects	Capital Programs
<ul style="list-style-type: none"> • Communications, Engagement and Customer Relations • Digital Solutions and Services • Financial Services • Governance and Executive Services • People, Culture and Safety • Planning, Performance and Risk • Plant, Fleet and Equipment 	<ul style="list-style-type: none"> • Asset Management System • Fleet Asset Management System • Forward Capital Works Management Suite • Digitising Archives • EDEN Project • Information Classification • 2025 Ordinary Council Election • Swimming Pool Inspection Program Enhancements 	<ul style="list-style-type: none"> • Plant and Fleet • ICT – Technology and Equipment

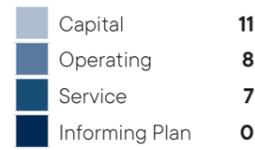
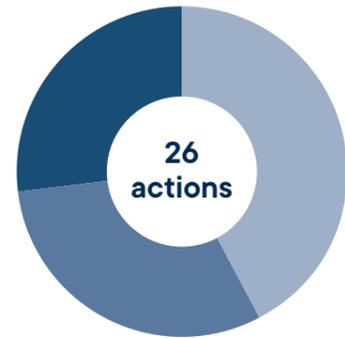


How we performed

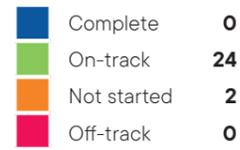
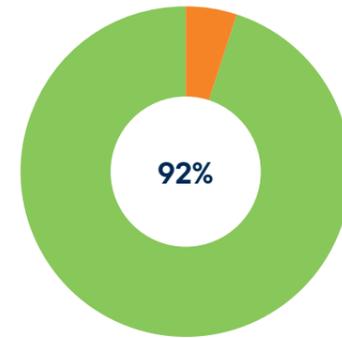
Total actions: 26

Total actions complete or on-track: 24

Action Delivery



Action Status



Performance Measures

Measure	Q4 : 2024/25	Q1 : 2025/26
Financial sustainability	Current ratio	Data not available
	Operating surplus ratio	Data not available
	Own-revenue ratio	Data not available
	Debt-service ratio	Data not available
Annual capital budget utilisation	Data not available	Data not available
Employee turnover rate	14.57%	13.58%
Lost time injury frequency rate (LTIFR)	24	37.92
Visitors to the City of Bayswater website	93,446	81,000
Visitors to the Engage Bayswater portal	19,622	19,700
Social media follower growth	1%	4%
Engagement rate of social media content	9%	11%



Outcome

5.1 Good Governance

Services

Service	Sub-Services	Status
Financial Services	<ul style="list-style-type: none"> Accounting Services Cash management Procurement Rating services 	On-Track
Governance and Executive Services	<ul style="list-style-type: none"> Executive and Council Support Executive Leadership Governance Policy Development 	On-Track

Operating Projects

Project	Status
2025 Ordinary Council Election	On-Track

Outcome

5.2 Stakeholder Leadership

Services

Service	Sub-Services	Status
Communications, Engagement and Customer Relations	<ul style="list-style-type: none"> Communications and Marketing Community Engagement Customer Relations 	On-Track



Outcome

5.3 Optimised Performance

Services

Service	Sub-Services	Status
Digital Solutions and Services	<ul style="list-style-type: none"> • Business Systems • Digital Solutions Architecture • Information and Communication Technology • Information Management 	On-Track
People, Culture and Safety	<ul style="list-style-type: none"> • Human Resources • Organisational Development • Payroll • Work, Health and Safety 	On-Track
Planning, Performance and Risk	<ul style="list-style-type: none"> • Business Improvement • Insurance • Integrated Planning and Reporting • Internal Audit • Risk Management 	On-Track
Plant, Fleet and Equipment	<ul style="list-style-type: none"> • Depot Operations • Plant, Fleet and Equipment 	On-Track

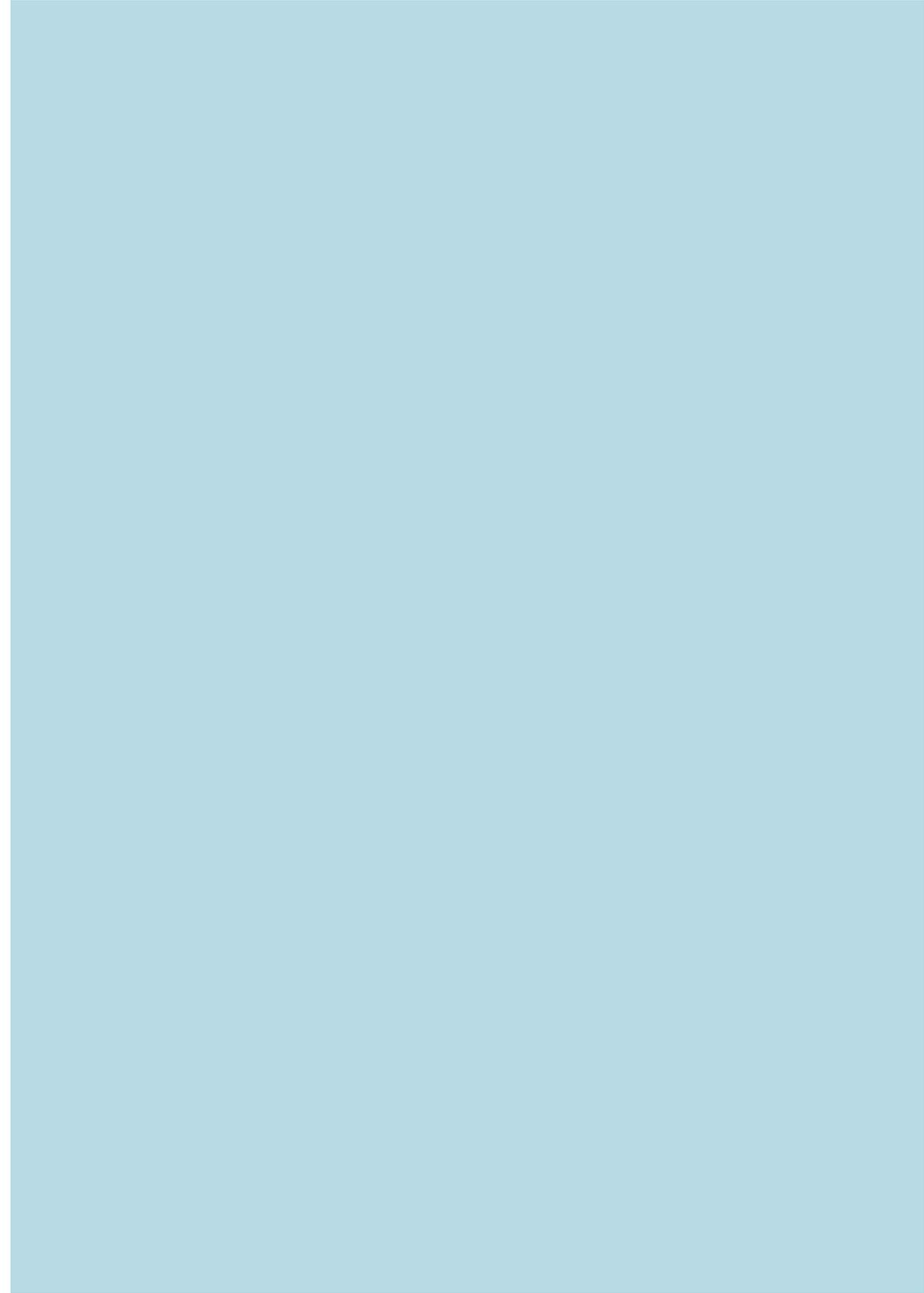
Operating Projects

Project	Status
Asset Management System	On-Track
Fleet Management System	On-Track
Forward Capital Works Management System	On-Track
Swimming Pool Inspection Program Enhancements	On-Track
Information Classification	On-Track
EDEN Project	On Track
Digitising Archives	Not Started

Capital Programs

Program	Number of projects	Status			
		Complete	On-Track	Off-Track	Not Started
Plant and Fleet	1		1		
ICT – Technology and Equipment	10		9		1

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



City of
Bayswater

61 Broun Avenue, Morley WA 6062
Civic Centre Opening Hours: 8.30am - 4.30pm (Monday to Friday)
Mailing address: PO Box 467 Morley WA 6943
P: 9272 0622 | F: 9272 0665
mail@bayswater.wa.gov.au | bayswater.wa.gov.au

 facebook.com/bayswatercity  instagram.com/cityofbayswater



Attachment 1

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

Type	KRA	Deliverable	Status	Comment
Capital Project	Social	Morley Sport and Recreation – Court 1 grandstand rectification	Off-Track	Further investigation and scoping required due to unforeseen considerations. Partial funding to be used for further scoping following review.
Capital Project	Built	New pathway (Local Access) – Bellew Way from McGilvray Ave to 23 Bellew Way	Off-Track	Consultation for the footpath was undertaken in August 2025. Residents objected to the provision of the footpath. The matter is going to Council for the October OCM.
Informing Plans – Morley Activity Centre Plan 2018	Economic	Implement streetscape upgrades and beautification to Russell Street as a matter of priority	Off-Track	The City is seeking funding for the implementation of the Streetscape plan along Russell Street which will upgrade the landscaping including trees. No works will be undertaken until external funding is sourced.
Informing Plans – Morley Activity Centre Plan 2018	Economic	Plant street trees and landscaping throughout the Activity Centre in accordance with the Streetscape Plan	Off-Track	The City is seeking funding for the implementation of the Streetscape plan along Russell Street which will upgrade the landscaping, including trees. No works will be undertaken until external funding is sourced.
Informing Plans – Morley Activity Centre Plan 2018	Economic	Upgrade and extend pedestrian footpaths throughout the Activity Centre in accordance with the Streetscape Plan	Off-Track	The City is seeking funding for the implementation of the Streetscape plan along Russell Street which will upgrade the footpaths. No works will be undertaken until external funding is sourced.
Informing Plans – Local Biodiversity Strategy (2008)	Natural	Introduction of GIS software as a management tool including regular updates of the layers in use.	Off-Track	The software cannot be used until hardware is secured for the team to use in and out of the field.
Informing Plans – Local Biodiversity Strategy (2008)	Natural	Introduction of GPS/PDA systems allowing for immediate download of field data into GIS	Off-Track	This hardware has not been sourced for the team to initiate use of these types of systems for data collection in field-based activities.



Attachment 2

Capital Forward Works Program – Detail

Number	Program Name	Sub-Program	Asset Type	Short Description
1	Capital: ICT - CCTV Infrastructure	CCTV	CCTV Cameras	CCTV (Fixed Cameras) Renewal
1	Capital: ICT - CCTV Infrastructure	CCTV	Body Worn Cameras	CCTV (Body Cameras) Renewal
1	Capital: ICT - CCTV Infrastructure	CCTV	Vehicle Cameras	CCTV (Vehicle Cameras) Renewal
2	Capital: Buildings Program - Buildings	Buildings	Various	Aged Persons Homes - Mertome Gardens - annual allocation
2	Capital: Buildings Program - Buildings	Buildings	Aircon	Civic Centre Chiller replacement stage 2A
2	Capital: Buildings Program - Buildings	Buildings	Fit out	Civic Centre Refurbishing
2	Capital: Buildings Program - Buildings	Buildings	Security and Access	Civic Centre Security & access control upgrade
2	Capital: Buildings Program - Buildings	Buildings	Security and Access	Maylands Peninsula Golf Course Curators shed Security System Replacement
2	Capital: Buildings Program - Buildings	Buildings	Aircon	Bayswater Library - Aircon replacement
2	Capital: Buildings Program - Buildings	Buildings	Aircon	Dog Pound AC replacements
2	Capital: Buildings Program - Buildings	Buildings	Painting	Paddy Walker Works Depot - Line marking and wall painting of mechanical workshop
2	Capital: Buildings Program - Buildings	Buildings	Balcony	Peninsula Hotel (Dome) Balcony repairs
2	Capital: Buildings Program - Buildings	Buildings	Various	Riverslea Lodge Aged Care Facilities - annual allocation
2	Capital: Buildings Program - Buildings	Buildings	Roof Painting	SES Headquarters - Roof Painting
3	Capital: Buildings Program - City Sport and Recreation	City Sport and Recreation	Aircon	Morley Sport and Rec Aircon replacements
3	Capital: Buildings Program - City Sport and Recreation	City Sport and Recreation	Ceiling	Morley Sport and Rec replace group fitness ceiling
3	Capital: Buildings Program - City Sport and Recreation	City Sport and Recreation	Court backboards	Morley Sport and Rec -replace backboards and mounting systems
3	Capital: Buildings Program - City Sport and Recreation	City Sport and Recreation	Flooring	Morley Sport and Rec Court 3 flooring replacement
3	Capital: Buildings Program - City Sport and Recreation	City Sport and Recreation	Grandstand	Morley Sport and Rec Court 1 grandstand rectification



3	Capital: Buildings Program - City Sport and Recreation	City Sport and Recreation	Roof	Morley Sport and Rec Re-roof stage 4 and 5 - stage 2
3	Capital: Buildings Program - City Sport and Recreation	City Sport and Recreation	Various	Morley Sport and Rec - Unplanned capital replacement (General Allocation)
3	Capital: Buildings Program - City Sport and Recreation	City Sport and Recreation	Aircon	The RISE sports courts ducting Aircon
3	Capital: Buildings Program - City Sport and Recreation	City Sport and Recreation	Court backboards	The RISE Replace court backboards
3	Capital: Buildings Program - City Sport and Recreation	City Sport and Recreation	Lighting	The RISE Lighting Upgrade (Stage 2)
3	Capital: Buildings Program - City Sport and Recreation	City Sport and Recreation	Aircon	Bayswater Waves Gym Air Handling Unit Replacement
3	Capital: Buildings Program - City Sport and Recreation	City Sport and Recreation	Aircon	Bayswater Waves Aircon Replacement
3	Capital: Buildings Program - City Sport and Recreation	City Sport and Recreation	Buildings	Bayswater Waves Large equipment storage shed
3	Capital: Buildings Program - City Sport and Recreation	City Sport and Recreation	Hydrotherapy Pool	Bayswater Waves Upgrade Hydrotherapy gate to auto-close gate and controller
3	Capital: Buildings Program - City Sport and Recreation	City Sport and Recreation	Hydrotherapy Pool	Bayswater Waves Upgrade hydrotherapy air handling - stage 1 design
3	Capital: Buildings Program - City Sport and Recreation	City Sport and Recreation	Internal Walls	Bayswater Waves Health club replace aged marine carpet kick guard
3	Capital: Buildings Program - City Sport and Recreation	City Sport and Recreation	Lockers	Bayswater Waves - Security lockers for the gym
3	Capital: Buildings Program - City Sport and Recreation	City Sport and Recreation	Plant	Bayswater Waves - Variable Speed Drive on pumps Replacement
4	Capital: Buildings Program - Community Buildings	Community Buildings	Aircon	Bedford Bowling Club AC replacements
4	Capital: Buildings Program - Community Buildings	Community Buildings	Aircon	Bedford Junior Cricket Club AC replacements
4	Capital: Buildings Program - Community Buildings	Community Buildings	Fit out	Maylands Sport Recreation Club - Function bar upgrade - Community Grant Program
4	Capital: Buildings Program - Community Buildings	Community Buildings	Kitchen	Crimea Park Cricket Clubroom - Kitchen Upgrade - Community Grant Program



4	Capital: Buildings Program - Community Buildings	Community Buildings	Windows	Lower Hillcrest Res - RAL Pavilion & Clubrooms (Cricket Club) - Roller shutters - Community Grant Program
4	Capital: Buildings Program - Community Buildings	Community Buildings	Audio Visual	Morley Sport and Recreation Centre - Court 5 Audio system - Community Grant Program
4	Capital: Buildings Program - Community Buildings	Community Buildings	Flooring	Senses/WA Ballet Building - Wooden decking upgrade - Community Grant Program
4	Capital: Buildings Program - Community Buildings	Community Buildings	Hot water system	De Lacy Reserve Clubrooms - Maylands Cricket club- Hot water System Replacement
4	Capital: Buildings Program - Community Buildings	Community Buildings	Site	Ellis House - Retaining Wall
4	Capital: Buildings Program - Community Buildings	Community Buildings	Roof	Various New Roof Safety Systems
4	Capital: Buildings Program - Community Buildings	Community Buildings	Various	Emergency building Item Replacement
4	Capital: Buildings Program - Community Buildings	Community Buildings	Hot water system	Houghton Park Clubroom - Hot water System Replacement 1
4	Capital: Buildings Program - Community Buildings	Community Buildings	Sewer	Lightning Park - sewer connection
4	Capital: Buildings Program - Community Buildings	Community Buildings	Cool Room	Lower Hillcrest - RAL Massie Pavilion - Cool Room Replacement
4	Capital: Buildings Program - Community Buildings	Community Buildings	Patio	Lower Hillcrest Replacement of damaged posts
4	Capital: Buildings Program - Community Buildings	Community Buildings	Electrical	Maylands Sport & Recreation Power board upgrade
4	Capital: Buildings Program - Community Buildings	Community Buildings	Roof	Noranda Sporting Complex - Roofing renewal
4	Capital: Buildings Program - Community Buildings	Community Buildings	Buildings	Pat O'Hara Reserve Rugby Clubrooms and Changerooms Upgrades
4	Capital: Buildings Program - Community Buildings	Community Buildings	Buildings	Frank Drago Reserve Redevelopments
5	Capital: Parks and Reserves - Parks Built	Parks and Playground Renewal and Upgrade	Signage	Bayswater Waves entry statement landscaping
5	Capital: Parks and Reserves - Parks Built	Parks and Playground Renewal and Upgrade	Flag Pole	Civic Centre Flagpole



5	Capital: Parks and Reserves - Parks Built	Parks and Playground Renewal and Upgrade	Park Furniture	Park Furniture Renewal Program
5	Capital: Parks and Reserves - Parks Built	Parks and Playground Renewal and Upgrade	Signage	Park signage renewal - annual allocation
5	Capital: Parks and Reserves - Parks Built	Parks and Playground Renewal and Upgrade	Bins	Public Bin Renewal Program
5	Capital: Parks and Reserves - Parks Built	Parks and Playground Renewal and Upgrade	Overhead Power Pole	Overhead Power Pole renewal
5	Capital: Parks and Reserves - Parks Built	Parks and Playground Renewal and Upgrade	Lighting	Passive Park Lights - Renewal Program
5	Capital: Parks and Reserves - Parks Built	Parks and Playground Renewal and Upgrade	Lighting	Passive Park Lights - Replacement Riverside Gardens - pole x 8
6	Capital: Parks and Reserves - Playgrounds	Parks and Playground Renewal and Upgrade	Playground	Jakobsons Reserve (North) Playground Renewal
6	Capital: Parks and Reserves - Playgrounds	Parks and Playground Renewal and Upgrade	Playground	Riverside Gardens Playground Renewal
6	Capital: Parks and Reserves - Playgrounds	Parks and Playground Renewal and Upgrade	Playground	Swan Lake Reserve Playground Renewal
7	Capital: Parks and Reserves - Sportsgrounds	Sports Park Infrastructure	Bike Track	Redcliff Bridge Bike Track surface repair
7	Capital: Parks and Reserves - Sportsgrounds	Sports Park Infrastructure	Courts	Renewal of Emberson - LJ Run Up Courts
7	Capital: Parks and Reserves - Sportsgrounds	Sports Park Infrastructure	Courts	Maylands Tennis Court Redevelopment (CSRFF)
7	Capital: Parks and Reserves - Sportsgrounds	Sports Park Infrastructure	Fencing	Renewal of Crimea - Catch Net Fencing
7	Capital: Parks and Reserves - Sportsgrounds	Sports Park Infrastructure	Goals	Renewal of Gibbney Goals
7	Capital: Parks and Reserves - Sportsgrounds	Sports Park Infrastructure	Synthetic Cricket Match Wickets	Renewal of Delacy Synthetic Cricket Match Wickets
7	Capital: Parks and Reserves - Sportsgrounds	Sports Park Infrastructure	Synthetic Cricket Match Wickets	Renewal of Noranda Sport Athletics Synthetic Cricket Match Wickets
7	Capital: Parks and Reserves - Sportsgrounds	Sports Park Infrastructure	Synthetic Cricket Practice Wickets	Renewal of Delacy Synthetic Cricket Practice Wickets
7	Capital: Parks and Reserves - Sportsgrounds	Sports Park Infrastructure	Synthetic Cricket Practice Wickets	Renewal of Deschamp Synthetic Cricket Practice Wickets
7	Capital: Parks and Reserves - Sportsgrounds	Sports Park Infrastructure	Synthetic Cricket Practice Wickets	Renewal of Grand Prom Synthetic Cricket Practice Wickets

City of
Bayswater

7	Capital: Parks and Reserves - Sportsgrounds	Drainage	Bowling green	Bayswater Bowling Club Synthetic Green Upgrade
8	Capital: Transport - Drainage	Drainage	Drainage	New Drainage at 14 Hill Street, Bayswater
8	Capital: Transport - Drainage	Drainage	Drainage	New Drainage at 2-16 Viscount Road, Morley
8	Capital: Transport - Drainage	Drainage	Drainage	New Drainage at 4a Jakobsons Way, Morley
8	Capital: Transport - Drainage	Other Transport	Drainage	New Drainage at 5 Bagden Place, Morley
8	Capital: Transport - Drainage	Other Transport	Drainage	New Drainage at 6 Jakobsons Way, Morley
9	Capital: Transport - Other	Pathways	Bus Shelters	New Bus Shelter no 16215, WOLSELEY RD
9	Capital: Transport - Other	Pathways	Bus Shelters	New Bus Shelter no 16512, TRANBY RD
9	Capital: Transport - Other	Pathways	Bus Shelters	New Bus Shelter no 16211, WOLSELEY RD
10	Capital: Pathways	Pathways	Pathways	Pathway Expansion - general allocation
10	Capital: Pathways	Pathways	Pathways	New pathway (Local Access) - Bellew Way from McGilvray Avenue to 23 Bellew Way
10	Capital: Pathways	Pathways	Pathways	New pathway (Local Access)-Wholley Street from Traylen Road to Darby Street
10	Capital: Pathways	Roads	Pathways	Pathways accessibility upgrades - Various Locations
10	Capital: Pathways	Roads	Pathways	Pathway Renewal - Various Locations
10	Capital: Pathways	Roads	Pathways	New pathway (Arterial)-Beaufort Street from Drummond Street to Birkett Street
10	Capital: Pathways	Roads	Pathways	Feasibility Study of Cycling Pathway - Walter Rd from Galleria Shopping Centre to Rugby St Boundary
11	Capital: Roads and Carparks	Roads	Road	Resurface RICHARD ST From Peninsula Road to Swan View Terrace
11	Capital: Roads and Carparks	Roads	Road	Resurface Sherwood Str from Caledonian Ave to Darby Str (R2R)



11	Capital: Roads and Carparks	Roads	Road	Resurface SUSAN ST From Hubert Road to Kelvin Street
11	Capital: Roads and Carparks	Roads	Road	Resurface TRAVANCORE AVE From Eighth Avenue to Puntie Crescent
11	Capital: Roads and Carparks	Roads	Carpark	Resurface Embleton Kindergarten & Infant Health Centre Carpark (Carpark ID CP0058)
11	Capital: Roads and Carparks	Roads	Traffic Management Devices	Roberts Str traffic treatments
11	Capital: Roads and Carparks	Roads	Traffic Management Devices	Traffic Management Devices (excl for accessibility improvement) installations
11	Capital: Roads and Carparks	Roads	Traffic Management Devices	Traylen Street Traffic treatments
11	Capital: Roads and Carparks	Roads	Road	Resurface Intersection- Broun Avenue to Coode Street
11	Capital: Roads and Carparks	Roads	Road	Intersection Upgrade Benara Road / Crimea Street - stage 1 design
11	Capital: Roads and Carparks	Roads	Traffic Management Devices	LCURS - Road Safety Treatments
11	Capital: Roads and Carparks	Roads	Road	Resurface Broun Avenue southbound from Russell St to Collier Road
11	Capital: Roads and Carparks	Roads	Road	Road resurface north bound only Crimea Street from Halverson to Morley drive
11	Capital: Roads and Carparks	Roads	Road	Resurface Crimea Street from Morley Drive to Walter Road
11	Capital: Roads and Carparks	Roads	Road	Resurface CALEDONIAN AVE From Swan View Terrace to Guildford Road (R2R)
11	Capital: Roads and Carparks	Roads	Road	Resurface DUFFY ST From Clune Street to Jackson Street
11	Capital: Roads and Carparks	Roads	Traffic Management Devices	Guildford Pedestrian Crossing (Safe Routes to School Plan) Stage 1
11	Capital: Roads and Carparks	Roads	Road	Resurface HUBERT RD From Joseph Street to Richard Street
11	Capital: Roads and Carparks	Roads	Road	Resurface JOSEPH ST From Caledonian Avenue to Peninsula Road
11	Capital: Roads and Carparks	Roads	Road	Resurface MARGARET ST From Hubert Road to Caledonian Avenue (R2R)

City of
Bayswater

11	Capital: Roads and Carparks	Roads	Road	Resurface MEPHAN ST From Caledonian Avenue to Darby Street
11	Capital: Roads and Carparks	Roads	Road	Resurface MT PROSPECT CR From Caledonian Avenue to Kathleen Avenue
11	Capital: Roads and Carparks	Roads	Road	Resurface Puntie Cr from East Str to Cul-De-Sac (R2R)
11	Capital: Roads and Carparks	Roads	Road	Resurface QUEEN ST from McGann Street to Kelvin Street (R2R)
11	Capital: Roads and Carparks	Roads	Road	Resurface Queen Str from McGann Str to Norco Way (R2R)
12	Capital: Parks and Reserves - Bores and Irrigation Program	Irrigation	Irrigation Cabinet	Addlestone Reserve Irrigation Cabinet Renewal Bayswater Waves - Operations Irrigation Cabinet Renewal Joan Rycroft Reserve Irrigation Cabinet Renewal King William Supply Bore Irrigation Cabinet Renewal Lower Hillcrest Reserve Irrigation Cabinet Renewal Median - Crimea Benara Irrigation Cabinet Renewal Sherbrooke Reserve Irrigation Cabinet Renewal Verge - Catherine Street - The Strand to Lawrence St Irrigation Cabinet Renewal Verge - Paperbark Drive Irrigation Cabinet Renewal
12	Capital: Parks and Reserves - Bores and Irrigation Program	Irrigation	Irrigation System	Addlestone Reserve Irrigation System Renewal
12	Capital: Parks and Reserves - Bores and Irrigation Program	Irrigation	Irrigation System	Noranda Sporting Complex - Running Track - Soccer Irrigation System Renewal
12	Capital: Parks and Reserves - Bores and Irrigation Program	Irrigation	Irrigation System	Pat O'Hara Reserve / Morley Recreation Irrigation System Renewal
12	Capital: Parks and Reserves - Bores and Irrigation Program	Irrigation	Irrigation System	Arbor Park Irrigation System Renewal
12	Capital: Parks and Reserves - Bores and Irrigation Program	Irrigation	Irrigation System	Puntie Crescent Reserve Irrigation System Renewal

City of
Bayswater

12	Capital: Parks and Reserves - Bores and Irrigation Program	Irrigation	Irrigation System	Strutt Reserve Irrigation Modification
12	Capital: Parks and Reserves - Bores and Irrigation Program	Irrigation	Irrigation System	Bath Street / Tranby Reserve Irrigation System Renewal
12	Capital: Parks and Reserves - Bores and Irrigation Program	Irrigation	Irrigation System Design	City Wide - Irrigation system design
12	Capital: Parks and Reserves - Bores and Irrigation Program	Irrigation	Bore Pumps	Embleton Golf Course Bore Pumps Renewal FJ Beales Park Bore Pumps Refurbishment Flora Reserve Bore Pumps Renewal Gibbney Reserve Bore Pumps Refurbishment Gordon Reserve Bore Pumps Renewal Grand Promenade Reserve Bore Pumps Refurbishment Gus Weimar Park Bore Pumps Renewal Halliday Park Bore Pumps Refurbishment Hampton Square Reserve - Bulgarian Society Club Bore Pumps Renewal Houghton Park Bore Pumps Refurbishment Jakobsons Reserve Bore Pumps Renewal Joan Rycroft Reserve Bore Pumps Refurbishment Logan Reserve Bore Pumps Renewal Lower Hillcrest Reserve Bore Pumps Refurbishment Noranda Community & Family Centre - 9 Garson Court Bore Pumps Renewal Noranda Infant Health Centre - 2 Garson Court Bore Pumps Renewal Pat O'Hara Reserve Bore Pumps Refurbishment Peters Place Bore Pumps Renewal Plowmans Park Bore Pumps Renewal R A Cook Reserve Bore Pumps



				Refurbishment Ranger and Security Office - 21 Raymond Avenue Bore Pumps Renewal Shearn Memorial Park Bore Pumps Refurbishment
13	Capital: Parks and Reserves - Parks Natural	Tree Planting	Median Island	Median Island Tree Planting Program
13	Capital: Parks and Reserves - Parks Natural	Parks and Playground Renewal and Upgrade	Park structure	Morley Community Centre Garden
13	Capital: Parks and Reserves - Parks Natural	Urban Forest	Various Environmental Assets	Riverside Gardens Urban Forest (ADVOCACY PROJECT)
13	Capital: Parks and Reserves - Parks Natural	Urban Waterways	Various Environmental Assets	Maylands Lakes Masterplan Implementation
14	Capital: Plant and Fleet	Plant and Fleet		Renew HATCH ELECTRIC - 1GUB323 Renew HATCH HYBRID 1.8L 4CYL - 731BAY Renew SEDAN HYBRID 2.5L 4CYL - 1HDU157/1HDU158 Renew SEDAN HYBRID 2.5L 4CYL - 1HDU158 Renew SEDAN HYBRID 2.5L 4CYL - 1IAI331 Renew SWEEPER COMPACT - 1HIZ009 Renew TRACTOR - 708BAY Renew TRAILER - 1TUB700 Renew TRUCK - 706BAY Renew TRUCK - 743BAY Renew TRUCK - 765BAY Renew TRUCK - 766BAY Renew UTE DIESEL DC CC 4X2H 2.2L 4CYL - 787BAY Renew UTE DIESEL DC PU 4X2H 2.2L 4CYL - 768BAY Renew UTE DIESEL DC PU 4X2H 2.4L 4CYL - 1GUS315 Renew UTE DIESEL DC PU 4X2H 2.4L 4CYL - 1GZT367 Renew UTE DIESEL DC PU 4X4H 2.2L



				4CYL - 1HKI469 Renew UTE DIESEL SC CC 4X2L 2.2L 4CYL - 721BAY Renew UTE DIESEL SC CC 4X2L 2.2L 4CYL - 733BAY Renew WAGON PETROL 2.0L 4CLY - 1GWQ183 Renew WAGON PETROL 2.5L 4CYL - 1GSE308 Renew WAGON PETROL 2.5L 4CYL - 1GZN522 Renew AERATOR - 50005 Renew AERATOR - 50244 Renew LOADER - 1GEC534 Renew MOWER CYLINDER MOWER Renew MOWER ZERO TURN - 1GVF852 Renew MOWER ZERO TURN - 1GVF857 Renew MOWER ZERO TURN - 1GVF858 Renew MOWER ZERO TURN - 1HDC871 Renew MOWER ZERO TURN - 1HEU467 Renew ROLLER
15	Capital: ICT - Technology and Equipment	Basic	Library IT Equipment	Library IT Equipment Renewal
15	Capital: ICT - Technology and Equipment	Basic	Sport and Recreation IT Equipment	Sport and Recreation IT Equipment Renewal (Wellington Room Wi-Fi)
15	Capital: ICT - Technology and Equipment	Basic	Audio Visual	Audio Visual Equipment Renewal
15	Capital: ICT - Technology and Equipment	Basic	Workstations	End User Devices - Workstation Buffer stock
15	Capital: ICT - Technology and Equipment	Basic	Workstations	End User Devices - Workstation Core Fleet Renewal
15	Capital: ICT - Technology and Equipment	Basic	Server	Network Infrastructure Server Renewal
15	Capital: ICT - Technology and Equipment	Basic	Server 2	Network Infrastructure Server Renewal
15	Capital: ICT - Technology and Equipment	Basic	Storage Device	Network Infrastructure Storage Device Renewal
15	Capital: ICT - Technology and Equipment	Basic	Switch	Network Infrastructure Switch Renewal



15	Capital: ICT - Technology and Equipment	Basic	UPS	Network Infrastructure UPS Renewal
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2025/26

INFORMING PLANS IMPLEMENTATION ACTIONS

This report shares the specific actions which the City will take to bring community-driven plans to life in 2025/26. Aligned with the Council Plan, each informing plan includes clear details to ensure progress you can see and trust.





Social

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

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

Reconciliation Action Plan

[City-of-Bayswater-Innovate-RAP-2021-2023-web-version.pdf](#)

Implementation Action	Planned Delivery Method	Responsible Branch
Develop and communicate an Aboriginal and Torres Strait Islander engagement plan in consultation with local Elders to support a clear approach for engaging Aboriginal and Torres Strait Islander stakeholders.	Service Delivery Improvement	Community Development
Meet with local Aboriginal and Torres Strait Islander stakeholders to develop guiding principles for future engagement.	Service Delivery Improvement	Community Development
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.	Service Delivery Improvement	Community Development
Review the City’s Naming Policy to include dual and renaming to Aboriginal names.	Service Delivery Improvement	Community Development
Explore and seek funding to establish and facilitate local gatherings to support truth telling conversations at sites of significance.	Service Delivery Improvement	Community Development

CCTV Strategy 2018 – 2028

Implementation Action	Planned Delivery Method	Responsible Branch
Integrate CCTV based solutions with ICT systems and business processes where relevant and applicable.	Operating Project	Community Safety
Consider use of cameras for emergency management real time situational awareness.	Operating Project	Community Safety

Access Inclusion and Plan 2025 – 2029

[Inclusive Bayswater: Access and Inclusion Plan 2025-2030](#)

Implementation Action	Planned Delivery Method	Responsible Branch
Develop a checklist process for auditing the accessibility and inclusion of premises that officers can use as a guide	Service Delivery Improvement	Community Development
Continue to prioritise upgrades to City owned and managed accessible parking infrastructure to ensure all comply with Australian Standards.	Service Delivery Improvement	Community Development
Embed universal access considerations into the Project Management Framework, including procurement, approvals, and construction	Service Delivery Improvement	Community Development
Develop accessible design and inclusive play spaces where possible to support social development of people with a range of disability and diverse backgrounds	Service Delivery Improvement	Community Development
Identify accessibility features of City buildings, facilities and parks, and publish on the City's website	Service Delivery Improvement	Community Development
Investigate the display of significant symbols and visual cues on City buildings and facilities that promote an inclusive and safe space such as a rainbow flag symbol, Aboriginal and Torres Strait Islander flag symbols and assistance dog symbol	Service Delivery Improvement	Community Development
Showcase the City's Access and Inclusion Plan achievements using a range of communication methods, including video, graphics, and hard copy formats in large print and/or Easy English where possible	Service Delivery Improvement	Community Development

Review City's Written and Brand Style Guides to build on the use of correct terminology and inclusive language in terms of disability, LGBTQIA+ and cultural and linguistic diversity	Service Delivery Improvement	Community Development
Provide the City's Access and Inclusion Plan in Easy English to encourage the participation of people with disability, people from diverse backgrounds or with low literacy	Service Delivery Improvement	Community Development
Explore opportunities to build capacity in staff to develop Easy English documents and organise Auslan and other language interpreters	Service Delivery Improvement	Community Development
Create a dedicated Access and Inclusion page on Baynet (internal intranet) to provide guidance and resources for staff, for example: <ul style="list-style-type: none"> Promoting the 'Guide to Accessible Events, Services and Information' once developed Using inclusive language Preferred suppliers Guidance for best practice reporting for Plan progress and City Advisory Groups, once reviewed 	Service Delivery Improvement	Community Development
Review the City's internal platforms such as Baynet, Litmos, and employee induction documents (e.g. subtitles and transcript for all videos)	Service Delivery Improvement	Community Development
Share the City's inclusivity statement at City events, services, venues, public consultation projects, and digital platforms such as City websites	Service Delivery Improvement	Community Development
Improve induction and onboarding process to be more accessible and inclusive	Service Delivery Improvement	Community Development

Community Recreation Plan

[COB1010-Community-Recreation-Plan-Part-1_revised-FINAL-18-August-2022.pdf](#)

[ECM_4880131_v1_Community_Recreation_Plan_Part_2](#)

Implementation Action	Planned Delivery Method	Responsible Branch
Provide additional accessible and inclusive change rooms for sporting clubs based on standards for Category 1 District Sporting Reserve.	Capital Project	Infrastructure Projects
Retrofit existing to provide accessible and inclusive change rooms for sporting clubs based on standards for Category 1 District Sporting Reserve (and determined by FIFA requirements for Women’s World Cup). Plan for future additional improvements including grandstand, clubroom, field works and public toilets, pending resource availability	Capital Project	Infrastructure Projects
Where appropriate, to facilitate community use and enjoyment of nature; aligned with natural area management plans. Consider signage, cultural history, interpretation and dual place naming	Service Delivery Improvement	Infrastructure Projects
Consider potential for co-location, additional parking, and additional sporting uses. Considering the critical needs of clubs in effectively delivering their services to the community. Will consider potential for co-location, additional infrastructure and sporting mix of the reserve.	Service Delivery Improvement	Infrastructure Projects

<p>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.</p>	<p>Service Delivery Improvement</p>	<p>Infrastructure Projects</p>
<p>Guide locations for outdoor exercise equipment to be installed across the City, considering shade, access and other park infrastructure</p>	<p>Service Delivery Improvement</p>	<p>Infrastructure Projects</p>
<p>Develop a map of current and future locations to install exercise equipment, for community use and health promotion programs.</p>	<p>Service Delivery Improvement</p>	<p>Infrastructure Projects</p>

Cultural Plan 2019 – 2024

[Cultural-Plan.pdf](#)

Implementation Action	Planned Delivery Method	Responsible Branch
Work with the Office of Multicultural Interests and local groups to build cultural awareness through performance, activities and events.	Delivered outside BAU	Community Development
Develop the capacity of local cultural groups and organizations through the provision of the City’s Community Upskillers Program, grant funding and partnership opportunities.	Service Delivery Improvement	Community Development
Explore greater use of technology to make cultural activities more interactive and accessible.	Service Delivery Improvement	Community Development
Consider a range of temporary cultural experiences – self-paced, pop-ups, flash mobs, hands-on activities.	Operating Project	Community Development
Utilise open spaces, parks and the riverfront.	Service Delivery Improvement	Community Development
Explore new cultural experiences to appeal to a wide range of audiences.	Operating Project	Community Development

Public Health and Wellbeing Plan 2021 – 2025

[Public Health and Wellbeing Plan](#)

Implementation Action	Planned Delivery Method	Responsible Branch
Deliver programs that promote healthy eating habits and exercise.	Operating Project	Community Development
Partner with specialist organisations to deliver programs aimed at mental health.	Operating Project	Community Development



Built

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

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

Bike Plan 2023

[Bayswater-Bike-Plan-2023.pdf](#)

Implementation Action	Planned Delivery Method	Responsible Branch
Support the implementation of the Noranda Station cycling improvement plan by the Public Transport Authority.	Capital Project	Infrastructure Projects
Support the implementation of the Morley Station cycling improvement plan by the Public Transport Authority and link with the Morley Shopping precinct.	Capital Project	Infrastructure Projects
Adopt 2.0m minimum path widths in parks and open space with consideration to 2.5m paths near schools and major activity centres and where warranted.	Service Delivery Improvement	Infrastructure Projects
Implement Safe Routes to Schools programs in all schools within the City over a four-year period.	Capital Project	Infrastructure Projects
Consider reduced speed trials in parts of the City of Bayswater where there is congestion, pedestrian, and cycle movement, such as Bayswater Town Centre, Bedford North precinct, Maylands Town Centre, Morley Town Centre, and Maylands North. This could be an interim trial with view towards 30km/h or 40km/h zones.	Operating Project	Infrastructure Projects
Discuss with the City of Stirling, Main Roads WA and the Department of Transport the need for possible path alignment options and design criteria, such as preserving trees, for	Service Delivery Improvement	Infrastructure Projects

continuation of a cycle link along Railway Parade from Maylands Station to the Third Avenue railway crossing.		
Railway Parade protected cycle lanes or shared path: Central Avenue to Maylands Station	Service Delivery Improvement	Infrastructure Projects
Drake Street shared path: Beechboro Road South to Rothbury Road	Capital Project	Infrastructure Projects
Walter Road shared path or protected cycle lanes: Tonkin Hwy PSP to Collier Road	Operating Project	Infrastructure Projects
Crossings of Guildford Road Investigate improvements between Caledonian Avenue and Grosvenor Road	Capital Project	Infrastructure Projects

Play Space Strategy 2019 – 2029

[Play-Space-Strategy-Updated-October-2022.pdf](#)

Implementation Action	Planned Delivery Method	Responsible Branch
Incorporate into broader site concept plan	Capital Project	Infrastructure Projects
Swan Lake Reserve	Capital Project	Infrastructure Projects
Jakobsons Reserve (North)	Capital Project	Infrastructure Projects



Natural

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

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

Emission Reduction and Renewable Energy Plan 2021 – 2040

Emission Reduction and Renewable Energy Plan

Implementation Action	Planned Delivery Method	Responsible Branch
Evaluate funding options available to the City to progress with measures that will help it achieve its targets, including grant, internal budgets, a Revolving Energy Fund (REF), borrowing and third-party offers such as onsite solar Power Purchasing Agreements (solar PPAs).	Service Delivery Improvement	Parks and Environment
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	Service Delivery Improvement	Parks and Environment
Conduct research to identify the key areas, emissions sources, behaviours that will be most effective at reducing emissions sustainably	Service Delivery Improvement	Parks and Environment
Identify and plan the implementation of high priority systemic and behavioural changes that will yield the greatest benefit in emissions savings and staff engagement	Service Delivery Improvement	Parks and Environment
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	Service Delivery Improvement	Parks and Environment

Continue to work with Western Power and other stakeholders to progress the City’s case for lights in Bayswater to be upgraded to LED (non-decorative, smart control-enabled to be decided), with a goal for implementation in the next Business plan cycle	Service Delivery Improvement	Parks and Environment
Develop or update plans for the City’s fleet fuel transition to hybrid and electric vehicles across all vehicle categories	Operating Project	Parks and Environment
Develop a plan for EV charging infrastructure for the City’s EVs as well as at community facilities (including potential increase in energy demand)	Operating Project	Parks and Environment

Environmental Liveability Framework 2021 – 2045

[FINAL-ELF-ADOPTED-BY-COUNCIL_3.pdf](#)

Implementation Action	Planned Delivery Method	Responsible Branch
Increase biodiversity and connectivity of natural areas by creating Nature Links through the City of Bayswater, by increasing native biodiversity in residential gardens and verges, parks and public spaces, median strips, cycle ways and drains.	Service Delivery Improvement	Parks and Environment
Embrace nature as an integral part of the City of Bayswater’s quality lifestyle through a ‘Nature’s Garden City’ program, showing how it can improve health and wellbeing.	Service Delivery Improvement	Parks and Environment
Advocate the State Government to install underground power in all locations within the City to improve the liveability of the area.	Service Delivery Improvement	Parks and Environment
Provide every household with access to a natural area that contains native species and ecological communities in a relatively natural state within a 10 minute walk (800 metres) of their home.	Service Delivery Improvement	Parks and Environment
Plant one million trees in the City between now and 2050.	Service Delivery Improvement	Parks and Environment
Provide charging infrastructure at major activity centres to accelerate the uptake of electric vehicles.	Service Delivery Improvement	Parks and Environment
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.	Service Delivery Improvement	Parks and Environment

Roll out of an app-based technology that enables residents to monitor and reduce their carbon footprint in real time.	Service Delivery Improvement	Parks and Environment
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Foreshore Area 10-Year Priority Plan 2019

Implementation Action	Planned Delivery Method	Responsible Branch
Tranby House Reserve Timber Walling	Service Delivery Improvement	Parks and Environment
Tranby House Reserve North of Peninsular Farm-RETREAT (Relocate Footpath)	Service Delivery Improvement	Parks and Environment
Hinds Park Block Wall	Service Delivery Improvement	Parks and Environment
Hinds Park Natural Shoreline	Service Delivery Improvement	Parks and Environment
Riverside Gardens Beach	Service Delivery Improvement	Parks and Environment
Berringa Park River wall and Spillway	Service Delivery Improvement	Parks and Environment
Bardon and Berringa Park- RETREAT (relocate Yacht Club Tower)	Service Delivery Improvement	Parks and Environment

Local Biodiversity Strategy 2008

[BBB-Biodiversity-Strategy.pdf](#)

Implementation Action	Planned Delivery Method	Responsible Branch
Develop a Native Vegetation in Reserves Policy.	Service Delivery Improvement	Parks and Environment
Introduce a 'Plants to Residents' program providing locally endemic species to residents at a subsidised cost	Operating Project	Parks and Environment
Ensure adequate education and awareness of biodiversity issues within both Council and the wider community.	Service Delivery Improvement	Parks and Environment
Investigate opportunities for partnerships with other government departments and organisations to enhance biodiversity.	Service Delivery Improvement	Parks and Environment
Collect local provenance seed for use in revegetation projects.	Service Delivery Improvement	Parks and Environment
Introduction of GIS software as a management tool including regular updates of the layers in use.	Service Delivery Improvement	Parks and Environment
Introduction of GPS/PDA systems allowing for immediate download of field data into GIS	Service Delivery Improvement	Parks and Environment

Urban Forest Strategy 2017

[Urban Forest Strategy](#)

Implementation Action	Planned Delivery Method	Responsible Branch
Develop a significant tree register for trees on private land	Service Delivery Improvement	Parks and Environment
Promote the benefits of and encourage increases in canopy coverage on private land e.g. the 'Plants to Residents' program	Service Delivery Improvement	Parks and Environment
Conduct a tree audit of all public trees including species, age and health	Service Delivery Improvement	Parks and Environment
Undertake assessment of individual tree age and life expectancy (ULE)	Service Delivery Improvement	Parks and Environment
Continued community engagement to facilitate community input into future greening projects	Service Delivery Improvement	Parks and Environment
Promote the health, economic and environmental benefits of trees and encourage increases in canopy coverage on private land	Service Delivery Improvement	Parks and Environment

Waterwise Bayswater Strategy 2020 – 2030

[Waterwise-Bayswater_final.pdf](#)

Implementation Action	Planned Delivery Method	Responsible Branch
Develop a prioritised list of sites where drainage retrofits could improve ecological function, amenity and water quality, whilst maintaining or improving flood protection of infrastructure. This includes conversions to living streams, basin revegetation, roadside rain gardens, and car park retrofits	Service Delivery Improvement	Parks and Environment
Develop a methodology for identifying WSUD options that must be applied when undertaking road and car park asset upgrades.	Service Delivery Improvement	Parks and Environment
Identify foreshore restoration projects.	Capital Project	Parks and Environment
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”.	Service Delivery Improvement	Parks and Environment
Prepare simple diagrams that depict WSUD solutions appropriate to low, medium and high density residential and commercial/industrial built forms.	Service Delivery Improvement	Parks and Environment
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).	Service Delivery Improvement	Parks and Environment
Prepare a procedure for City capital works (roads, buildings, parks) that integrates the consideration of water with other objectives.	Service Delivery Improvement	Parks and Environment

<p>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.</p>	<p>Service Delivery Improvement</p>	<p>Parks and Environment</p>
<p>Use the City’s website to report on targets for City water use – community, City parks and City buildings.</p>	<p>Service Delivery Improvement</p>	<p>Parks and Environment</p>
<p>Engage with the community regarding use and function of the foreshore through preparation of a Foreshore Management Plan for the length of the Swan River foreshore.</p>	<p>Service Delivery Improvement</p>	<p>Parks and Environment</p>



Economic

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

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

Maylands Town Centre Car Parking Strategy 2018

[Maylands Car Parking Strategy April 2018](#)

Implementation Action	Planned Delivery Method	Responsible Branch
Mark parking bays on Whatley Crescent where road width allows.	Service Delivery Improvement	Property and Economic Development

Morley Activity Centre Plan 2018

[ECM_3237333_v1_Final Approved Morley Activity Centre Plan.pdf](#)

Implementation Action	Planned Delivery Method	Responsible Branch
Advocate that the Morley Activity Centre be given a high priority in the State government’s Urban Infrastructure Development Program	Operating Project	Property and Economic Development
Implement streetscape upgrades and beautification to Russell Street as a matter of priority	Operating Project	Property and Economic Development
Plant street trees and landscaping throughout the Activity Centre in accordance with the Streetscape Plan	Operating Project	Property and Economic Development
Upgrade and extend pedestrian footpaths throughout the Activity Centre in accordance with the Streetscape Plan	Capital Project	Property and Economic Development
Advocate for the provision of bus lanes on Russell Street, Broun Avenue and Beaufort Street	Operating Project	Property and Economic Development



Leadership and Governance

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

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

8.6 Quarter 1 - Quarterly Performance Report - Risk

Responsible Branch:	Governance and Strategy
Responsible Directorate:	Office of the CEO
Authority/Discretion:	Information Purposes
Voting Requirement:	Simple Majority Required.
Attachments:	1. Risk Dashboard [8.6.1 - 2 pages] 2. CONFIDENTIAL REDACTED - Risk Actions Dashboard [8.6.2 - 2 pages]
Officer Declaration:	<i>The officers involved in drafting and reviewing this report do not have any interests to disclose in the item.</i>

This item contains one or more confidential attachments in accordance with Section 5.23(2) of the Local Government Act 1995:

- (f) *a matter that if disclosed, could be reasonably expected to —*
 - (i) *impair the effectiveness of any lawful method or procedure for preventing, detecting, investigating or dealing with any contravention or possible contravention of the law; or*
 - (ii) *endanger the security of the local government’s property; or*
 - (iii) *prejudice the maintenance or enforcement of a lawful measure for protecting public safety;*

SUMMARY

This report outlines the City’s Corporate Risk Management activities and performance for Quarter 1 (July - September) 2025/26, including an update on the operational risk status and treatment action progress.

COMMITTEE RECOMMENDATION TO COUNCIL
(OFFICER'S RECOMMENDATION)

That Council:

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

Cr Cale Black Moved, Cr Donovan MacDonald Seconded

CARRIED UNANIMOUSLY: 6/0

For: Shona Zulsdorf, Tony Wittcomb, Cr Cale Black, Cr Calla Loiacono, Cr Donovan MacDonald and Cr Anthony Pittaway.

Against: Nil.

BACKGROUND

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

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

EXTERNAL CONSULTATION

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

OFFICER'S COMMENTS**Key Activities Delivered Quarter 1 2025/26*****Operational Risk Review Workshops***

Facilitated across the following branches:

- Assets
- Transport and Buildings
- Financial Services
- Property and Economic Development

Business Continuity Planning

Completed Business Impact Analysis workshops for six branches, including:

- Governance and Strategy
- Parks and Environment
- Assets
- Regulatory Services
- Digital Solutions and Services
- Communications, Engagement and Customer Relations

Draft Business Continuity Plans have been updated to reflect branch alignment and are under final review by branch Managers.

Risk Treatment Actions

Risk treatment actions have been reviewed and incorporated into quarterly corporate reporting to ensure transparency and accountability.

Strategic Risk

As part of the 2026/27 business planning process, an annual review of the Strategic Risks will be conducted. This review will assess the current strategic risks, evaluate emerging risks, and consider changes in the operating environment, along with key lessons learned from the previous year. The goal is to ensure that the Council's priorities, services, and long-term objectives are underpinned by a clear understanding of the critical risks that may impact our ability to achieve outcomes for the community.

Enterprise Risk

The development of Enterprise Risk Management has been initiated as our risk management matures. This will ensure that risks across the City are managed in a more integrated manner expanding our focus to a broader organisation wide risk perspective.

Operational Risk Overview

At the end of Quarter 1, as presented below the City recorded 175 operational risks. During this period:

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

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

Consequence and Likelihood	(5) Almost Certain	(4) Likely	(3) Possible	(2) Unlikely	(1) Rare
(1) Insignificant	0	0	2	2	1
(2) Minor	1	4	19	23	13
(3) Moderate	0	5	21	38	13
(4) Significant	0	0	0	8	4
(5) Severe	0	0	0	0	0

New Risks Identified

Six new operational risks were added during Quarter 1, primarily relating to anti-social behaviour and service delivery challenges. See table below for details.

Service	Risk Description	Risk Rating	Risk Appetite
Transport Infrastructure and Operations	Road maintenance staff exposed to physical or verbal assault from members of the public.	Medium	Low ALARP
Building Maintenance	Cleaning staff exposed to physical or verbal assault from members of the public arising from anti-social behaviour.	Medium	Low ALARP
Economic Development	Leased facilities are not maintained and/or managed in line with agreed service levels	Low	Medium
	Inability to effectively manage advocacy relationships, leading to misalignment of objectives, reduced influence, reputational damage, or missed opportunities to advance City priorities	Low	Medium
Financial Services	Exposure of rating and accounts payable staff to verbal or written abuse from customers or members of the public, resulting in psychological harm or stress	High	Low ALARP

Re-Rated Risks

Eight risks were re-rated following changes in controls or operating conditions. See table below for previous and current ratings.

Service	Risk Description	Q4	Q1
Financial Services	Contracts are not managed and monitored leading to opportunities, weaknesses and issues not being identified and rectified proactively resulting in non-profitable business decisions.	Low	Medium
Building Maintenance	Building assets non-availability, not fit for purpose	Medium	Low
Transport Infrastructure and Operations	Injury / Harm to workers due to traffic Incorrect or inadequate traffic management set-up	Medium	Low
Property (Community)	Third parties/Lease holder fail to deliver in accordance with City agreement	Medium	Low
Strategic Land-	Breach of legislation and/or Regulation	Medium	Low

Service	Risk Description	Q4	Q1
Use Planning	Management provides incorrect/inaccurate advice and/or information to internal decision makers	Low	Medium
Economic Development	Mismanagement of placemaking grants, funds, or associated agreements (e.g., contracts, MOUs) by City officers and/or recipients, including failure to adequately oversee or enforce terms.	Medium	Low
	City provides incorrect and/or inaccurate advice and/or information to stakeholders	Medium	Low

Closed Risks

Seven risks were closed during Quarter 1 due to duplication or effective mitigation. Details are provided in the table below.

Service	Risk Description	Reason for Closure
Asset Management and Mapping	ESRI GIS Enterprise system has the potential to fail and cause minor disruption to the COB website	Intramaps has completely replaced ESRI GIS.
Transport Infrastructure and Operations	Incorrect or inadequate traffic management set-up	This risk is covered in Injury / Harm to workers due to unsafe work practices
Property (Community)	Leased facilities are not maintained and/or managed in line with agreed service levels	This risk is a duplicate and is covered in City breaches or/and fails to adequately manage contracts/agreements/MOU's
Plant, Fleet and Equipment	Disruption to servicing and repairs of plant, fleet, and equipment in excess of 48-72 hours	This is a duplicate risk and is managed by the risk Disruption to servicing and repairs of plant, fleet, and equipment in excess of 72 hours
Financial Services	Financial Reporting Fraud (manipulation of financial records)	This risk is captured in "Financial practices and reporting that do not comply with statutory requirements and obligations including the possibility of fraudulent reporting"
Economic Development	City breaches or/and fails to adequately manage contracts/agreements/MOU's	This risk is captured in the risks "Third party breaches or/and fails to a adhere with agreements and/or MOU's" and "Mismanagement of placemaking grants, funds, or associated agreements (e.g., contracts, MOUs) by City officers and/or recipients, including failure to adequately oversee or enforce terms."
Strategic Land-Use Planning	Compliance	This is a duplicate risk and is managed by the risk "Breach of legislation and/or Regulation"

Risks Outside of Appetite

At the end of Quarter 1, 20 risks remain outside the City’s risk appetite, primarily relating to:

- Anti-social behaviour affecting staff and patrons across multiple services.
- Compliance issues in statutory building inspections.
- Operational safety concerns in Parks and Gardens and Assets.

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

Risk Treatment Actions

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

LEGISLATIVE COMPLIANCE

Not applicable.

RISK MANAGEMENT CONSIDERATION

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

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

FINANCIAL IMPLICATIONS

Nil

STRATEGIC IMPLICATIONS

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

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

- Outcome 5.3 Optimised Performance
- Objective 5.3.1 Focus on operational efficiency, effective delivery and innovation to ensure our services are fit for purpose, contemporary and secure.

CONCLUSION

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

View Operational Risk 2

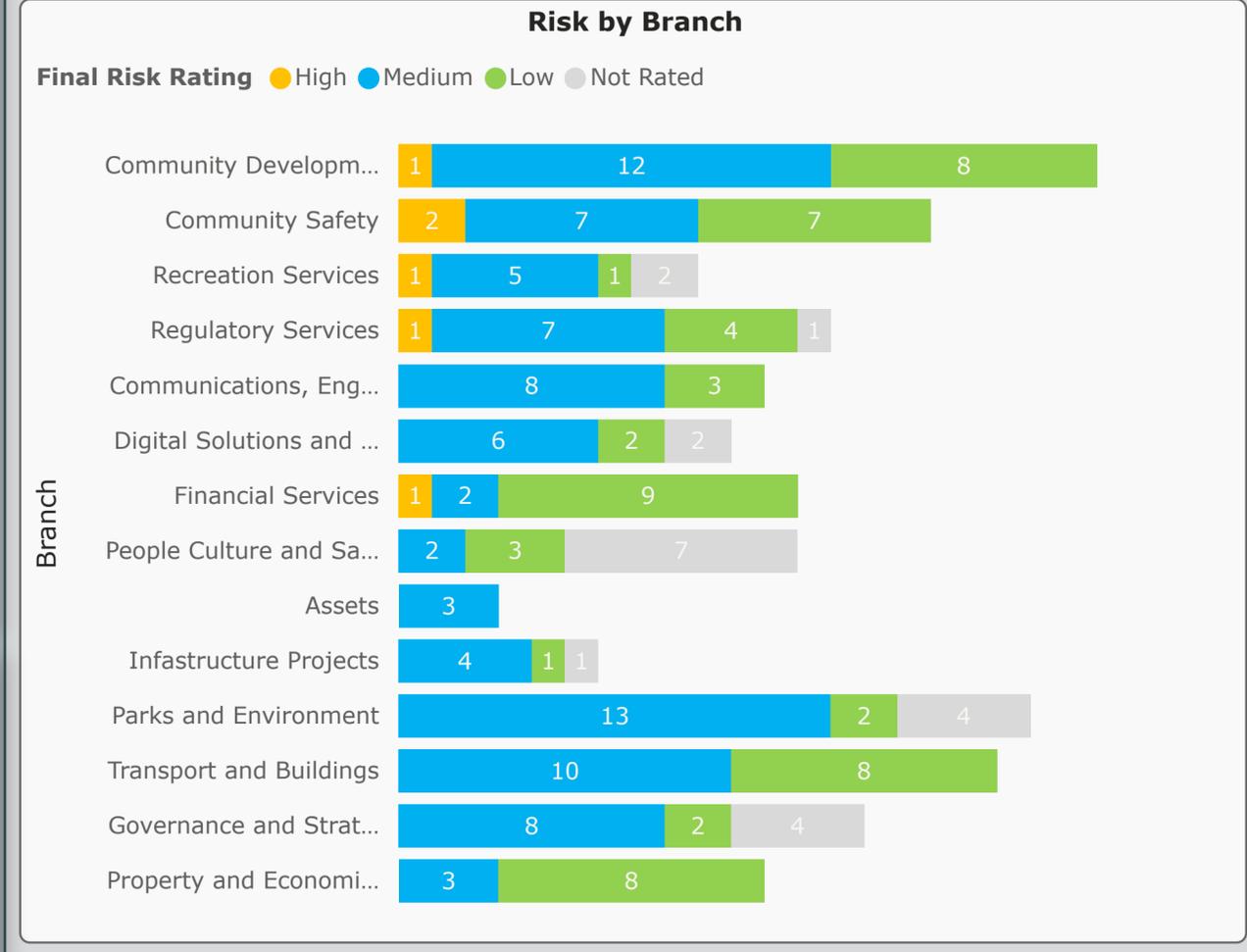
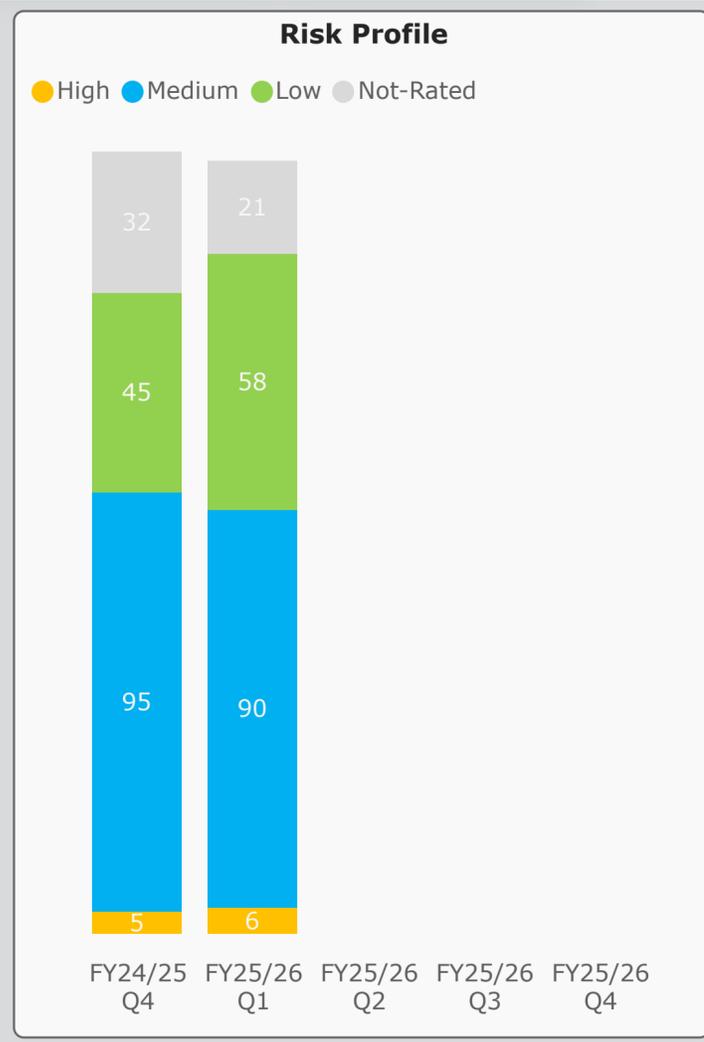
View Risk Actions

Operational Risk Overview

Back

Quarter

Q1 ▼



Consequence and Likelihood	(5) Almost Certain	(4) Likely	(3) Possible	(2) Unlikely	(1) Rare
(1) Insignificant	0	0	2	2	1
(2) Minor	1	4	19	23	13
(3) Moderate	0	5	21	38	13
(4) Significant	0	0	0	8	4
(5) Severe	0	0	0	0	0

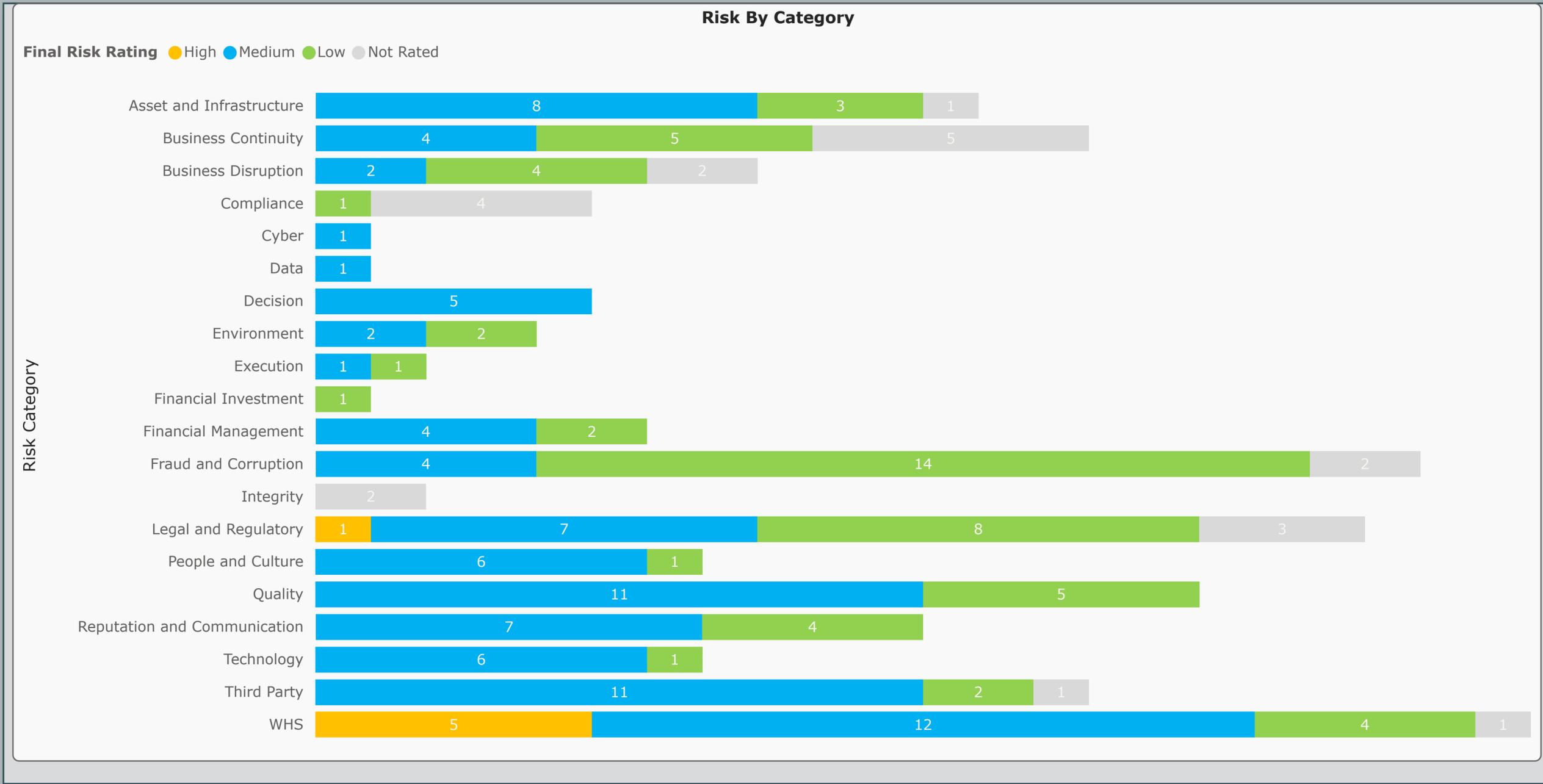
 **Go to Operational Risk**

 **View Risk Actions**

Operational Risk - 2

 **Back**

Quarter
Q1 



8.7 Quarter 1 - Quarterly 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 [8.7.1 - 2 pages]
Refer:	Item: 14.1.1 OCM: 26.08.2025
Officer Declaration:	<i>The officers involved in drafting and reviewing this report do not have any interests to disclose in the item.</i>

This item does not contain any information that is considered confidential in accordance with Section 5.23(2) of the Local Government Act 1995.

SUMMARY

This report provides an update on the Chief Executive Officer (CEO) Key Performance Indicators (KPIs) Quarter 1 (July - September) 2025/26.

COMMITTEE RECOMMENDATION TO COUNCIL
(OFFICER'S RECOMMENDATION)

That Council notes the Quarter 1 - Quarterly Performance Report – CEO KPIs.

Cr Calla Loiacono Moved, Cr Cale Black Seconded

CARRIED UNANIMOUSLY: 6/0

For: Shona Zulsdorf, Tony Wittcomb, Cr Cale Black, Cr Calla Loiacono, Cr Donovan MacDonald and Cr Anthony Pittaway.

Against: Nil.

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

Progress reporting against the below approved CEO KPIs for 2025/26 is provided in **Attachment A**.

KPI	Deliverable(s)
<p>1. Lead improved organisational change</p>	<p>1.1 Community Building Contract Management</p> <p>1.1.1 Complete a comprehensive review of the City’s current community building contract management processes and conditions.</p> <p>1.1.2 Develop and present draft service level agreements for community building contracts.</p> <p>1.1.3 Implement a process to monitor and manage contract compliance.</p> <p>1.2 Community Lease Management</p> <p>1.2.1 Conduct a full review of the City’s lease processes and conditions.</p> <p>1.2.2 Identify and document improvement opportunities with recommended actions.</p> <p>1.2.3 Develop and implement a lease compliance monitoring process, ensuring leases are regularly reviewed and compliance monitored.</p>
<p>2. Support delivery of the Economic Development Strategy</p>	<p>2.1 Advocacy</p> <p>2.1.1 Lead strategic opportunities for the City as approved through the City Advocacy Strategy / Approach</p> <p>2.2 Place Management - Grants</p> <p>2.2.1 Complete a review of the current place-based grants process, identifying and documenting opportunities for improvement.</p> <p>2.2.2 Develop a plan to implement identified improvements</p> <p>2.3 Business Support</p> <p>2.3.1 Establish and document actions aligned with the Economic Development (ED) Strategy for the 2025–2027 period.</p> <p>2.3.2 Report progress on the implementation of these actions through the corporate reporting process</p> <p>2.3.3 Prepare and submit funding requests through the Annual Business Planning and Budgeting process to resource the development and implementation of a Local Business Empowerment Plan</p>
<p>3. Support delivery of the Land Acquisition and Disposal Strategy</p>	<p>3.1 Land Acquisition and Disposal Strategy</p> <p>3.1.1 Identify and present strategic land opportunities (acquisition or disposal) to Council that support the Land Acquisition and Disposal Strategy and the City’s long-term growth.</p>
<p>4. Support delivery of the Urban Forest Strategy</p>	<p>4.1 Urban Forest</p> <p>4.1.1 Provide and promote initiatives for the community that contribute to increasing the City’s tree canopy, including the development and delivery of educational campaigns to promote the benefits of tree canopy</p> <p>4.1.2 Further analysis of tree canopy data and development of further detail into the City’s Urban Canopy Implementation Program, including considering alignment with the State’s canopy strategies.</p> <p>4.1.3 Development of tree planting projects and seek funding</p>

KPI	Deliverable(s)
	opportunities for its delivery
5. Lead the implementation of Project EDEN.	5.1 Project EDEN 5.1.1 Lead and complete the planning phase of Project EDEN related to Property and Rating
6. Oversee the development of the Waste Business Model	6.1 Waste Business Model 6.1.1 Development of the City’s Waste Business Model that will enable the consideration of the future of the City’s waste service to ensure the service is contemporary, relevant and meets the community expectations
7. Strengthen partnerships and advocate for the City	7.1 Partnerships and Advocacy 7.1.1 Complete a full review and update of the City’s Advocacy Plan 7.1.2 Manage partnerships and source commitments from State and Federal stakeholders to support the City’s strategic advocacy priorities.
8. Maylands Lakes	8.1 Maylands Lakes 8.1.1 Substantially progress the implementation of Phase 1 of the Maylands Lakes Environmental Restoration Master Plan, with ongoing community engagement; and 8.1.2 Continue to advocate the State and federal governments for funding of the remaining phases of the Master Plan.

LEGISLATIVE COMPLIANCE

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

RISK MANAGEMENT CONSIDERATION

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

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

FINANCIAL IMPLICATIONS

Nil

STRATEGIC IMPLICATIONS

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

Key Result Area: Leadership and Governance
Outcome 5.1 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 1 - FY25/26	
CEO KPI No.	CEO KPI / Goal	Deliverable No.	Deliverable / Outcome	Deliverable / Action	Current Quarter Status	Current Quarter Comment
1	Lead improved organisational change	1.1	Community Building Contract Management	1.1.1 Complete a comprehensive review of the City's current community building contract management processes and conditions.	On-Track	Finalising the project scope and deliverables to ensure clear objectives and expectations.
1	Lead improved organisational change	1.2	Community Building Contract Management	1.1.2 Develop and present draft service level agreements for community building contracts.	On-Track	Finalising the project scope and deliverables to ensure clear objectives and expectations.
1	Lead improved organisational change	1.3	Community Building Contract Management	1.1.3 Implement a process to monitor and manage contract compliance.	On-Track	Finalising the project scope and deliverables to ensure clear objectives and expectations.
1	Lead improved organisational change	2.1	Community Lease Management	1.2.1 Conduct a full review of the City's lease processes and conditions	On-Track	Community Facility Lease and Licence/User Agreement Policy review going forward in the November PRDC. Further review of processes that complement the revised Policy will commence following Policy review.
1	Lead improved organisational change	2.2	Community Lease Management	1.2.2 Identify and document improvement opportunities with recommended actions.	Not Started	To be prepared following completion of the review in 2.1.
1	Lead improved organisational change	2.3	Community Lease Management	1.2.3 Develop and implement a lease compliance monitoring process, ensuring leases are regularly reviewed and compliance monitored.	On-Track	In accordance with the City's Community Facility Lease and Licence/User Agreement Policy, an annual audit is completed on all community agreements with information assessed against a performance criteria. Overall scores influences with City's position to renew agreements. The existing process will be reviewed and adjusted where necessary to improve effectiveness.
2	Support delivery of the Economic Development Strategy	1.1	Advocacy	2.1.1 Lead strategic opportunities for the City as approved through the City Advocacy Strategy / Approach	On-Track	The City has re-engaged Purple Communications to assist with the advocacy priorities. The contract commenced 26 Sept 25
2	Support delivery of the Economic Development Strategy	2.1	Place Management - Grants	2.2.1 Complete a review of the current place-based grants process, identifying and documenting opportunities for improvement.	Not Started	There is currently no Place Manager at the City as the previous officer took another role within the City. Officers are using the vacant position as an opportunity to review the position to ensure that it aligns with the draft Economic Strategy are report on the review is expected to be presented to ELT in November.
2	Support delivery of the Economic Development Strategy	2.2	Place Management - Grants	2.2.2 Develop a plan to implement identified improvements	Not Started	Commencement pending completion of item 2.2.1
2	Support delivery of the Economic Development Strategy	3.1	Business Support	2.3.1 Establish and document actions aligned with the Economic Development (ED) Strategy for the 2025–2027 period.	On-Track	Economic Development Strategy was endorsed by Council at the August OCM - the document and an engagement plan is now being prepared to be advertised post caretaker period. Working on an action plan for delivery of the Strategy in the first 3 years.
2	Support delivery of the Economic Development Strategy	3.2	Business Support	2.3.2 Report progress on the implementation of these actions through the corporate reporting process	On-Track	Business Boosters Breakfasts - organised and promoting 4 breakfasts for businesses on AI for beginners, Forecast ID and Digital Marketing - to be held in November. Curtin Ignition program was held. The City sponsored 2 businesses who successfully completed the course.
2	Support delivery of the Economic Development Strategy	3.3	Business Support	2.3.3 Prepare and submit funding requests through the Annual Business Planning and Budgeting process to resource the development and implementation of a Local Business Empowerment Plan	Not Started	To be considered as part of the 2026/27 Council-led Business Planning and Budget process.

2025/26 CEO KPI: QUARTERLY REPORTING					Reporting For: Qtr 1 - 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.	On-Track	Council endorsed the disposal of 14 King William Street Bayswater via lease at the August OCM. EOI documents have been prepared, currently finalising a timeframe for advertising due to caretaker period.
4	Support delivery of the Urban Forest Strategy	1.1	Urban Forest	4.1.1 Provide and promote initiatives for the community that contribute to increasing the City's tree canopy, including the development and delivery of educational campaigns to promote the benefits of tree canopy	On-Track	Delivered the Free Tree give away program and tree planting demonstration. Urban Forest Officer recruitment process has commenced.
4	Support delivery of the Urban Forest Strategy	1.2	Urban Forest	4.1.2 Further analysis of tree canopy data and development of further detail into the City's Urban Canopy Implementation Program, including considering alignment with the State's canopy strategies.	On-Track	Currently scoping. Further work scheduled as staffing resource available.
4	Support delivery of the Urban Forest Strategy	1.3	Urban Forest	4.1.3 Development of tree planting projects and seek funding opportunities for its delivery	On-Track	Will form part of Urban Forest Officer portfolio. Recruitment process has commenced.
5	Lead the implementation of Project EDEN.	1.1	Project EDEN	5.1.1 Lead and complete the planning phase of Project EDEN related to Property and Rating	On-Track	Planning for the Property and Rating (P&R) transition has commenced through initial discussions with the TechOne Project Manager, Account Manager, and Product Manager to define the project stages, timelines, and tasks required to migrate P&R to CiA. In parallel, a review of licensing requirements is underway to determine the necessary licenses and associated budget allocations.
6	Oversee the development of the Waste Business Model	1.1	Waste Business Model	6.1.1 Development of the City's Waste Business Model that will enable the consideration of the future of the City's waste service to ensure the service is contemporary, relevant and meets the community expectations	On-Track	During the quarter, preliminary work commenced on the development of the City's Waste Business Model to guide the future direction of waste services.
7	Strengthen partnerships and advocate for the City	1.1	Partnerships and Advocacy	7.1.1 Complete a full review and update of the City's Advocacy Plan	On-Track	A review of the Advocacy Plan is anticipated to commence in Q3 of 2025/2026 following the commencement of the Council-led Business Planning and Budget process in Q2. The review will consider all current advocacy projects and discussions with Councillors on any new projects / initiatives which need to be included.
7	Strengthen partnerships and advocate for the City	1.2	Partnerships and Advocacy	7.1.2 Manage partnerships and source commitments from State and Federal stakeholders to support the City's strategic advocacy priorities.	On-Track	The City has re-engaged Purple Communications to assist with the advocacy priorities. The contract commenced 26 Sept 25. The City will work with Purple to ensure the connections built over the past year are maintained and expanded.
8	Maylands Lakes	1.1	Maylands Lakes	8.1.1 Substantially progress the implementation of Phase 1 of the Maylands Lakes Environmental Restoration Master Plan, with ongoing community engagement	On-Track	During the quarter, the project plan for Phase 1 of the Maylands Lakes Environmental Restoration Master Plan was progressed, with planning initiated for the four key subprojects: Phoslock application, circulation pumps, Brickworks biofilter, and revegetation. Ground surveys were completed to inform detailed design and implementation.
8	Maylands Lakes	1.2	Maylands Lakes	8.1.2 Continue to advocate the State and federal governments for funding of the remaining phases of the Master Plan.	On-Track	During the quarter, the City continued to explore and pursue opportunities for State and Federal funding to support delivery of the remaining phases of the Maylands Lakes Environmental Restoration Master Plan.

8.8 Project Eden Update - December-2025

Responsible Branch:	Digital Solutions and Services
Responsible Directorate:	Corporate Services
Authority/Discretion:	Information Purposes
Voting Requirement:	Simple Majority
Attachments:	<ol style="list-style-type: none"> 1. Project Eden Ci to CiA Update [8.8.1 - 15 pages] 2. 2024-2027 Roadmap Draft Project [8.8.2 - 7 pages] 3. Project Assurance [8.8.3 - 9 pages]

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.

COMMITTEE RECOMMENDATION TO COUNCIL
(OFFICER'S RECOMMENDATION)

That Council notes the Project Eden update as contained in Attachment 1, the updated Eden Roadmap incorporating TechOne’s advice of a 2.5-year implementation timeframe for Property and Rating in Attachment 2, and the Project Assurance document in Attachment 3.

Cr Cale Black Moved, Cr Donovan MacDonald Seconded

CARRIED UNANIMOUSLY: 6/0

For: *Shona Zulsdorf, Tony Wittcomb, Cr Cale Black, Cr Calla Loiacono, Cr Donovan MacDonald and Cr Anthony Pittaway.*

Against: *Nil.*

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.

In the next ARIC Report, reporting will be enhanced by introducing a dashboard-style format. This approach was originally planned for the current update; however, it could not be implemented due to the significant workload associated with the Core Enterprise Suite (CES) implementation on CiA.

The CES implementation was successfully completed, with Payroll transitioning to CiA and commencing live pay run processing 15 October, 2025. Subsequently, Finance and Procurement modules were implemented between 21 and 22 October, 2025.

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

Project Assurance

The Project Assurance document (**Attachment 3**) has undergone a preliminary review by the Planning, Performance, and Risk Manager to demonstrate that the project implementation follows a structured, stage gated approach designed to mitigate delivery risks. A comprehensive review is scheduled to be undertaken in Quarter 3.

LEGISLATIVE COMPLIANCE

Nil.

RISK MANAGEMENT CONSIDERATION

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

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

FINANCIAL IMPLICATIONS

Attachment 1 provides further details of the cost breakdown.

STRATEGIC IMPLICATIONS

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

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

CONCLUSION

A project status update is provided in **Attachment 1**, the Eden Provisional Roadmap has been presented in **Attachment 2**, and Project Assurance document is presented in **Attachment 3**. Further updates will be provided to the Audit, Risk and Improvement Committee.



Project Eden – Audit, Risk and Improvement Committee

8 December 2025

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)



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

Program Status Overview

Cost			Schedule			Risk		
								

Headline Activities

- The Payroll processing of Payroll from Ci to CiA in CES was successfully implemented on 15 October 2025
- The CES transition to CiA was successfully implemented on 22 October 2025, following a Project Assurance review confirming that all stage gate requirements had been met. This included approval of System Integration Testing and User Acceptance Testing, endorsement of the communications plan, and execution of a coordinated cutover plan across the organisation, which involved a temporary suspension of TechOne transactions to facilitate the conversion from Ci to CiA for the CES modules
- More than 170 staff members received training in TechOne’s re-imagined procurement processes, supported by a comprehensive 77-page Procurement Manual and new CiA reporting capabilities developed collaboratively by the Finance and Project Teams
- Finance created and trained their finance staff on twenty three work instructions specifically created for processing functions in CiA
- Request Management TechOne build has started in the environment entitled ‘PR-CiA Live’
- Business Systems Analyst (BSA) position has been filled to work fulltime on the Request Management Project, which has enabled closing of issue IR017, relating to a delay to the schedule due to the BSA resigning
- The Provisional Roadmap has been updated to incorporate TechOne’s advice that the remaining four stages of the CiA transition (Property and Rating) will require approximately 2.5 years to complete, based on their experience with comparable customer implementations

RAID Breakdown

Actions Register

Status	Count
Completed	166
Duplicate	4
Not Started	16
WIP	49
Total	235

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

Risk Register

Rsk-029 - Late payment to vendors because staff can not create purchase requisitions after the CiA implementation.

Risk-30 - Potential delay to the Request Management Project schedule due to limited availability of the assigned Business Systems Analyst, who is only engaged three days per week.

Risk-031 - Inclusion of a new scope item, Connected Content functionality prior to go-live may delay the project, as it is intended to reduce Accounts Payable processing effort (e.g., halving the time required to upload an invoice by on minute).

Risk-032 - Performance Impact from Connected Content Implementation

Risk-033 - Poor Document Management due to Lack of ECM Maintenance

Risk-034 - Lack of Resourcing for Connected Content Production Management

Risk-035 - Staff may not have the correct system access in CiA post go-live, resulting in users being unable to perform their operational responsibilities at the same level of access they held in Ci.

Risk-035 - Not having a cloud printer setup in TechOne could prevent staff from being able to print in TechOne.

New Issues

IR015 - Parks and environment resource is unable to participate in project training on Request Management which was an entry criteria for the SME roles and responsibility.

IR016 - Invoice processing will take an extra two minutes to process for every invoice because of lost copy / paste functionality in CiA.

IR017 - Rsk-30 has become an issue, potential delay to the Request Management Project schedule due to limited availability of the assigned Business Systems Analyst, who is only engaged three days per week.

IR018 - Risk 031 has become an issue, 'Inclusion of a new scope item, Connected Content functionality prior to go-live may delay the project, as it is intended to reduce Accounts Payable processing effort (e.g., halving the time required to upload an invoice by on minute).'

IR019 - Payroll executed a payrun in Production through CiA successfully, however they were not able to run the payslips as an error occurred advising Payroll the function could not be executed due to a missing Cloud Printer. *(This was resolved by adding a cloud printer a week later)*



2. Timeline



Key Milestones Dec-25

ID	Milestone	Responsible	Due Date	Status	Notes
1	Ci to CiA System Integration Testing	Project Team & SMEs	1 August 2025	Completed	21/10/24 - waiting on schedule for Project Environment implementation 19/02/25 - working with SMEs on SIT testing to start in the next few weeks. Delayed by the vendor providing the Project Environment. 14/7/25 - due to the number of defects blocking SIT, the timeline is delayed to include July.
2	Access Management	Business Analyst - Eden	26 September 2025	Completed	21/10/24 - waiting on schedule for Project Environment implementation 19/02/25 - currently building an Access Management Blueprint strategy to identify 'what good looks like' based on 'As Is' Analysis and other Council feedback. 23/4/25 - ongoing access management implemented for the Finance Team to conduct System Integration Testing. 14/7/25 - Finance Access Management & Payroll Access Management is still being tested and will continue testing through User Acceptance Testing. 3/9/25 - SIT closeout report approved by Director Corporate Services and Finance Manager
3	CES User Acceptance Testing Preparation	Project Team & SMEs	29 August 2025	Completed	23/04/25 - Lessons learned from the System Integration Testing to be adopted in the User Acceptance testing scenarios. This step includes preparing Test Scenarios, Onboarding UAT staff, and setting up a physical location for testing. 14/7/25 - SIT interim report tabled to implement UAT from 25/8/25 through to 12/9/25 14/10/25 - UAT closeout report approved by Director Corporate Services and Finance Manager
4	Procurement Training	Business Analyst - Eden	12 October 2025	Completed	14/7/25 - SIT interim report tabled to implement UAT from 25/8/25 through to 12/9/25 21/10/25 - Training was successfully completed
5	1a P&R Request Management Training (Request Management / DocOne / Business Process Automation)	Project Team & SMEs	28 July 2025	Completed	14/7/25 - training scheduled 28/7/25 - training completed
6	CES Change Management Plan	Eden Project Manager	26 September 2025	Completed	19/02/25 - Change management is ongoing as the SMEs learn the system and update their work instructions and processes. 23/4/25 - Ongoing change management with meetings scheduled to discuss the rollout of the procurement training approach. 22/7/25 - Business System Analyst is preparing the procurement manual, training plan, and the eLearning. 5/11/25 - A Change Management Register was established, which included the addition of a Procurement Manual to support the Supply Chain training program. In total, 23 Work Instructions were developed to train Finance staff on CiA functionality, covering all aspects of CES reporting for Procurement.
7	Lessons learned - Ci to CiA on CES	Eden Project Manager	2 December 2025	WIP	5/11/25 - Coordinate a Lessons Learned session on the Ci to CiA transition for CES to capture key insights and practices. The outcomes should be used to support knowledge transfer and planning for the upcoming P&R transition from Ci to CiA.

Summary

- Project team heavily involved in supporting Ci to CiA on CES in production
- Request Management 1a of Property & Rating build and test scenario creation

Key Milestones Dec-25

ID	Milestone	Responsible	Due Date	Status	Notes
8	Access Management Blueprint	Eden - Business Analyst	22 December 2025	WIP	4/11/25 - the Eden Business Analyst is capturing an Access Management blueprint to ensure 1)Ensure segregation of duties when granting access, 2)Grant rights using the 'principle of least privilege', 3)Elevate access based on need and with an appropriate approval, Use privileged access only for those tasks that specifically require elevated access, 4)Disable privileged accounts when no longer requiredamental principles are adhered to:-
9	CES in CiA handover to Business Systems	Eden Project Manager	22 December 2025	WIP	5/11/25 - The CiA support in CES is scheduled to be transitioned to the Business Systems team upon expiry of the warranty period.
10	1a P&R Request Management Configuration Design Document	Project Team & SMEs	28 November 2025	WIP	7/7/25 - TechOne configuration design workshop 7-8 August 2025. 4/11/25 - Final changes were made by the Council after workshping with TechOne on a better mechanism to build. The Council is waiting for confirmation that the CDD is accepted by TechOne so they can start the build.
11	1a P&R Request Management System Integration Testing (includes Test Scenarios creation)	Project Team & SMEs	18 December 2025	WIP	14/7/25 - system integration testing to be scheduled 4/11/25 - Test scenarios are being built based on confirmation of TechOne that changed to the CDD are endorsed that were sent to them on the 4/11/25.
12	1a P&R Request Management User Acceptance Testing Planning	Project Team, SMEs & Business Units	13 February 2025	Not Started	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	1a P&R Request Management Plan	Eden Project Manager	28 November 2025	WIP	5/11/25 - Now that a permanent BSA has been assigned to the project, develop a plan outlining the upcoming project activities, and engage with the SMEs and TechOne to confirm appropriate resourcing and alignment.
14	Connected Content Plan	Eden Project Manager	23 November 2025	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.
15	Commence phase 1b of Property and Rating (Animals, Infringments, Sundry Debtors & DXP)	Eden Project Manager	30 January 2025	WIP	5/11/25 - Work has commenced on Stage 1B through initial planning sessions with TechOne. Further detailed planning is required to allocate appropriate Subject Matter Expert (SME) resources to the project and enable commencement of the work package.

Summary

- Project team heavily involved in supporting Ci to CiA on CES in production
- Request Management 1a of Property & Rating build and test scenario creation

PID Constraints, Assumptions, and Dependencies

Constraints

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

Assumptions

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

Dependencies

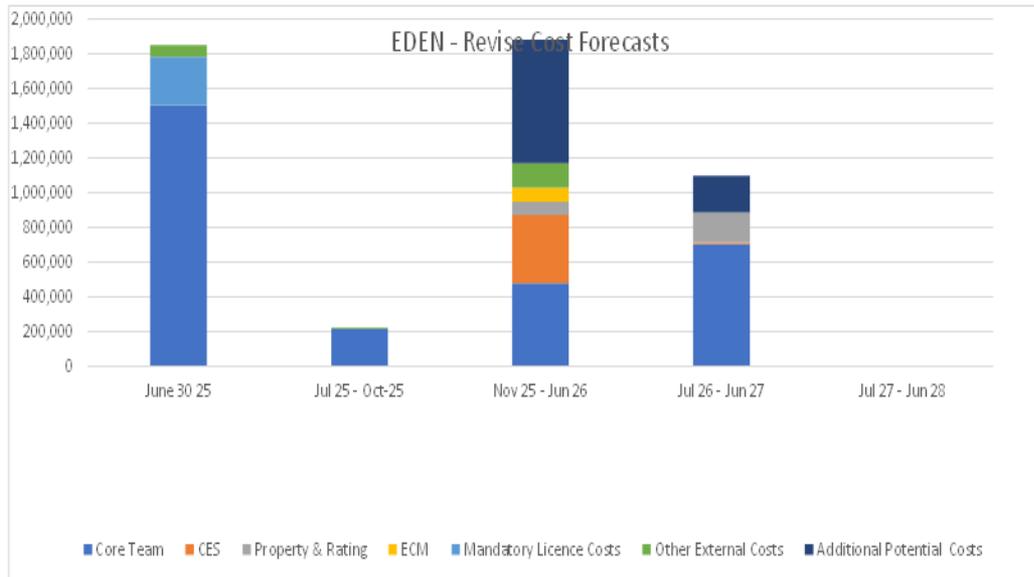
D1	Sufficient Business Unit engagement and participation in the project life cycle
D2	Sufficient support and collateral from TechOne to complete the design, configuration, conversion and testing activities



3. Estimated Costs

Estimated Costs – Oct-25

Excludes 10% Buffer	Actuals to	Actuals (Yr3)	Forecasted Spend (Yr4)	Forecast Spend (Yr5)	Forecast Spend (Yr6)	Totals
Implementation Area	June 30 25	Jul 25 - Oct-25	Nov 25 - Jun 26	Jul 26 - Jun 27	Jul 27 - Jun 28	
Core Team	1,501,201	218,241	480,128	704,952		2,904,522
CES	0	0	392,364	9,144		401,508
Property & Rating	0	0	75,415	171,972		247,387
ECM	0	0	80,000	0		80,000
Mandatory Licence Costs	280,985	0	0	0		280,985
Other External Costs	66,065	5,452	141,120	0		212,637
Additional Potential Costs			710,000	210,000		920,000
Actual / Forecast	1,848,251	223,693	1,879,027	1,096,068	0	5,047,039
Original Forecasted Budget	4,463,152	626,228				5,089,380



Comments

- Incorporates Yr5 in line with Long Term Financial Plan
- Business SME's subject to workforce planning

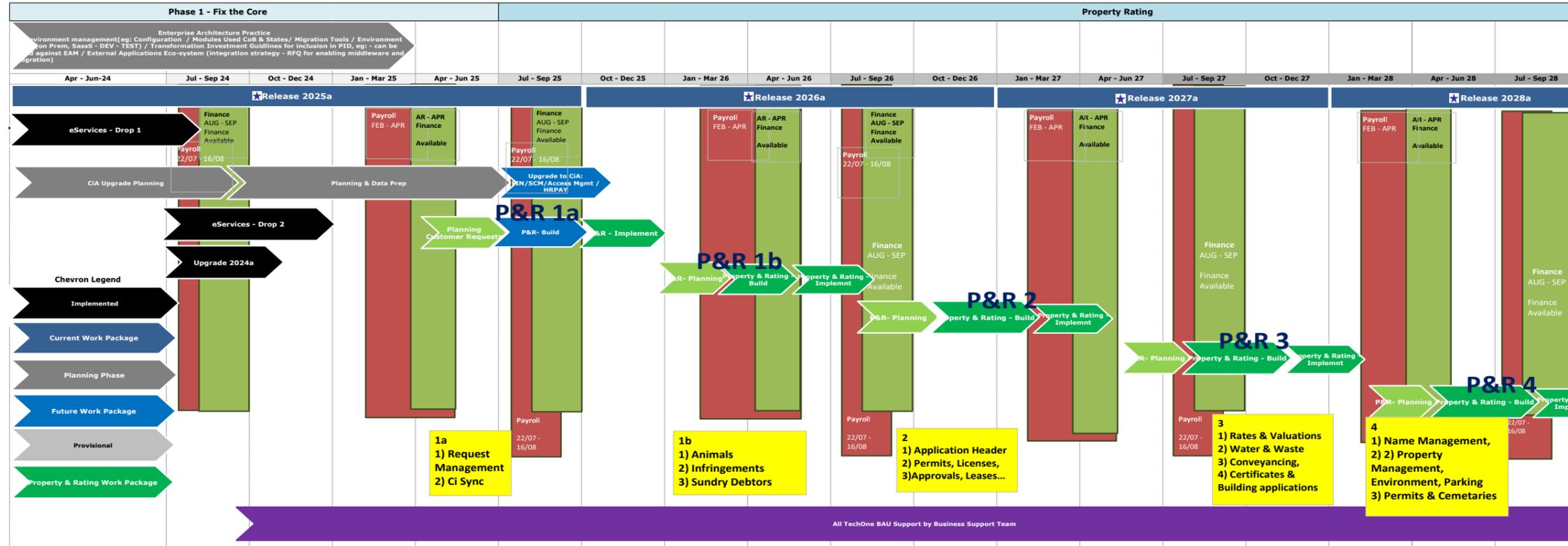


4. Key Next Steps

Key Next Steps Overview

- Lessons learned from Ci to CiA on CES to take through as key findings for the Property and Rating stages transition from Ci to CiA
- Access Management Blueprint documented and endorsed
- All project documentation to be transitioned to Business Systems Support following the expiry of the project warranty period on 22 December 2025
- Request Management activities
 - Signoff TechOne Configuration Design Document
 - TechOne to complete the build of the environment
 - Testing scenarios created
 - Request management re-planned to factor in the permanent BSA on the work package
 - System Integration Testing by the Subject Matter Experts
- Commencement of Phase 1B of the Property and Rating implementation, encompassing the delivery of Animals, Infringements, Sundry Debtors, and DXP functionality.
- Name & Address cleanup through Experian software to remove duplicate address records
- Recruiting a Business System Analyst to replace the Digital Architect who has been moved back to their substantive position of Coordinator Business System Analyst
- Extending the project core team contracts to align to the provisional roadmap of Oct-28

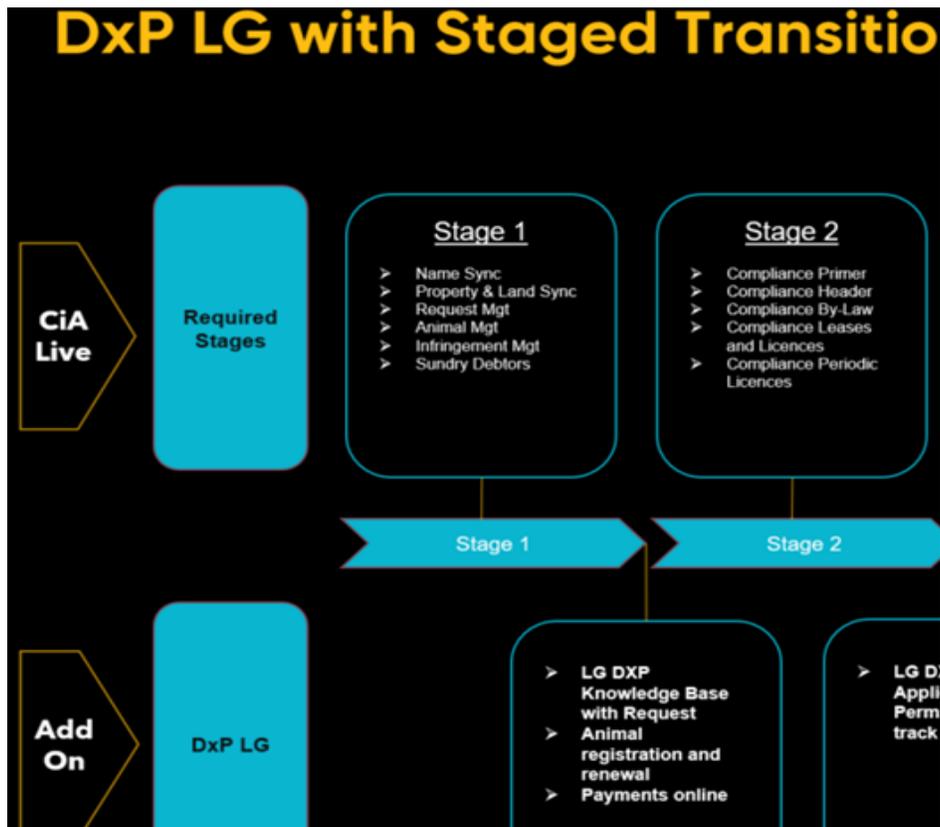
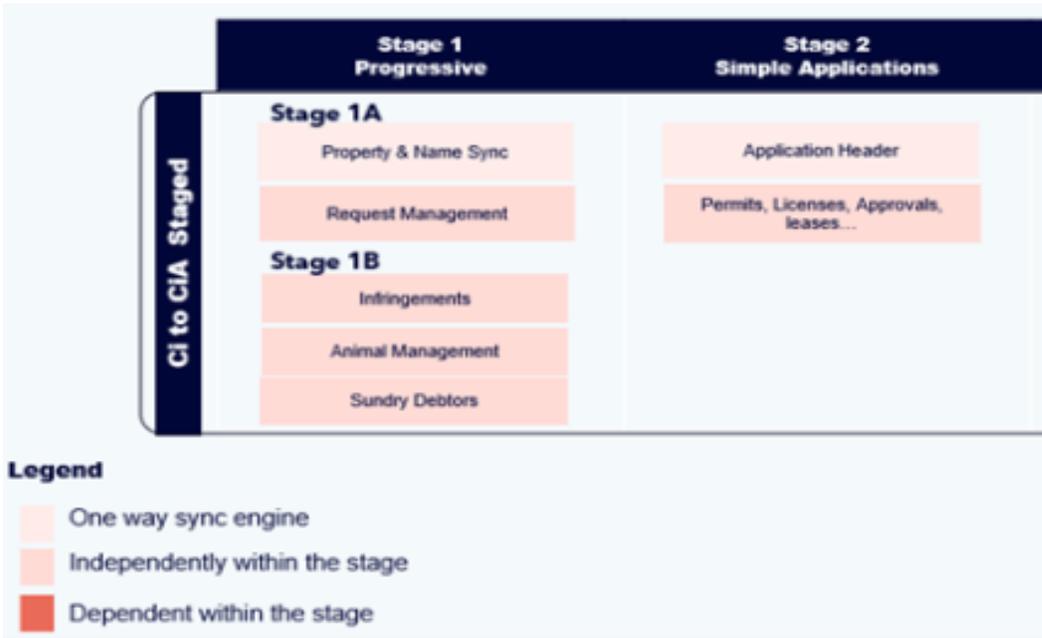
EDEN Provisional Roadmap



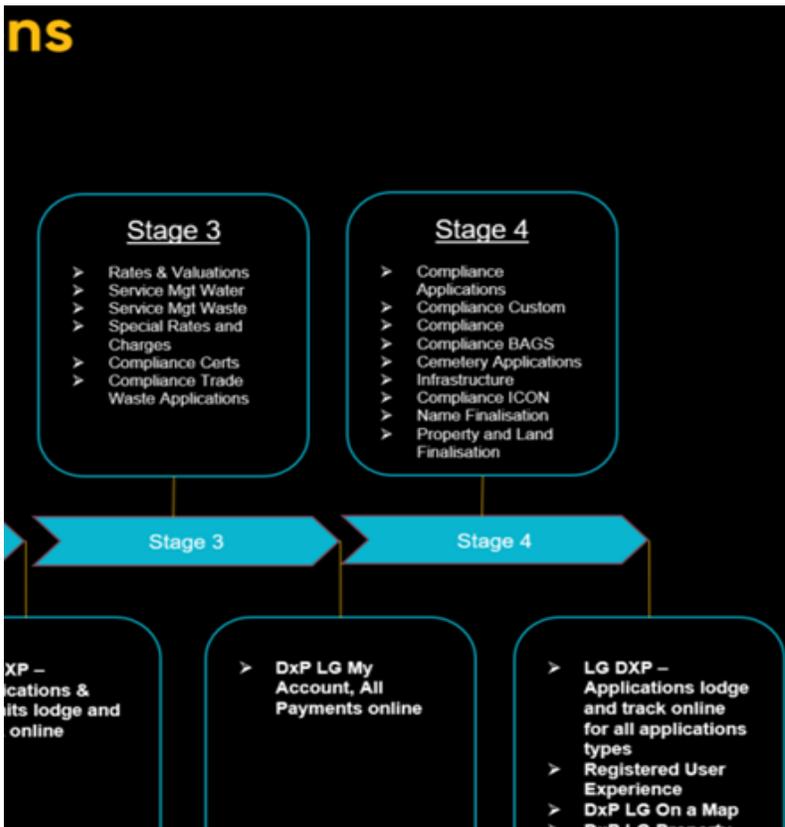
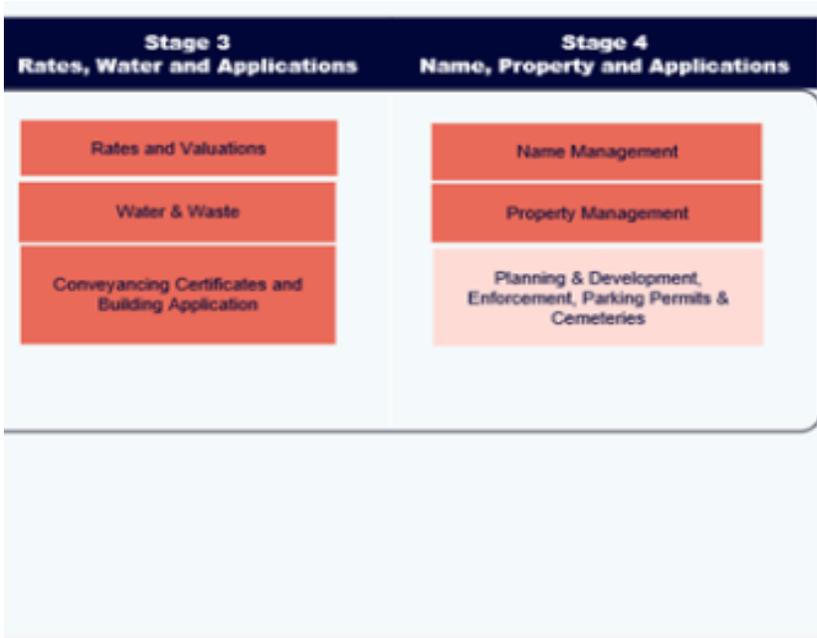
★ = New Release of software available for SAAS customers

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

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









CES Transition to CiA Governance Assurance

Governance Assurance

Version History

Date	Version	All / Sections	Name	Change Details
08/10/25	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		17/11/2025
Tami Cooper	Planning, Performance and Risk Manager	Signoff		17.11.25

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
	CiToCiA-CES_PID_25_06_25.docx
	EdenRoadmap.pptx
	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 a **preliminary assurance** test 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. Please note, in quarter 3 a further audit will be undertaken to test the control to provide assurance that it meets the desired outcome'

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.

An Eden Roadmap and Project Initiation Document (PID) were formally endorsed to establish the project's governance framework. Subsequently, a CES Work Package Plan was approved to guide the implementation of the Payroll, Finance, and Procurement streams, with endorsement at the Eden Board level.

The Provisional Eden Roadmap identified a series of work packages to be executed during 2024–2025. As the “lift and shift” transition leverages the then-current 2023B release, this presents an opportunity to perform a cross-module upgrade to the CiA platform, enabling delivery of a range of key operational and strategic benefits.

The CES transition involves both the activation of existing functionality within the current release and the selective re-implementation of enhanced or new functionality. Consequently, this transition:

- Is more complex and longer-running than the prior 2023B release upgrade
- Involves significant configuration and re-implementation across multiple modules
- Requires a comprehensive review and redesign of the Access Management Model for CES modules
- Will introduce targeted business process changes, some of which may be intrusive
- Necessitates rigorous testing and validation through updated test packs
- Demands a strategic and well-planned approach to change management to ensure successful adoption and minimal disruption

2. High Level Process Flow - Deployment Assurance Testing Strategy



3. 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	Environment provisioned and converted	1 - RE Status Update 9 12 - 20 12.msg	TechOne advising the environment is ready for testing.	<p>14/10/25 - Email advising environment will be checked to ensure ready.</p> <p>No email back stating check was performed and environment is available. Email did not confirm backup has been performed and walkthroughs ready.</p> <p>Low risk considering the next staged commenced.</p>
2	Project Entry – Exit Criteria	Managers signed off on the Test Scenarios	1 - TestingScenario	Managers signing off that their test scenario coverage and accuracy is complete.	<p>14/10/25 - Reviewed emails confirming test scripts were complete.</p> <p>Review of test scripts not performed. This would be the better assurance testing option.</p> <p>27/10/25 – this was a one off exercise to validate that the test scenarios were fit for purpose to test the system for</p>



					future upgrades and work packages.
3	Project Entry – Exit Criteria	Access Management Blueprint created	TechnologyOne Access Management Blueprint - City of Bayswater.docx	Access management document is a work in progress to be completed by the end of the project warrantee period.	14/10/25 - Document reviewed. Document approvals not complete.
4	Project Entry – Exit Criteria	Work package plan approved	Updated Eden Board Meeting Minutes 09.01.2025.pdf Attachment 1 - 2025 Work Packages.pdf	Decision approved by the board to accept the Ci to CiA transition on CES	14/10/25 - Attachment 1 not provided (schedule) 14/10/25 - Lee added attachment 1.
5	Project Entry – Exit Criteria	Access management setup for SMEs to Test	N/A	SMEs invited to test in the training room and at their desks to ensure, ETLs and XOne reports were correctly converted	Completed and Approved Test Scenarios would support this item as it shows access was provided and testing was conducted.
6	System Integration Testing – Exit Criteria	Change Impact Assessment	CES_ChgMgtDocoRegister.xlsx	Register created to capture the change requests	Complete
7	System Integration Testing – Exit Criteria	No / Go decision to deploy through to UAT environment by Project Sponsor and applicable managers	RE_ User Acceptance Testing Phase Approval Sought.msg CES_CloseoutSITReportv3.pdf	No go decision signoff to exit SIT	14/10/25 - Attachment not provided (signed close out). 14/10/25 - Lee attached signed copy.
8	System Integration Testing – Exit Criteria	Exec sponsor approval	EDEN Board Meeting September 2025 - with Financials.pptx	Eden Board endorsement in the September pack	14/10/25 - Slide pack does not show decisions, approvals or attachments. 14/10/25 - the board pack highlights that point 8, was advised at the board level.
9	System Integration Testing – Exit Criteria	TechOne Environment for UAT approval	Attachment 3 - RE_City of Bayswater - Trial Migration.msg	Eden environment confirmation of build	Email states Jeremy and myself (Stuart) approve. Jeremy is not cc'd in which does not show his approval



					14/10/25 - Jeremy had a verbal conversation with Stuart which was recorded as an email to me.
10	User Acceptance Testing – Exit Criteria	User Acceptance Closeout Report	UAT Closeout Report.pdf	User acceptance to move to production	
11	User Acceptance Testing – Exit Criteria	Change Impact Assessment	CES_ChgMgtDocoRegister.xlsx	Register created to capture the change requests	
12	User Acceptance Testing – Exit Criteria	3) No / Go Decision 4) Exec sponsor approval	CoB_636404_v7_CiA Live Acceptance Certificates.pdf FW_Go_No Decision - Ci to CiA transition to CES.msg	Identified all prerequisites have been signed off	
13	User Acceptance Testing – Exit Criteria	CAB conditional approval	RE CAB - Project Eden - Provisional.msg	Confirmation of CAB conditional approval, subject to ELT go / no decision.	

Other Testing Artefacts

ID	Project Stage	Document summary	Document Link	Notes
1	SIT Testing	End to end walk through of new procurement processes with Finance	1 - Procurement Testing - End to End Run Through in CiA-20250630_132050.mp4	End to end walkthrough of procurement testing
2	SIT Testing	Verification of System Integration Testing by Procurement	2 - SIT Procurement Testing - Final 3x Tests For Rosanna Finance-20250702_143814-Meeting Recording.mp4	Recording of procurement in the SIT environment running through their testing

City of
Bayswater

3	User Acceptance Testing	Verification of User Acceptance Testing by selected procurement champions	Procurement - CiA Requisition & Approvers Onboarding-20250909_091351-Meeting Recording.mp4 Procurement - CiA Requisition & Approvers Onboarding-20250909_131133-Meeting Recording.mp4	Recording of User Acceptance Testing with procurement champions as selected by the Finance Team
4	Cutover to Production	Cutover plan for assigning responsibility and timing of deployment	CutoverPlan - CES on 25a.xlsx	Extensive list of cutover activities to be used for reference in future deployments

9 GENERAL BUSINESS

Nil.

10 CONFIDENTIAL ITEMS

Nil.

11 NEXT MEETING

The next Audit, Risk and Improvement Committee is scheduled to take place at **5:30pm** on **9 March 2026** in the Committee Room, City of Bayswater Civic Centre, 61 Broun Avenue, Morley.

12 CLOSURE

There being no further business to discuss, the Presiding Member, Shona Zulsdorf declared the meeting closed at 7.31pm.