City of Melville

MINUTES

AUDIT, RISK, AND IMPROVEMENT COMMITTEE MEETING

6:00pm Monday, 11 May 2026

Held in the Council Chambers, Melville Civic Centre,
10 Almondbury Road, Booragoon

The City of Melville acknowledges the Bibbulmun people as the Traditional Owners and custodians of the lands on which the City stands today and pays its respect to the Whadjuk people, and Elders both past, present and emerging.

Minutes to be confirmed at the next Ordinary Meeting
These minutes are hereby confirmed as true and accurate

Presiding Member _____ Date 31 August 2026.



OFFICIAL

Vision

Vibrant, Sustainable, Inclusive Melville

Mission

To provide good governance and quality services for the City of Melville community.

Values

In everything we do, we seek to adhere to our values that guide our behaviour.

- **E**xcellence - Striving for the best possible outcomes.
- **P**articipation – Involving, collaborating and partnering.
- **I**ntegrity - Acting with honesty, openness and with good intent.
- **C**aring – Demonstrating empathy, kindness and genuine concern.

Our Approach

To put our customer at the centre of everything we do.







Social / Community	Environment	Built Environment	Economic	Governance
Healthy, Safe and Inclusive	**Clean and Green**	**Sustainable and Connected Development**	**Vibrant and Prosperous**	**Good Governance and Leadership**
Healthy, safe and inclusive communities with a sense of belonging and wellbeing.	A clean, green and sustainable City for current and future generations.	Sustainable, connected development and transport infrastructure across our City.	Economic prosperity and vibrant resilient communities and businesses.	Leadership and good governance for the benefit of the whole community.

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Audit, Risk and Improvement Committee – Terms of Reference

The purpose of the Audit, Risk and Improvement Committee (ARIC) is to advise and support the Council and strengthen good governance by providing oversight and guidance on the City's audit functions, risk management systems, internal improvements, financial reporting, ethical conduct and compliance accountability.

A full version of the ARIC Terms of Reference is available on the City's website.

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1 OFFICIAL OPENING

The Presiding Member welcomed those in attendance to the meeting, officially declared the meeting open at 6:01pm and read the Acknowledgement of Country. Additionally, the Presiding Member advised those present of the Disclaimer and the Affirmation of Civic Duty.

2 ATTENDANCE AND APOLOGIES

In Attendance

Committee Members

Mr P Draber *(Presiding Member)*	External Member
Mr T Cheong *(Deputy Presiding Member)*	External Member
Mayor K Mair	Mayor
Cr S Hong *(from 6:12pm)*	Bateman - Kardinya - Murdoch Ward
Cr G Panayotou	Bicton - Attadale - Alfred Cove Ward
Cr S Green	Central Ward
Cr K Wheatland	Palmyra - Melville - Willagee Ward
Cr M McGoldrick *(Deputy for Cr D Lim)*	Palmyra - Melville - Willagee Ward
Cr G Barber *(Deputy for Cr J Spanbroek) (from 6:04pm)*	Bicton - Attadale - Alfred Cove Ward

Observers

Nil.

Ward

Officers

Ms G Bowman	Chief Executive Officer
Mr G Tuffin	Director Corporate Services
Mr M Yildiz	Director Legal, Governance & Risk
Ms D Heera	Chief Information Officer
Ms A Ferreira *(until 6:32pm)*	Chief Financial Officer
Ms M Smith Poulton	Lead Governance

External Presenters

Mr Vignesh Raj, CA *(until 6:32pm)*	Office of the Auditor General, Director
Ms Frances Arnold *(until 6:32pm)*	KPMG, Director
Mr John Ward *(until 6:32pm)*	KPMG, Partner
Mr Ian Ekins *(until 6:59pm)*	Paxon, Internal Auditor
Mr Cameron Palassis *(until 6:59pm)*	Paxon, Internal Auditor

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At the commencement of the meeting:

Public Gallery	4

Apologies

Cr D Lim	Applecross - Mount Pleasant Ward

On Approved Leave of Absence

Cr J Spanbroek	Bull Creek - Leeming Ward

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3 ANNOUNCEMENTS BY THE PRESIDING MEMBER (WITHOUT DISCUSSION)

Nil.

4 DECLARATIONS BY MEMBERS

4.1 Declarations by Members who have not read and given due consideration to all matters contained in the business papers presented before the Meeting

- Cr M McGoldrick – Some of the business papers distributed

5 DISCLOSURE OF INTEREST

5.1 Financial or Proximity Interests

Under sections 5.60A and/or 5.60B of the *Local Government Act 1995*

Nil.

5.2 Disclosure of Interest that may cause a Conflict

Under 22 *Local Government (Model Code of Conduct) Regulations 2021* or a City of Melville Code of Conduct)

M26/82 Office of the Auditor General - Financial Audit Results	
Name	Cr K Wheatland
Nature of interest	Interest under Code of Conduct
Item description	Impartiality Interest – Member of Resource Recovery Group

At 6:04pm, Cr G Barber entered the meeting.

6 CONFIRMATION OF MINUTES

6.1 Audit, Risk, and Improvement Committee Meeting – 8 April 2026

COMMITTEE RESOLUTION

At 6:04pm Cr K Wheatland moved, seconded Mayor K Mair

That the minutes of Audit, Risk, and Improvement Committee Meeting held on 8 April 2026 be confirmed as a true and accurate record.

At 6:04pm the Presiding Member declared the motion.

CARRIED UNANIMOUSLY (8/0)

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7 BUSINESS

External Presentation – Office of the Auditor General / KMPG

At 6:04pm, the Presiding Member advised that a confidential presentation would be provided from the Office of the Auditor General / KPMG in relation to the following items:

- M26/82 Office of the Auditor General – Financial Audit Results
- M26/79 Office of the Auditor General – Local Government Audit – Information Systems
- M26/81 Office of the Auditor – Management of Gifts and Benefits

Procedural Motion

COMMITTEE RESOLUTION

At 6:05pm Cr G Barber moved, seconded Mayor K Mair

That the meeting be closed to members of the public.

At 6:05pm the Presiding Member declared the motion.

CARRIED UNANIMOUSLY (8/0)

At 6:12pm, Cr S Hong entered the meeting.

At 6:06pm, Mr V Raj, Office of the Auditor General and Mr F Arnold & Mr J Ward from KPMG provided an external presentation which concluded at 6:16pm. At 6:16pm, Mr V Raj, Mr F Arnold & Mr J Ward, and Mr G Tuffin, Director Corporate Services & Mr M Yildiz, Director Legal Governance & Risk responded to questions which concluded at 6:24pm.

ACTIONS:

- Officers to be available for Committee members if they wish to have a briefing on key assumptions and accountability.
- Information to be provided on where the City of Melville sits on the maturity assessment scale compared with other local governments.
- Future reports to include information on steps taken to improve processes around credit card controls.
- Confirmation to be provided on how long OAG has been responsible for completing the City of Melville audits.
- Item M26/82 Attachment 1 contains a ratio on page 98 of the agenda. Officers to provide information on what the current ratio means in terms of the City's asset utilisation.

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Procedural Motion

COMMITTEE RESOLUTION

At 6:32pm Cr G Barber moved, seconded Cr S Green

That the meeting be opened to members of the public.

At 6:32pm the Presiding Member declared the motion.

CARRIED UNANIMOUSLY (9/0)

At 6:32pm, Mr V Raj, Ms F Arnold and Mr J Ward left the meeting and did not return.
At 6:32pm, Ms A Ferreria left the meeting and did not return.

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6:16pm 11/05/2026 *Cr K Wheatland disclosed an interest under code of conduct in Item M26/82 (detailed in Item 5).*

M26/82 Office of the Auditor General - Financial Audit Results

File Number:	
Responsible Officer:	Director Legal, Governance & Risk
Voting Requirements:	Simple Majority
Officer Disclosure of Interest:	No officer involved in the preparation of this report has a declarable interest
Attachments:	1. OAG Report - Financial Audit ⇩ 2. OAG Financial Audits - CoM Comment (confidential)

COUNCIL'S ROLE

Information: For the Council / Committee to note.

SUMMARY

This report presents the OAG's Local Government 2025 – Financial Audit Results to the Audit, Risk and Improvement Committee, with the City's management comments in respect of the OAG's insights and tips.

OFFICER RECOMMENDATION AND COMMITTEE RESOLUTION (M26/82)

At 6:34pm Cr K Wheatland moved, seconded Cr G Barber

That the Audit, Risk, and Improvement Committee notes the City of Melville's management comments in response to the Office of the Auditor General's Local Government 2025 – Financial Audit Results report.

At 6:34pm the Presiding Member declared the motion.

CARRIED UNANIMOUSLY (9/0)

PURPOSE

The purpose of this report is to provide the Audit, Risk and Improvement Committee (ARIC) with assurance that the City of Melville (City) considers and addresses issues, findings and recommendations that the Office of the Auditor General (OAG) identifies in their audits and reviews of the local government sector.

OFFICIAL

STRATEGIC ALIGNMENT

Outcome	5	Leadership and good governance for the benefit of the whole community.
Objective	5	Good Governance and Leadership
	5.2	Ensure long term financial sustainability, strategic advocacy and partnerships, and diverse revenue streams.
	5.1	Provide transparent and accountable good governance.
	5.3	Ensure efficient and effective use of assets, resources and technology.

BACKGROUND

In accordance with section 7.12AB of the *Local Government Act 1995*, the Office of the Auditor General (OAG) must audit the accounts and annual financial report of all local governments at least once in respect of each financial year. Whilst the OAG is responsible for the financial audit, the OAG may engage contracted auditors to undertake the audit on its behalf. In respect of the City of Melville (the City), the OAG has and continues to engage auditing firm KPMG to undertake the financial audit of the City.

As part of the OAG's annual financial audits, the OAG reviews local government entities' general computer controls to determine if they effectively maintain the integrity, confidentiality and availability of key business systems and information. The OAG also conducted capability maturity assessments that rate entity controls against the OAG's benchmark.

The OAG tabled the "Local Government 2025 – Financial Audit Results" to the Western Australian Parliament on 15 April 2026 (see Attachment 1). The report summarises the final results of the OAG's annual audits of 138 of 147 local government entities for the year ended 30 June 2025, with the OAG issuing 136 clear audit opinions. The OAG issued the City a clear (unmodified) opinion for its audited financial reports on 15 December 2025.

ARIC is to note that for the first time the OAG have issued a standalone report on the timeliness of local government audit opinions as a new initiative increases transparency, to the Western Australian Parliament and the community, on the local government financial report progress and to reinforce the OAG's commitment to issuing all audit opinions by 31 December, in line with legislated timeframes. For the 2025 audits, 94% of local government audit opinions were issued by the statutory deadline. Notwithstanding this, the OAG has noted that the City's audit financial reports were not ready by the required deadline.

The City notes that it met the statutory deadlines for submission of the financial statements to the auditors prior to the 30 September reporting deadline. In addition, the Annual Report was formally adopted by Council before 31 December 2025.

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During the final stages of the audit, a number of revisions were requested by both KPMG and the OAG, primarily relating to asset classification (Restatement of prior yr figures). In addition, some internal delays were also experienced due to unforeseen emergency leave taken by key staff members. Further late amendments arose from delays in obtaining complete financial information from the Resource Recovery Group (RRG).

Based on the volume and nature of changes made subsequent to the initial version provided to the auditors, the OAG concluded that the financial statements were not considered audit ready by 30 September.

The City acknowledges these issues and will seek to work more closely with the auditors in the forthcoming financial year. A particular focus will be placed on strengthening asset reporting processes, with the objective of presenting audit ready financial statements by 30 September.

CONSIDERATION

The City has considered and reviewed the OAG's Local Government 2025 – Financial Audit Results report specifically the OAG's insights and tips set out in pages 29 to 30 as they relate to local governments. In consideration of the City's current financial systems and readiness for auditing, improvements implemented and planned, the City's provides its comments in response to the OAG's insights and tips in the table set out in Attachment 2 for ARIC's consideration.

ENGAGEMENT

The City has sought clarification from the OAG and KMPG in respect of some of the findings in the Local Government 2025 – Information Systems Audit Results report as they related to the City.

SUSTAINABILITY IMPLICATIONS

There are no sustainability implications associated with this report.

LEGISLATIVE AND POLICY ALIGNMENT

The OAG's "Local Government 2025 – Information Systems Audit Results" report was prepared for submission to the Western Australia Parliament under section 24 of the *Auditor General Act 2006*. The report summarises the final results of the OAG's annual audits of 138 of 147 local government entities for the year ended 30 June 2025.

FINANCIAL IMPLICATIONS

There are no financial implications specifically associated with this report.

CONSEQUENCE

This report is provided for the information of the Committee.

CONFIRMED

OFFICIAL

M26/79 Office of the Auditor General - Local Government Audit - Information Systems

File Number:	
Responsible Officer:	Director Legal, Governance & Risk
Voting Requirements:	Simple Majority
Officer Disclosure of Interest:	No officer involved in the preparation of this report has a declarable interest
Attachments:	1. OAG - Information Systems Audit Results ⇩ 2. OAG Audit Results CoM Comment (confidential)

COUNCIL'S ROLE

Information: For the Council / Committee to note.

SUMMARY

This report presents the OAG's Local Government 2025 – Information Systems Audit Results to the Audit, Risk and Improvement Committee, with the City's management comments in respect of the OAG's insights and tips.

OFFICER RECOMMENDATION AND COMMITTEE RESOLUTION (M26/79)

At 6:35pm Cr K Wheatland moved, seconded Mayor K Mair

That the Audit, Risk, and Improvement Committee notes the City of Melville's actions and comments in response to the Office of the Auditor General's Local Government 2025 – Information Systems Audit Results report.

At 6:35pm the Presiding Member declared the motion.

CARRIED UNANIMOUSLY (9/0)

PURPOSE

The purpose of this report is to provide the Audit, Risk and Improvement Committee (ARIC) with assurance that the City of Melville (City) considers and addresses issues, findings and recommendations that the Office of the Auditor General (OAG) identifies in their audits and reviews of the local government sector.

STRATEGIC ALIGNMENT

Outcome	5	Leadership and good governance for the benefit of the whole community.
Objective	5	Good Governance and Leadership
	5.5	Provide excellent customer experiences and ease of access.
	5.4	Strengthen active citizen engagement, participation, and access to information.
	5.3	Ensure efficient and effective use of assets, resources and technology.

BACKGROUND

As part of the OAG's annual financial audits, the OAG reviews local government entities' general computer controls to determine if they effectively maintain the integrity, confidentiality and availability of key business systems and information. The OAG also conducted capability maturity assessments that rate entity controls against the OAG's benchmark.

The OAG tabled the "Local Government 2025 – Information Systems Audit Results" to the Western Australian Parliament on 25 March 2026 (see Attachment 1). The information systems audit focused on the computer environments of local governments to determine if their general computer controls effectively support the confidentiality, integrity and availability of information systems and the information they hold.

The OAG's 2025 audits highlight ongoing challenges for local governments to strengthen their IT governance and security. Whilst the OAG identified that local governments had control weaknesses, the number reduced to 68 this year as compared to 89 in the prior year. The OAG identified the need for local governments to address these persistent control weaknesses to safeguard their important systems, information and service delivery.

CONSIDERATION

The City has considered and reviewed the OAG's Local Government 2025 – Information Systems Audit Results report specifically the OAG's insights and tips set out in pages 18 to 20. In consideration of the City's current IT systems, improvements implemented and planned, the City's provides its comments in response to the OAG's insights and tips in the table set out in Attachment 2 for ARIC's consideration.

ENGAGEMENT

There is no external engagement associated with this report.

SUSTAINABILITY IMPLICATIONS

There are no sustainability implications associated with this report.

LEGISLATIVE AND POLICY ALIGNMENT

The OAG's "Local Government 2025 – Information Systems Audit Results" report was prepared for submission to the Western Australia Parliament under the provisions of sections 24 and 25 of the *Auditor General Act 2006*.

FINANCIAL IMPLICATIONS

There are no specific financial implications associated with this report.

CONSEQUENCE

This report is provided for the information of the Committee.

CONFIRMED

OFFICIAL

M26/81 Office of the Auditor - Management of Gifts and Benefits

File Number:	
Responsible Officer:	Director Legal, Governance & Risk
Voting Requirements:	Simple Majority
Officer Disclosure of Interest:	No officer involved in the preparation of this report has a declarable interest.
Attachments:	1. OAG Report - Management of Gifts and Benefits ⇩ 2. Management of Gifts and Benefits - CoM Comments ⇩

COUNCIL'S ROLE

Information: For the Council / Committee to note.

SUMMARY

- This report presents the OAG's Local Government Management of Gifts and Benefits audit report to the Audit, Risk and Improvement Committee, with the City's management comments in respect of the OAG's insights and tips.

OFFICER RECOMMENDATION AND COMMITTEE RESOLUTION (M26/81)

At 6:36pm Cr K Wheatland moved, seconded Cr S Hong

That the Audit, Risk, and Improvement Committee notes the City of Melville's actions and comments in response to the Office of the Auditor General's Local Government Management of Gifts and Benefits report.

At 6:37pm the Presiding Member declared the motion.

CARRIED UNANIMOUSLY (9/0)

PURPOSE

The purpose of this report is to provide the Audit, Risk and Improvement Committee (ARIC) with assurance that the City of Melville (City) considers and addresses issues, findings and recommendations that the Office of the Auditor General (OAG) identifies in their audits and reviews of the local government sector.

STRATEGIC ALIGNMENT

Outcome	5	Leadership and good governance for the benefit of the whole community.
Objective	5	Good Governance and Leadership
	5.1	Provide transparent and accountable good governance.

OFFICIAL

BACKGROUND

As part of the OAG's overall local government audit program, the OAG undertakes performance audits of the local government sector as an oversight agency and to provide assurance for the State Government.

In respect of this audit, the OAG assessed if six local government entities are effectively managing gifts and benefits registers and also assessed if the Department of Local Government, Industry Regulation and Safety is providing effective guidance to the local government sector. The City was not one of the local governments audited by the OAG.

The OAG table its Local Government Management of Gifts and Benefits audit report to WA Parliament on 18 March 2026 and it is set out in Attachment 1.

CONSIDERATION

Whilst the City was not one of the local government's that was part of the OAG's audit. the City has considered and reviewed the OAG's Local Government Management of Gifts and Benefits audit report specifically the OAG's recommendations for local governments as set out in pages 17 and 18. In consideration of the City's governance process relating to the management of gifts and benefits, the City's provides its comments in relation to the OAG's recommendations in the table set out in Attachment 2 for ARIC's consideration.

ENGAGEMENT

There has been no external engagement associated with this report.

SUSTAINABILITY IMPLICATIONS

There are no sustainability implications associated with this report.

LEGISLATIVE AND POLICY ALIGNMENT

Nil.

FINANCIAL IMPLICATIONS

There are no specific financial implications associated with this report.

CONSEQUENCE

This report is provided for the information of the Committee.

CONFIRMED

OFFICIAL

External Presentation – Paxon – Internal Audit

At 6:38pm, the Presiding Member advised that a confidential presentation would be provided from Paxon in relation to item M26/83 - Internal Audit - Environmental Management.

Procedural Motion

COMMITTEE RESOLUTION

At 6:38pm Cr S Green moved, seconded Cr S Hong

That the meeting be closed to members of the public.

At 6:38pm the Presiding Member declared the motion.

CARRIED UNANIMOUSLY (9/0)

At 6:38pm, Mr I Ekins & Mr C Palassis, Paxon provided an external presentation which concluded at 6:42pm. At 6:42pm, Mr Ekins & Mr Palassis and Mr G Tuffin, Director Corporate Services responded to questions which concluded at 6:58pm.

ACTIONS:

- Recommendation that officers consider consolidation of audit processes for action items, including universal risk rating across organisation.

Procedural Motion

COMMITTEE RESOLUTION

At 6:59pm Cr G Barber moved, seconded Mayor K Mair

That the meeting be opened to members of the public.

At 6:59pm the Presiding Member declared the motion.

CARRIED UNANIMOUSLY (9/0)

At 6:59pm, Mr I Ekins & Mr C Palassis left the meeting and did not return.

OFFICIAL

M26/83 Internal Audit - Environmental Management

File Number:	
Responsible Officer:	Director Legal, Governance & Risk
Voting Requirements:	Simple Majority
Officer Disclosure of Interest:	No officer involved in the preparation of this report has a declarable interest in the matter
Attachments:	1. CoM Paxon Environmental Management Internal Audit Report (confidential)

COUNCIL'S ROLE

Information: For the Council / Committee to note.

SUMMARY

- The audit assessed the design and operational effectiveness of the City of Melville's (the City) processes relating to the City's environmental management function.
- The audit identified two low risk findings that have been accepted by management.

OFFICER RECOMMENDATION AND COMMITTEE RESOLUTION (M26/83)

At 7:00pm Cr G Barber moved, seconded Cr S Green

That the Audit, Risk, and Improvement Committee receives and accepts the Environmental Management - Internal Audit Report for the audit undertaken by City of Melville's internal auditor Paxon Group.

At 7:00pm the Presiding Member declared the motion.

CARRIED UNANIMOUSLY (9/0)

PURPOSE

The purpose of this report is to provide the Audit, Risk and Improvement Committee (ARIC) with the Environmental Management - Internal Audit Report of the audit undertaken by Paxon Group (Paxon) in accordance with the City's strategic audit plan. The audit report is set out in Attachment 1.

STRATEGIC ALIGNMENT

Outcome	5	Leadership and good governance for the benefit of the whole community.
	3	Sustainable, connected development and transport infrastructure across our City.
	2	A clean, green and sustainable City for current and future generations.
Objective	5	Good Governance and Leadership
	5.1	Provide transparent and accountable good governance.

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BACKGROUND

The City made a climate emergency declaration in June 2021 and subsequently the City set the current objectives to be carbon neutral by 2030 (own emissions) and net zero by 2050 (own emissions and supply chain) to combat climate change. The City had already established a Climate Action Policy and a Sustainability Policy in 2018 to guide activity within this area. Following the declaration the City put in place the following two key documents:

- Corporate Climate Action Plan (CCAP) in July 2023, which established 110 actions focussed on emissions that come from the City to achieve carbon neutrality by 2030. The actions were derived from an assessment performed in 2023, and
- Community Climate Action Plan 2024-30 (COMCAP) in 2024,in which the City in conjunction with the Climate Action Reference Group (CARG) community group established 57 actions to achieve net zero across the City by 2050.

These documents and actions, in addition to the City's other related environmentally focus strategies and documents, drive the City's environmental management function in a robust and focus framework.

CONSIDERATION

Policies and procedures are part of a framework that ensuring compliance with regulatory requirements and Council's strategic direction, fostering consistent adherence to good governance practices across all levels, and enhancing the value derived from the City's environmental management processes.

Based on the audit work undertaken by Paxon, the City has developed and implemented a comprehensive environmental management framework that is consistent with the City's strategic documents, including targets and actions. Notwithstanding this, Paxon has identified two lock risk improvements relating to reviewing and updating existing documents, each of which are detailed in the audit report.

ENGAGEMENT

There are no engagement processes associated with this report.

SUSTAINABILITY IMPLICATIONS

There are no sustainability implications associated with this report.

LEGISLATIVE AND POLICY ALIGNMENT

There are no legislative or policy matters associated with this report.

FINANCIAL IMPLICATIONS

There are no specific financial implications associated with this report.

CONSEQUENCE

This report is presented for the information of the Committee

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M26/84 Legal Status Report Update

For the purposes of discussing the confidential attachment, this item was held until the end of the meeting so that the Committee could move behind closed doors. Please see page 38.

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M26/80 Governance Activities & Projects Update

File Number:	
Responsible Officer:	Director Legal, Governance & Risk
Voting Requirements:	Simple Majority
Officer Disclosure of Interest:	No officer involved in the preparation of this report has a declarable interest in this matter.
Attachments:	Nil

COUNCIL'S ROLE

Information: For the Council / Committee to note.

SUMMARY

This report provides an update on the progress of Governance activities and projects as of 1 May 2026.

OFFICER RECOMMENDATION AND COMMITTEE RESOLUTION (M26/80)

At 7:03pm Cr G Panayotou moved, seconded Cr M McGoldrick

That the Audit, Risk, and Improvement Committee notes the Governance Activities and Projects Update Report as of 1 May 2026.

At 7:18pm the Presiding Member declared the motion.

CARRIED UNANIMOUSLY (9/0)

ACTIONS:

- Future ARIC Agendas to include high level overview of progress of annual audit activities.
- Policy framework to be provided at upcoming Elected Members Engagement Session and Council meeting. Framework should include as part of the review of policies, consideration to what risks the policies are designed to address.

PURPOSE

This report is presented to provide an update to the Committee on the progress of Governance activities and projects.

OFFICIAL

STRATEGIC ALIGNMENT

Outcome	5	Leadership and good governance for the benefit of the whole community.
Objective	5	Good Governance and Leadership
	5.4	Strengthen active citizen engagement, participation, and access to information.
	5.1	Provide transparent and accountable good governance.

BACKGROUND

This report provides an update the Governance team's progress with key compliance activities, projects and processes.

CONSIDERATION

The CEO 2025-2026 Key Performance Indicators require the provision of regular reports and updates on Governance activities and improvement initiatives. In keeping with this requirement, an update on Governance activities and projects as of 1 May 2026, is provided below.

Governance Activities

Project	Status
Governance Framework 2025	Complete Next Review 2027
The 2025 Governance Framework review was presented to the 16 September 2025 Ordinary Meeting of Council, where it was adopted by the Council. The document has been formatted and styled and is now available to the public on the City of Melville website.	
Cat Local Law	In Progress Due before October 2026.
The Cat Local Law 2025 was adopted at the 15 July 2025 OMC and came into effect on 26 October 2025. The Local Law was reviewed by the Joint Standing Committee on Delegated Legislation (JSCDL) as part of the usual Local Law making process, with the JSCDL requesting modification to the Local Law. This was presented to the 18 November 2025 Ordinary Meeting of Council with work commencing on these changes. At its April 2026 Ordinary Meeting the Council to commence the process to make the *Cat Amendment Local Law 2026* by giving local public notice and inviting public submissions on the proposed local law. A public engagement period will commence on the amendments soon (dates to be advised). Following the conclusion of public consultation, a report will be prepared considering the submissions and presented to the Council. Should significant changes be required as part of this consideration, the local law process will need to be re-commenced. The Department of Local Government, Industry Regulation and Safety (DLGIRS) are also currently proposing legislative amendments to the *Cat Act 2011* to enable local governments to make and enforce cat containment local laws, as well as the ability to promote responsible pet ownership. Public consultation on the Cat Act Review is currently open, and submissions are welcomed until Friday, 7 August 2026.	

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Project	Status
Fencing Local Law	In Progress Due before October 2026.
The Fencing Local Law 2025 was adopted at the 15 July 2025 OMC and came into effect on 8 August 2025. The Local Law was reviewed by the Joint Standing Committee on Delegated Legislation (JSCDL) as part of the usual Local Law making process, with the JSCDL requesting modification to the Local Law. This was presented to the 18 November 2025 Ordinary Meeting of Council with work commencing on these changes. At its April 2026 Ordinary Meeting the Council resolved to commence the process to make the *Fencing Amendment Local Law 2026* by giving local public notice and inviting public submissions on the proposed local law. A public engagement period will commence on the amendments soon (dates to be advised). Following the conclusion of public consultation, a report will be prepared considering the submissions and presented to the Council. Should significant changes be required as part of this consideration, the local law process will need to be re-commenced.	
Local Laws General	In Progress
The next local laws to be reviewed are the City's Health Local Law and the Activities in Thoroughfares, Public Places and Trading.	
Annual General Meeting of Electors	Complete Next Meeting 2027
The 2026 AGME raised issues associated with distribution of motions and questions to the public and Elected Members prior to the meeting and consideration of electronic public participation, even though this is not a legislative requirement. The Governance team is investigating improvements including A/V upgrades to the Conference Room to accommodate online participation and distribution of motions as part of an updated agenda for the 2027 AGME.	
Code of Conduct Employees	In progress Biennial Review
The new Code of Conduct was endorsed by the Executive Leadership Team (ELT) and went live on 1 January 2026, a minor amendment is required to the document with this to be presented to the ELT in the near future	
Local Government Extraordinary Election 2026	Complete
On 3 September 2025, former Councillor Tomas Fitzgerald resigned from his position as councillor for the Palmyra-Melville-Willagee Ward. As a result the City is required to conduct an extraordinary election. In consultation with the WAEC, the Council at its September 2025 Ordinary Meeting resolved to hold the extraordinary election on 26 March 2026, with the WAEC granting permission for the extraordinary election to be held outside of the required four-month timeframe. The City of Melville held its 2026 Extraordinary Local Government Election on Thursday 26 March 2026**,** conducted by the **Western Australian Electoral Commission. This was deemed a valid election and** resulted in a new Elected Member for the Melville-Willagee- Palmyra Ward being sworn into Council on Tuesday 31 March 2026.	

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Governance Improvement Initiatives

Project	Update
Policy Framework	The draft of the proposed new City of Melville Policy Framework has been completed and internally reviewed, with additional initiatives, scope refinements, and process changes to be explored. The Framework is now scheduled for presented to the Executive Leadership Team, followed by a presentation at an Elected Members Engagement Session in May with a report prepared for the June Ordinary Meeting of Council for Council adoption. As part of adopting the Policy Framework, it will be recommended that Council establish a Policy and Legislation Work Group to replace the Policy and Legislation Committee that was disbanded in April 2026 as part of the Committee Structure Review. The Framework will provide a consistent and transparent approach to how policy documents are developed, reviewed, amended, applied and repealed. A Policy Manual is also being developed that will contain all current policies and once completed will be made readily available for the public to access.
Committee Structure Review	A review of the Committee Structure, including Terms of Reference for each Committee was undertaken in 2024 and implemented in 2025. At the Ordinary Meeting of Council held 21 April 2026, the Council considered a reviewed of the City's committee structure and resolved: • to disband the Conduct, Governance and the Policy and Legislation Committee's. • adopted revised membership and Terms of Reference, for the ARIC to align with Reform amendments. It is noted that ARIC meetings are now open to the public, as required by s.5.23(b) of the *Local Government Act 1995,* with meeting details, including the meeting agenda, published on the City's website.
CEO Performance Review Panel	The disbanding of the Governance Committee triggered a review of the CEO Annual Performance Review Process, which was considered by the Council at its April 2026 Ordinary meeting of Council and resulted in the adoption of the adoption of the revised CEO Performance Review Framework and the appointment of a CEO Performance Review Panel.
Code of Conduct for Elected Members, Committee Members and Candidates	The Governance team reviewed this Code of Conduct to ensure that it aligns with the amendments to the Act and Regulations. The revised Code of Conduct for Elected Members, Committee Members, and Candidate was considered and adopted by the Council at its March 2026 Ordinary Meeting.
Elected Member Education and Training	The Legal, Governance and Risk team are looking at opportunities to assist Elected Members with their understanding and development in these areas, through the development of and Elected Member Education and Training Program. This will include information on external opportunities, supported by internal training and awareness facilitated by officers and relevant external agencies. To support this, a review is underway on Council Policies - CP-092 Elected Member Professional Development and CP-091 Elected Member Expenses & Allowances. In accordance with section 5.128 of the *Local Government Act 1995*, CP-092 must be reviewed after each ordinary election. Both policies are due to be presented to the Council for consideration in the near future.

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Local Government Reform

The *Local Government Amendment Bill 2024* has been passed through both the Legislative Assembly and the Legislative Council. Royal Assent was given on 6 December 2024.

Updates on the amendments which have come into effect to date have been provided to Elected Members within the previous Governance Update reports. Since the February 2026 report to the Governance Committee, there have been no new reform updates:

Reform	Update
Anticipated Reform Items	Upcoming reforms subject to new or amended Regulations: • Communications Agreement, expected in 2026 and is to be negotiated between Council and the CEO and does not apply to Standing Orders and Meeting Procedures • Standardised Meeting Procedures, expected in 2026 • Integrated Planning and Reporting Framework, expected in 2027/28 • Rates and Revenue Policy, expected in late 2026 • CEO KPIs and Online Registers, expected in 2026

Compliance and Audit

Project	Update
Compliance and Audit Return (CAR)	The deadline for submitting Compliance Audit Returns (CAR) for the period of 1 January to 31 December 2025 has been deferred until 30 September 2026. With the introduction of the Local Government Inspectorate, there have been a number of changes to the statutory requirements for which a compliance audit is needed. In addition, the Local Government Inspector has the ability to limit what statutory requirements are included in the CAR, under regulation 15A of the *Local Government (Audit) Regulations 1996*, published on 1 January 2026. These requirements are currently being determined, with further guidance materials and information to be made available to local governments by 31 March 2026. Once further information is available, this will be communicated to Elected Members. Additional information is also available on the Compliance Audit Returns website page. In preparation, officers have starred to investigate how the City could implement an automated compliance software. If implemented, this could improve compliance and efficiency of governance processes by automating processes in relation to the compliance calendar, delegations, primary and annual returns, and disclosure processes.

CONFIRMED

Status of Council Resolutions

An update on the status of council resolutions in progress is provided below, as of 29 April 2026:

	Community Development	Corporate Services	Environment & Infrastructure	Management Services	Planning
In Progress	6	22	7	17	8

Since the previous 9 February 2026 Governance Committee, the following council resolutions have been completed, as of 29 April 2026:

	Community Development	Corporate Services	Environment & Infrastructure	Management Services	Planning
Completed	6	1	7	8	11

Complaints of Conduct Breach (previously Minor Breach)

No new findings or orders related to the City of Melville have been made since 1 January 2026.

Ombudsman Enquiries

Since the February 2026 report, a complaint was responded to regarding a building permit that was issued by the City to an Attadale neighbour alleging that the issuing of the building permit has resulted in a structure being built over the 'registered Intrusion Easement in contravention of [the] provisions of the *Strata Act 1985*. Matters relating to this had been addressed by the State Administrative Tribunal and disputes of this nature fall within the jurisdiction (*Strata Titles Act 1985*) of the State Administrative Tribunal or the Magistrates Court, not the local government acting under the *Building Act 2011*. The Ombudsman advised that they had finalised their consideration of the complaint and would not be taking any further action.

The City also responded to an initial enquiry from the Ombudsman's Office about the City's actions in relation to 'enforcement action' it has taken after a 'dangerous dog inspection' was conducted at a Melville property. The City was not required to respond further to the complaint and was advised by the Ombudsman that they had finalised the investigation after considering the information provided by the complainant, the City's responses to the complainant and the relevant provisions of the *Dog Act 1976*.

ENGAGEMENT

No community consultation has been undertaken in relation to this report.

SUSTAINABILITY IMPLICATIONS

There are no sustainability implications associated with this report.

CONFIRMED

LEGISLATIVE AND POLICY ALIGNMENT

There are no legal or policy implications associated with this report.

FINANCIAL IMPLICATIONS

There are no financial implications associated with this report.

CONSEQUENCE

There are no consequences or alternative options presented as part of this report, as it is for noting only.

CONFIRMED

At 7:19pm, Mr M Yildiz, Director Legal, Governance & Risk provided a short update on the item, which concluded at 7:21pm. At 7:21pm, Mr Yildiz responded to questions which concluded at 7:34pm.

M26/78 Business Continuity - Fuel Disruption Report

File Number:	
Responsible Officer:	Director Legal, Governance & Risk
Voting Requirements:	Simple Majority
Officer Disclosure of Interest:	No officer involved in the preparation of this report has a declarable interest in the matter.
Attachments:	Nil

Council's Role

Information: For the Council / Committee to note.

SUMMARY

- The City is currently monitoring emerging risks associated with rising fuel costs and potential fuel supply disruption, driven by global market instability linked to the ongoing conflict in the Middle East.
- While fuel supply in Western Australia remains stable in the short term, global supply constraints and increased demand have resulted in significant price escalation and may present a risk of future supply disruption.
- In response, the City has activated its Business Continuity Plan (BCP) and is implementing a coordinated approach to manage risks to workforce, service delivery, supply chains and financial sustainability.

OFFICER RECOMMENDATION AND COMMITTEE RESOLUTION (M26/78)

At 7:19pm Cr S Hong moved, seconded Cr M McGoldrick

That the Audit, Risk and Improvement Committee notes the activation of the City's Business Continuity Plan in response to the fuel supply disruption and cost escalation situation.

At 7:34pm the Presiding Member declared the motion.

CARRIED UNANIMOUSLY (9/0)

ACTIONS:

- Officers to provide copy of business continuity plan.
- Future reports to include information on the best case scenario and most likely cases. Noted that the report currently focuses on worst case scenario.
- Future reports to include information on long term supply change impacts or disruptions, including on fertiliser supplies utilised by the City of Melville.

UNCONFIRMED

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PURPOSE

To provide an update on emerging risks associated with fuel supply disruption and cost escalation and the City's response through its Business Continuity process.

STRATEGIC ALIGNMENT

Outcome	5	Leadership and good governance for the benefit of the whole community.
Objective	5	Good Governance and Leadership
	5.6	Provide an inclusive, safe, healthy, equitable and engaging workplace.
	5.1	Provide transparent and accountable good governance.

BACKGROUND

The ongoing conflict in the Middle East has disrupted approximately 20% of global oil supply, contributing to increased shipping times and volatility in fuel markets. The duration and severity of the disruption remain uncertain.

Fuel prices globally have risen significantly, with Australian fuel prices also increasing due to both supply constraints and increased demand driven by uncertainty.

The Australian Government has responded by halving fuel excise for a three-month period commencing 1 April 2026. The Western Australian Government has established a coordinated response, including activation of the Fuel Industry Operations Group and implementation of monitoring measures under the National Fuel Security Plan.

Current advice indicates that Australia maintains more than 30 days of fuel reserves, and supply continues to arrive in Western Australia. While fuel supply in Western Australia remains stable in the short term, global disruptions are driving price volatility, localised shortages and flow-on impacts across procurement and construction markets.

Recent internal data confirms that fuel costs have already increased significantly, with weekly expenditure rising indicating this is not a future risk but one that is actively impacting operations.

CONSIDERATION

Market Outlook

Fuel markets are experiencing volatility driven by global supply disruptions and geopolitical instability. While Australia's supply remains stable in the short term, it is highly import-dependent and therefore exposed to ongoing international pressures.

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If fuel shortages eventuate, these are expected to be localised and driven by distribution constraints rather than total depletion, however price escalation is likely to continue in the near to medium term. Prolonged disruption may result in broader impacts to service delivery, procurement and project costs.

Industry advice from the waste and resource recovery sector indicates that some operators may receive reduced fuel allocations (potentially up to 50% of normal supply), highlighting the risk of supply constraint scenarios emerging if conditions escalate.

Business Continuity Update

The City has activated its Business Continuity Plan (BCP) to support a coordinated response to the emerging risk of fuel supply disruption and cost escalation.

CONFIRMED

Risks

Key risks that have been identified are:

Workforce

- Financial pressure on staff, particularly operational roles
- Attendance challenges due to commuting costs and fuel availability
- Increased demand for flexible work arrangements
- Equity considerations between office-based and field staff
- Increased stress, morale impacts and absenteeism
- Exposure to challenging community interactions
- Staff wellbeing impacts due to financial and operational pressures

Service Delivery & Reputation

- Reduced capacity in fuel-dependent services
- Prioritisation of statutory and safety-critical services
- Delays to regular service delivery, maintenance and community programs
- Potential reduction or suspension of non-essential services
- Increased community dissatisfaction if services are reduced or delayed
- Reputational risk if communication is not proactive

Supply Chain / Operations

- Delays in materials, contractor availability and freight
- Increased costs across goods, services and capital works
- Pressure on fleet availability and fuel access
- Risk to contractor mobilisation and delivery
- Risk of fuel allocation or rationing impacting operational capacity

Financial

- Rapid increase in fuel expenditure (up to ~40% in recent weeks)
- Budget pressure and potential reallocation requirements
- Increased contract pricing and variation exposure

Security and Asset Risk

- Increased risk of fuel theft from depots, plant and storage
- Potential targeting of plant and equipment

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Mitigation Plans and Strategies Focus

Key areas of focus and considerations where mitigation plans and strategies have been established include:

Service Prioritisation
- Focus on safety-critical and statutory services
- Defer or pause non-essential activities

Workforce and Operations
- Expand working from home arrangements where feasible
- Reposition staff to reduce travel distances
- Implement carpooling or shared travel arrangements
- Adjust rosters to optimise fuel use

Fleet and Asset Management
- Identify and prioritise critical fleet and fuel usage
- Strengthen fuel monitoring and controls
- Review fuel storage security
- Planning for fuel allocation scenarios, including prioritisation of limited supply

Procurement and Contractors
- Engage early with contractors regarding capacity and risks
- Apply a consistent approach to contractor's requests in response to cost escalation pressures to contra
- Monitor supply chain constraints and pricing pressures

Communication and Wellbeing
- Provide clear and proactive communication
- Support staff experiencing financial or personal stress
- Engage early with staff and unions

The Executive Leadership Team (ELT) and key employees are meeting on a weekly basis to monitor the situation, guide the City's response and manage the progress of implemented plans and strategies. The focus of the ELT is to be prepared for the worst-case scenario of prolonged continued disruption and cost escalation, including:

- Fuel rationing or reduced allocation (e.g. 50% supply) impacts both staff and fleet operations
- Only critical services maintained but possible at reduced levels or with delays (e.g. waste, compliance, emergency response)
- Non-essential services reduced or suspended
- Workforce attendance significantly reduced or restructured
- Increased financial and wellbeing stress across staff
- Contractor availability significantly reduced impacting procurement activities and project timelines

ENGAGEMENT

The City is maintaining engagement with key stakeholders, including the Western Australian Local Government Association (WALGA), which is advocating for prioritisation of fuel supply for essential services such as waste collection and disposal.

CONFIRMED

Industry bodies, including the Waste Management and Resource Recovery Association of Australia (WMRR), are also engaging with the Federal Government regarding fuel prioritisation under the relevant legislative framework.

SUSTAINABILITY IMPLICATIONS

The current situation highlights the City's reliance on fuel-dependent operations and presents an opportunity to consider more sustainable practices, including reduced travel, improved operational efficiencies and longer-term transition to alternative energy sources.

LEGISLATIVE AND POLICY ALIGNMENT

The City's response is aligned with its Business Continuity Plan and Risk Management Framework.

At a State and Federal level, fuel supply monitoring and potential prioritisation measures are being managed under relevant legislation, including the *Liquid Fuel Emergency Act 1984* and State emergency management arrangements.

FINANCIAL IMPLICATIONS

Fuel expenditure has increased significantly in recent weeks, placing pressure on operational budgets.

There is potential for continued cost escalation, as well as broader financial impacts through increased contractor pricing, supply chain costs and potential project variations.

These impacts are being actively monitored, with consideration given to budget adjustments and mitigation strategies as required.

CONSEQUENCE

As this item is presented for ARIC's information only, there are no consequences or alternative options presented as part of this report.

CONFIRMED

At 7:34pm, Mr G Tuffin, Director Corporate Services provided an officer presentation (Attachment 4) which concluded at 7:41pm. At 7:41pm, Mr Tuffin responded to questions which concluded at 7:47pm.

C26/381 Council Plan 2025-26 Quarter 3 Reporting

File Number:	
Responsible Officer:	Chief Executive Officer
Voting Requirements:	Simple Majority
Officer Disclosure of Interest:	No officer involved in the preparation of this report has a declarable interest in the matter
Attachments:	1. Q3 Summary Report Council Plan 2025-26 ⇩ 2. Q3 Project and Program Reporting Council Plan 2025-26 ⇩ 3. Q3 Service Reporting - Council Plan 2025-26 ⇩ 4. Q3 Council Plan Report Presentation ⇩ 5. 2025-2026 Project and Program Milestone Summary ⇩

COUNCIL'S ROLE

Information: For the Council / Committee to note.

SUMMARY

This report presents the Quarter 3 2025-26 (1 January to 31 March) progress update for the Council Plan.

OFFICER RECOMMENDATON AND COMMITTEE RESOLUTION (C26/381)

At 7:48pm Cr M McGoldrick moved, seconded Cr K Wheatland

That the Audit, Risk, and Improvement Committee notes the progress of the Council Plan for Quarter 3 2025-2026 (January to March 2026).

At 7:48pm the Presiding Member declared the motion.

CARRIED UNANIMOUSLY (9/0)

ACTIONS:

- Summary report (Attachment 1) to be updated to provide more clarity on the reasoning for the delay with the Changeroom Upgrades for Alan Edwards Reserve & Gairloch Reserve. Current officer comment implies the delay is the result of delays with the Winnacott Clubroom project.

UNCONFIRMED

OFFICIAL

PURPOSE

This report provides a quarterly progress update on the delivery of the Council Plan for Quarter 3 2025-26 (1 January to 31 March).

STRATEGIC ALIGNMENT

Outcome	5	Leadership and good governance for the benefit of the whole community.
Objective	5	Good Governance and Leadership
	5.1	Provide transparent and accountable good governance.
	5.2	Ensure long term financial sustainability, strategic advocacy and partnerships, and diverse revenue streams.
	5.3	Ensure efficient and effective use of assets, resources and technology.
	5.4	Strengthen active citizen engagement, participation, and access to information.
	5.5	Provide excellent customer experiences and ease of access.
	5.6	Provide an inclusive, safe, healthy, equitable and engaging workplace.

BACKGROUND

At the Ordinary Meeting of Council held on 20 August 2024, Council adopted (by Absolute Majority) the Council Plan 2024-2034, setting the City's strategic direction for the next ten years. The Council Plan integrates the Strategic Community Plan 2024-2034 (SCP) and the Corporate Business Plan 2024-2028 (CBP) into a single document, meeting all requirements of the *Local Government Act 1995* and the *Local Government (Administration) Regulations 1996*.

The Quarter 2 (October - December) progress update was presented to the Governance Committee on 9 February 2026.

This report presents the Quarter 3 2025-26 (January - March 2026) progress update.

CONSIDERATION

The Quarter 3 2025-26 (January – March 2026) progress update is provided in Attachment 1. The comprehensive progress reports for Projects and Programs, and Services are provided in Attachments 2 and 3 respectively.

ENGAGEMENT

No specific external engagement has been undertaken in conjunction with this report.

SUSTAINABILITY IMPLICATIONS

There is no specific sustainability implications associated with this report.

CONFIRMED

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LEGISLATIVE AND POLICY ALIGNMENT

Under Section 5.56 of the L*ocal Government Act 1995*, each local government must plan for the future of the district in accordance with the regulations. Regulation 19DA of the *Local Government (Administration) Regulations 1996* requires a CBP that integrates resource planning, including asset management, workforce planning, and long-term financial planning, and is reviewed annually.

While the legislation does not prescribe a specific reporting frequency, quarterly reporting is recognised as best practice within the State Government Integrated Planning and Reporting Framework to support regular monitoring, transparency, and informed decision-making by Council and the Executive.

FINANCIAL IMPLICATIONS

There are no specific financial implications associated with this report.

CONSEQUENCE

There are no consequences or alternative options provided as part of this report as it is for noting only.

CONFIRMED

8 MATTERS FOR WHICH MEETING WAS CLOSED TO THE PUBLIC

Procedural Motion

COMMITTEE RESOLUTION

At 7:48pm Cr S Green moved, seconded Cr S Hong

That the meeting be closed to members of the public.

At 7:48pm the Presiding Member declared the motion.

CARRIED UNANIMOUSLY (9/0)

CONFIRMED

At 7:49pm, Mr M Yildiz, Director Legal, Governance & Risk provided a short update on the item, which concluded at 7:50 pm. At 7:50pm, Mr Yildiz responded to questions which concluded at 7:54pm.

M26/84 Legal Status Report Update

File Number:	
Responsible Officer:	Director Legal, Governance & Risk
Voting Requirements:	Simple Majority
Officer Disclosure of Interest:	No officer involved in the preparation of this report has a declarable interest in the matter.
Attachments:	1. Legal Cases Status Report (confidential)

COUNCIL'S ROLE

Information: For the Council / Committee to note.

SUMMARY

This report provides an update on progress of legal cases and activities since 1 February 2026 to 30 April 2026.

OFFICER RECOMMENDATION AND COMMITTEE RESOLUTION (M26/84)

At 7:54pm Cr K Wheatland moved, seconded Cr G Barber

That the Audit, Risk, and Improvement Committee notes the Legal Status Report Update from 1 February 2026 to 30 April 2026.

At 7:54pm the Presiding Member declared the motion.

CARRIED UNANIMOUSLY (9/0)

ACTIONS:

Nil.

PURPOSE

This report, when read in conjunction with the associated confidential attachment, notifies the Committee of the status of matters that have been referred to the State Administrative Tribunal and legal case activities and their current status. The report also provides details of the income and expenditure on obtaining legal advice/opinions and prosecutions/fines, which is provided for Elected Member information and noting.

OFFICIAL

STRATEGIC ALIGNMENT

Outcome	5	Leadership and good governance for the benefit of the whole community.
Objective	5	Good Governance and Leadership
	5.1	Provide transparent and accountable good governance.

BACKGROUND

This report is to provide an update on the status and progression of legal cases and legal matters generally to 30 April 2026.

The report also provides details of the income and expenditure relating to obtaining legal advice/opinions and prosecutions/fines for previous years and for the 2025-2026 financial year up until 30 April 2026.

CONSIDERATION

SAT Matters

There is currently one State Administration Tribunal (SAT) matter in progress.

Matter CC 806/2025

An application to appeal a decision for the City to issue a building order on a Bicton property was made to SAT.

The first directions hearing was held on the 19 December 2025 where the City was required by the 16 January 2026 to provide the applicant with a statement of reasons for the Building Order and the applicant was to confirm or otherwise, by filing notice in the Tribunal that they have engaged a builder to carry out the works under the Building Order.

The matter was listed for a direction hearing on 6 February 2026 and for mediation on 20 February 2026. Orders were issued with remedial works to be carried out under the Building Order and for an engineer to be engaged to finalise engineering plans that are required for the completion of the building works.

An architect has been appointed to carry out any necessary modifications to the architectural drawings, in preparation for building certification, with a builder to then be appointed to undertake the required works. A date for the next mediation is to be set.

Prosecutions

A Health Act (Asbestos) prosecution has been concluded and the City has commenced another Asbestos prosecution and is undertaking a Building Act prosecution.

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Health Act – Health (Asbestos) Regulations - Asbestos Removal

The City commenced a prosecution of a contractor under *Section 7(3) of the Health (Asbestos) Regulations 1992* for unsafe work practices in the removal of asbestos fencing between two Willagee properties. The matter relates to not holding the relevant license and the removal process did not adhere with the *WorkSafe Code of Practice: How to Safely Remove Asbestos*, particularly in relation to decontamination, personal protective equipment, tools and equipment, and waste containment/disposal requirements.

The matter was heard at the Fremantle Magistrates Court on 9 September 2025 where the accused was present and pleaded not guilty to the charge against him. The accused did not attend court on 21 April 2026 and was convicted in his absence. The Court imposed a fine of $5,000 and ordered the accused to pay the City costs of $5,000

Health Act – Health (Asbestos) Regulations - Asbestos Removal

A prosecution has commenced for asbestos materiel not being removed correctly and not taking reasonable measures to prevent asbestos fibers entering the atmosphere, contrary to regulation 7(3) of the *Health (Asbestos) Regulations 1992*.

The matter is listed for hearing on 11 May 2026 in the Fremantle Magistrates Court

Building Act – Carrying out building works contrary to Section 9 of the Building Act

The property owner is being prosecuted for undertaking renovations, extension and roof replacement without any building approvals in place.

The matter is listed for hearing on 11 May 2026 in the Fremantle Magistrates Court.

Court Matters

Federal Court Application – Australian Human Rights Commission Act 1986

LGIS is representing the City in this Public Liability matter. The applicant filed his Statement of Claim as required and the City/LGIS filed its defence on 5 March 2025. At mediation held 22 August 2025 agreement was reached to defer the matter for up to 8 weeks for the City and applicant to consult with any effected resident(s) and present designs for a pedestrian access ramp that would be in addition to the existing crossover. The City presented the design drawings for the construction of a pedestrian ramp next to the claimant's driveway as a solution to resolve this matter. The claimant also indicated that he would put forward his own engineering drawings for the City's consideration, which have not been presented.

On 10 December 2025, LGIS's engaged lawyers provided an update to the Court as the Court had requested an update on the progress of settlement negotiations. The Court was informed that settlement negotiations have stalled and suggested that a Teams conference be listed between the Registrar and the parties' respective solicitors to discuss next steps, including whether it is appropriate to terminate the mediation.

On 18 December 2025 the claimant's lawyers presented a further offer which was rejected by the LGIS lawyers, along with advice that there was no intention to make a counteroffer.

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A conference with the mediation Registrar, which was listed for 19 December 2025, was adjourned to 30 January 2026 and further adjourned to 4 February 2026, due to the availability of the claimant's solicitors.

As agreement could not be reached, at the conclusion of the conference the Registrar terminated the mediation and a directions hearing was listed for 6 March 2026.

On the 10 February 2026 the claimant's lawyer advised that they were no longer acting for their client.

The next procedural step was for the claimant to properly set out his case in a substituted statement of claim by 10 April 2026, as the statement of claim he previously filed is defective in a number of respects. The claimant indicated to the Court that he was in the process of finding new lawyers and asked to have until 10 June 2026 to instruct new lawyers and to file a substituted statement of claim.

The Court was prepared to allow the claimant further time, but not until 10 June 2026. The Court ordered him to file a substituted statement of claim by 8 May 2026.

The City (LGIS) will have an opportunity to file a substituted defence by 12 June 2026, following which the Court has asked the parties to attend a further directions hearing on 19 June 2026.

The confidential attachment to this report contains the details and status of the above matters.

ENGAGEMENT

External engagement has been carried out as detailed in the attached confidential report. Solicitors are briefed when representation is required, or opinions on complex issues become necessary.

SUSTAINABILITY IMPLICATIONS

There are no sustainability implications presented as part of this report.

LEGISLATIVE AND POLICY ALIGNMENT

There are no applicable statutory, legal or policy implications presented as part of this report.

CONFIRMED

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FINANCIAL IMPLICATIONS

2025-26 Financial Year			
Annual Budget		Expenditure at 30 April 2026	Prosecution Fines and Costs Awarded (Income)
Legal Advice /Opinions	$303,125	$200,462	Nil
Prosecutions/Appeal	$73,685	$63,881	$31,047
Total	**$376,810**	**$264,343**	**$31,047**

Previous year expenditures:

2024-25 Financial Year	
Total Annual Revised Budget	Total Expenditure
$266,200	$217,517

2023-24 Financial Year		2022-23 Financial Year		2021-2022 Financial Year	
Total Annual Revised Budget	Total Expenditure	Total Annual Revised Budget	Total Expenditure	Total Annual Revised Budget	Total Expenditure
$282,100	$309,095	$349,337	$636,027	$224,998	$118,962

CONFIRMED

The breakdown of income received for the period 1 July 2025 until the 30 April 2026 (and prior years), for court-imposed fines and legal costs awarded is:

Prosecution – Fines and Costs Awarded	**2025/2026**	**2024/2025**	**2023/2024**	**2022/2023**
Animal Prosecutions	$6,753	$9,552	$13,930	$14,609
Parking Prosecutions	$250	$1,395	$4,066	$6,582
Governance	Nil	Nil	$15,335	Nil
CEO Administration	Nil	Nil	Nil	$25
Environmental/Health (Food/Asbestos)	$24,044	$68,288	Nil	$16,377
Street Tree Removal Prosecution	Nil	Nil	Nil	Nil
Building and Planning	Nil	Nil	$937	Nil
	$31,047	**$79,235**	**$34,268**	**$37,593**

CONSEQUENCE

There are no consequences or alternative options presented as part of this report

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C26/382 Bi-Annual Cyber Security Activity Report

This matter is considered to be confidential under Section 5.23(2) - (f) of the Local Government Act, and the Council is satisfied that discussion of this matter in an open meeting would, on balance, be contrary to the public interest as it deals with a matter that if disclosed, could be reasonably expected to –

(i) impair the effectiveness of any lawful method of 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.

CONFIRMED

Procedural Motion

COMMITTEE RESOLUTION

At 8:07pm Cr G Barber moved, seconded Cr S Green

That the meeting be opened to members of the public.

At 8:07pm the Presiding Member declared the motion.

CARRIED UNANIMOUSLY (9/0)

9 DECISION MADE WHILE MEETING WAS CLOSED TO THE PUBLIC

At 8:07pm, the Presiding Member advised that the following items were discussed behind closed doors:

- M26/84 - Legal Status Report Update and the officer recommendation was carried; and
- C26/382 - Bi-Annual Cyber Security Activity Report and the officer recommendation was carried.

10 NEXT MEETING

General Business

ACTIONS:

- Discussion to be held at an Elected Members Engagement Session on possibility of a later start (6:30pm) for Audit, Risk & Improvement Committees.
- Officers to provide a 12 month calendar for scheduled agenda items.

Next Meeting

At 8:08pm, the Presiding Member advised that the next meeting of the Audit, Risk & Improvement Committee will be held on Monday, 27 July 2026 at 6:00pm.

11 CLOSURE

There being no further business to discuss, the Presiding Member declared the meeting closed at 8:10pm.

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Office of the Auditor General
Serving the Public Interest

Report 13: 2025-26 | 15 April 2026

FINANCIAL AUDIT RESULTS

Local Government 2025



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Office of the Auditor General for Western Australia

Audit team:
Grant Robinson
Kellie Tonich
Tamara McCarthy
Financial Audit teams
Information Systems Audit teams

National Relay Service TTY: 133 677
(to assist people with hearing and voice impairment)

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

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ISSN: 2200-1913 (print)
ISSN: 2200-1921 (online)

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

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WESTERN AUSTRALIAN AUDITOR GENERAL'S REPORT

Local Government 2025 – Financial Audit Results

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Report 13: 2025-26
15 April 2026

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THE PRESIDENT
LEGISLATIVE COUNCIL

THE SPEAKER
LEGISLATIVE ASSEMBLY

LOCAL GOVERNMENT 2025 – FINANCIAL AUDIT RESULTS

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

The report summarises the final results of our annual audits of 138 of 147 local government entities for the year ended 30 June 2025.

I wish to acknowledge the assistance provided by the councils, chief executive officers, finance officers and others, including my staff and contract audit firms, throughout the financial audit program and in finalising this report.

Caroline Spencer
Auditor General
15 April 2026

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Auditor General's overview



This report summarises the results of our annual financial audits of 138 local government entities for the financial year ended 30 June 2025. It also includes results from 11 of the 12 audits outstanding at the time of the *Local Government 2023-24 – Financial Audit Results* report, which have since been finalised.

In 2025, we issued 136 clear audit opinions. Pleasingly, the number of audit qualifications has continued to decrease, with only two of the 138 entities included in this report for 2025 receiving qualified opinions. Of continuing concern is the quality of financial reports submitted for audit. The value of current year errors and the number of prior period errors increased largely as a result of issues linked to property and infrastructure assets. As my office has recommended over successive years, the sector required guidance to support a consistent understanding of valuation obligations and to improve valuation practices generally. So, it is pleasing that the Department of Local Government, Industry Regulation and Safety (LGIRS) recently published this guide on 5 March 2026 which entities can utilise in 2026.

Approximately 33% of entities provided five or more versions of their financial report to my audit teams, with one entity providing 19 versions. As I've said before, this signals a need for greater care and capability in financial reporting. Multiple revisions create delays, cost time and resources and reflect gaps in quality assurance processes. This requires priority attention by entities affected.

This year, for the first time, the online version of this report will include an interactive map graphic to provide insight on our assessment of entity performance from the perspective of financial management control issues raised. This is a useful tool for stakeholders to compare the performance of their local government to those in the surrounding areas or bands. Further, this analysis shows pockets of concerning performance and inability to meet statutory deadlines. We will update this map each year, with the view to showing year on year comparatives.

Of the audits delayed in 2024, four stand out: City of Nedlands, Shire of Coolgardie, Shire of Halls Creek and Shire of Yalgoo. These audits, in conjunction with other delayed audits in 2025 or prior years, were motivating factors behind issuing my recent *Status of Local Government Audits* report[1]. The added public oversight of audit delays is intended to improve timeliness.

This year my team performed some financial health analysis around entities' ability to meet their short-term payment obligations (current ratio) which shows numerous entities facing financial pressure (Appendix 9). Four entities had a ratio of less than one, meaning their current liabilities exceeded their current assets and they may not be able to pay their debts as and when they fall due. The four entities were the: Shire of Coolgardie, Shire of Derby-West Kimberley, Shire of Irwin and Shire of Victoria Plains. The sector-average current ratios continue to decline as do the median ratios. This reflects a sector declining in its ability to meet short-term financial obligations. Our opinion on the Shire of Coolgardie's 30 June 2024 financial report included a material uncertainty related to going concern, indicating that the Shire's ability to continue its financial operations (that is, its financial viability) was not assured. While these concerns were known to my office, they were not publicly disclosed until the Shire's audit report was issued in June 2025. Earlier intervention by councillors and CEOs, and failing that the LGIRS, the Local Government Inspector or the Minister is needed for entities in financial difficulty or crisis.

[1] Office of the Auditor General, *Status of Local Government Audits 2025*, OAG website, 28 January 2026.

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It is pleasing to see the sector respond positively to our request to bring audit delivery forward by being audit ready however, there remains opportunities for improvement. The spike in issuing audit opinions (Figure 1) is not sustainable and requires all entities to prepare for earlier completion, thereby enabling more timely reporting to all key stakeholders.

Our advocacy work with entities and LGIRS in relation to legislative reforms has helped reduce certain review requirements for entities, without reducing transparency or accountability. This was a welcome change via the local government legislative reform. It was pleasing to see how responsive LGIRS were to suggestions, and I appreciate their engagement with my office.

Finally, in response to sector feedback, we have refined our best practice entity reporting approach this year. To better reflect the diversity of local government entities, we have aligned our assessment to the WA Local Government banding model[2]. Stakeholders indicated that evaluating best practice at a sector-wide level was less meaningful, and that introducing a level of segmentation would provide clearer and more relevant insights. This change ensures our reporting is more comparable, equitable, and reflective of the unique operating environments within local government. I congratulate those entities recognised as best practice for 2025.

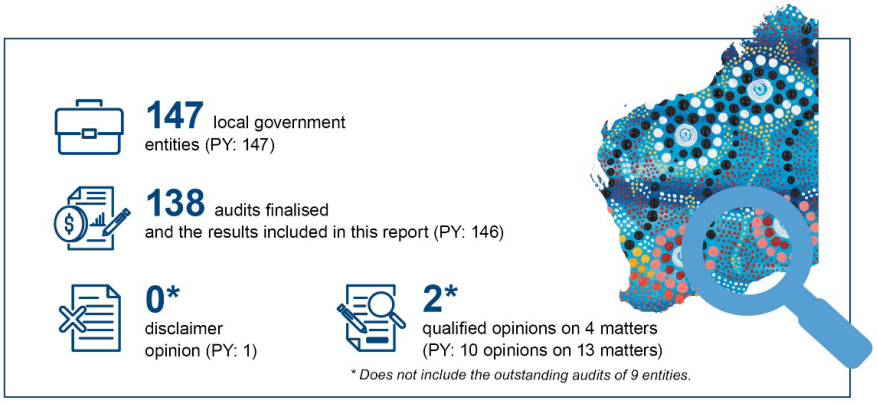
My sincere thanks also to entities, my staff and our contract audit firms for their continued diligent efforts in delivering timely reliable local government financial reports and audits for the Western Australian community.

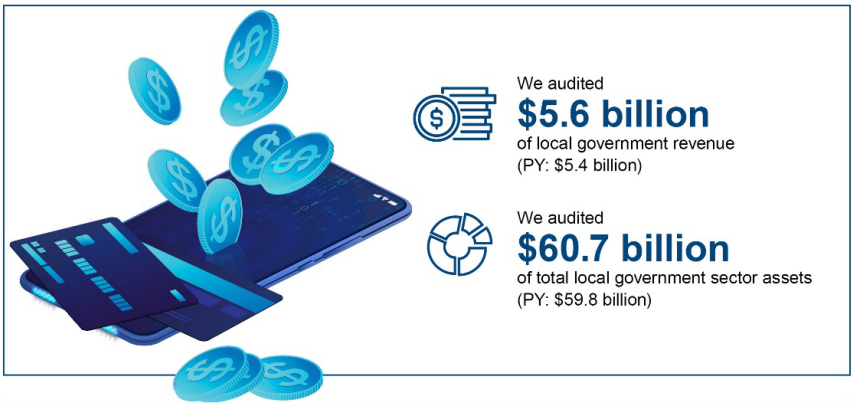
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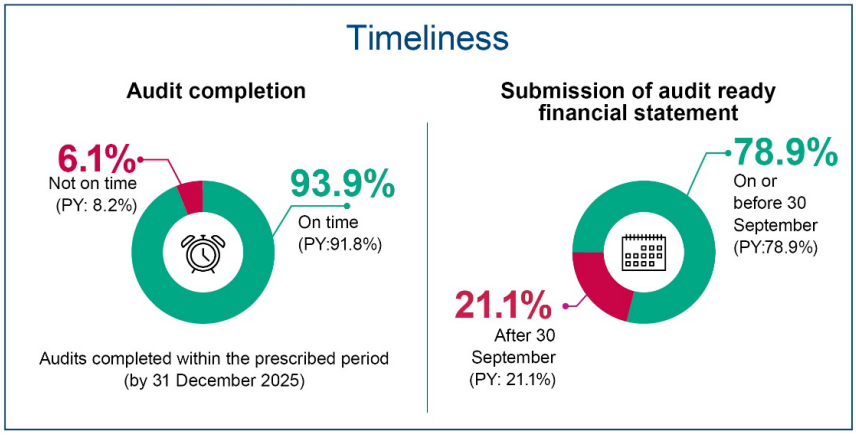
[2] In Western Australia, local governments are classified into four bands based on the determination of the Salaries and Allowances Tribunal. These bands are used to determine the maximum and minimum number of council members based on the population of the local government district. The classification of local governments into these bands is a key aspect of the *Local Government Act 1995* and is subject to change with new regulations and amendments.

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2025 local government reporting cycle at a glance







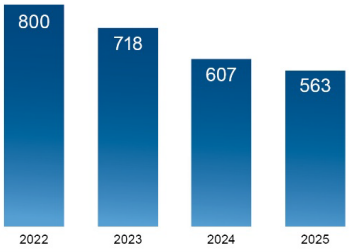
PY: prior year

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Audit results*

** Does not include the outstanding audits of 9 entities.*

Number of financial management issues



0 disclaimer of opinion (PY: 1)

2 qualified opinions (PY: 10)

9 opinions outstanding (PY: 1)

563 financial management issues (PY: 607)

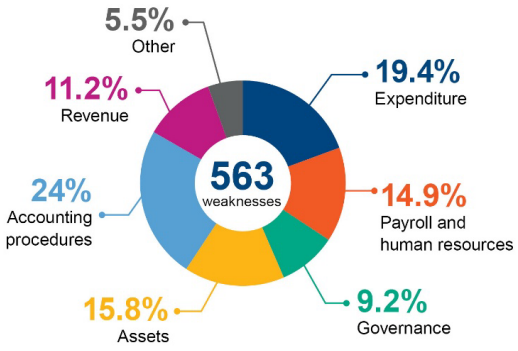
333 information system control issues (PY: 360)

Removed **6** qualified opinions on 7 matters (PY: 6 opinions on 7 matters)

22 emphasis of matter paragraphs (PY: 20)

Financial and management weaknesses

The 138 entities with finalised audits had:



Financial reporting, accountability and audit matters

Quality and timeliness of financial reporting (page 11)

Assets (page 21)

Financial health (page 25)

OAG insights (page 29)

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Review of the 2025 financial year

What we did

Our financial audit program is performed under the related Auditing and Assurance Standards Board standards. Our focus is on ensuring the accuracy of an entity's annual financial statements. This report summarises the results of the financial audits of local government entities for the year ended 30 June 2025. It includes the results for 138 of 147[3] entities (Appendix 1), with the remaining nine entities included in our *Status of Local Government Audits 2025* report[4]. Appendix 1 also includes opinion types by local government band to enable entities to compare their own results.

Summary of audit opinions

For the financial year ended 30 June 2025, we issued clear opinions for 136 entities by 31 December 2025, and two audit opinions were qualified. We included 22 emphasis of matter (EoM) paragraphs in the auditor's reports of 22 entities. We also issued 11 audit opinions for entities from previous financial years.

Audit year	2024	2025
Number of entities subject to OAG audit	147	147
Number of entity audits included in results report	135	138
Number of entity audits included in updated statistics	146	N/A
Clear (unqualified) audit opinions	135	136
Qualified opinions	10	2
Disclaimer of opinion	1	0
Material uncertainty related to going concern	2	0
Emphasis of matter paragraphs	20	22

Source: OAG

Table 1: Audit results for the past two years

Entities that did not make the 2024 results report cut-off included in this report

At the cut-off date of this report, with the exception of the Shire of Yalgoo, all entities outstanding in the *Local Government 2023-24 – Financial Audit Results* report have now been finalised. While many of these entities received clear 2024 audit opinions, this may not have been the case had the audits been completed on time. The delays with these audits were mostly to give entities time to provide more evidence and correct their financial report. Delays in audits present significant inefficiencies, cost impacts and resourcing pressures on audit teams.

Disclaimer removals

Following a disclaimer of opinion, we generally qualify the comparability of the current year's financial results with the prior year, as the prior year figures were not audited and may be incorrect. Further, when an entity restates figures from a disclaimer year, and they cannot be

[3] 31 December 2025 is the statutory deadline for local government entities to complete their audits and is used as the statistics cut-off date for this report.

[4] Office of the Auditor General, *Status of Local Government Audits 2025*, OAG website, 28 January 2026.

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audited, another related qualification is issued. These qualifications alert users to exercise care when comparing the two years.

The 2024 audit reports for the City of Nedlands and Shire of Halls Creek (issued during 2025) featured disclaimer removals, as did the Shire of Toodyay's 2025 audit report.

The City of Nedlands 2024 audit report contained one qualification on comparability as the prior year numbers could not be audited.

The Shire of Halls Creek 2024 audit report contained three qualifications:

- one was on comparability as the prior year restated numbers could not be audited
- a related qualification, the current year disclosure note on the restated numbers could not be audited
- a third qualification for not valuing other infrastructure assets at 30 June 2022 or 2023.

The Shire of Toodyay 2025 audit report contained three qualifications:

- two were as per the Shire of Halls Creek, comparability of restated numbers which could not be audited, and the related disclosure note
- a third qualification was for unreconciled amounts in cash and cash equivalents.

Full details of the qualifications issued for these three entities can be seen in Appendix 4.

Two qualified opinions

The Shire of Boyup Brook and the Shire of Toodyay were the only entities to receive qualified audit opinions in 2025. This represents a decrease compared to 2024, which recorded 10 entities with audit qualifications out of 146 completed audits. We expect there will be more audit qualifications to come from the nine entities that did not meet their statutory deadline.

The two qualified entities in 2025 had four qualification matter paragraphs, two of which relate to prior year disclaimed opinions (refer above: disclaimer removals). The audit qualifications are included in Appendix 4.

Emphasis of matter paragraphs (EoM)

In 2025, we included 22 EoM (Appendix 5) paragraphs in 22 entity audit reports which is relatively on par with the 20 EoM paragraphs included in 20 reports the prior year. We expect the number of EoM's to increase as the outstanding nine audits are finalised. This year EoM paragraphs directed the readers' attention to:

- restatements of comparative figures or balances to correct prior period errors, largely related to property and infrastructure assets (2025: 16 entities) (2024: 16 entities)
- the basis of accounting used by the entity (2025: 2 entities) (2024: 1 entity)
- investment in associates (2025: 4 entities) (2024: 0).

This year we refined our use of EoM paragraphs relating to prior period errors. Auditing standards allow judgement in this area. We now only include an EoM where errors are deemed fundamental to users' understanding of the financial report. This ensures EoMs highlight to users what is essential for their consideration. While the number of EoM paragraphs this year is similar to 2024, all 2025 errors were serious enough to impact users' understanding of the financial report. This is more concerning, especially as the number would have been higher without our refined EoM approach.

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We have a section of this report dedicated to prior period errors, refer to the prior period errors section. A full description of EoM paragraphs is included in Appendix 5.

Material uncertainty related to going concern

Under Australian Auditing Standards, we consider whether events or conditions exist that may cast significant doubt on the entity's ability to continue as a going concern. Essentially, if an entity can fund their continuing operations, they are considered to be able to continue as a going concern.

This applied to the Shire of Coolgardie's 30 June 2024 financial position. This audit was not finalised until June 2025 and therefore it was not included in our *Local Government 2023-24 – Financial Audit Results* report[5]. The audit had challenges largely stemming from the Shire's financial situation and resourcing issues.

The material uncertainty related to the Shire's ability to continue as a going concern, as it had incurred a net loss of $4.6 million for the year ended 30 June 2024. At that date, the Shire's current liabilities exceeded its current assets by $14.2 million and the unrestricted cash balance was overdrawn by $934,000. The Shire disclosed these details along with options available to them to navigate their way through these challenges in a note to the financial statements.

The Shire's 30 June 2025 audit report did not include a material uncertainty related to going concern. A case study of the Shire's financial health is included in the section on financial health of local governments.

Provision of quality financial reports enables timely financial reporting

Provision of financial reports

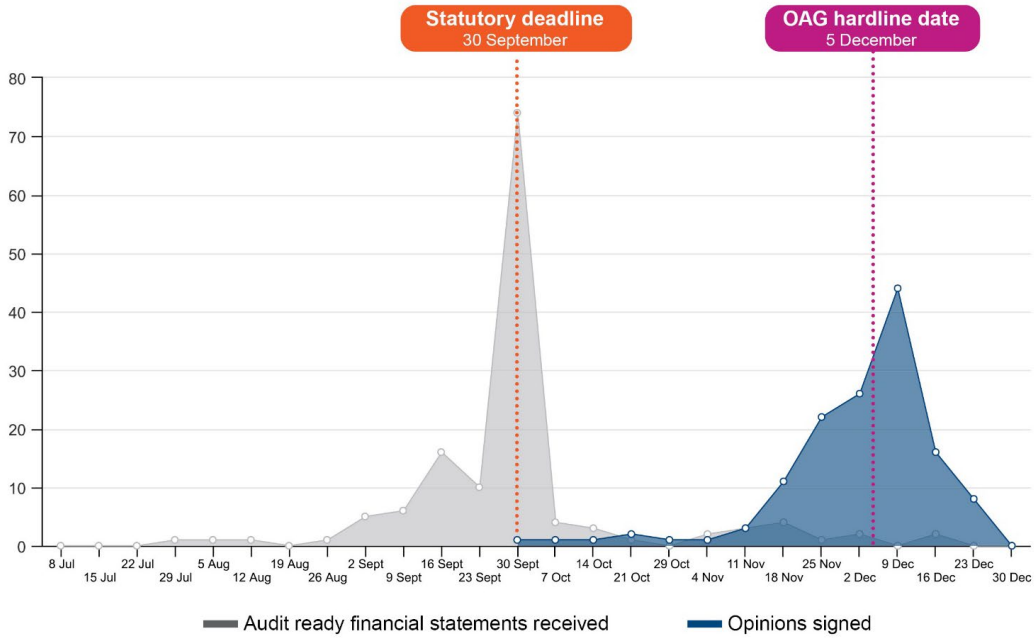
While 84% of the 138 local government entities included within this report provided their financial report by the legislated deadline of 30 September 2025, 54% of entities provided their financial report during the week of the deadline. One-third of entities provided their financial report to the auditors on the deadline. This can be seen in the clear spikes in Figure 1 which suggests entities may be aiming for legislative compliance rather than better practice. Similarly, there is a peak in the number of audit opinions issued at the date of our hardline initiative[6], on 5 December for 2025. In the week ended 5 December 2025 we issued approximately a third of the 138 opinions included in this report. Again, this represents compliance rather than better practice. To encourage sector-wide uplift and a culture focused on improvement, we encourage entities to access our suite of better practice and audit readiness tools to assist them in earlier financial reporting.

An audit-ready financial report is the starting point for a financial audit, without this, auditors are unable to commence their work in earnest. Also of concern is the accuracy of the financial reports provided. Only 6% of entities required no adjustments to their financial report. The remaining entities needed to make adjustments to their financial report, indicating a lack of quality. Further details on audit adjustments are included in the quality section of this report.

[5] Office of the Auditor General, *Local Government 2023-24 Financial - Audit Results* , OAG website, 24 April 2025.

[6] Our hardline initiative is focused on improving the quality and timeliness of financial reports and associated workings provided for audit. As part of the approach, we will no longer wait until the entity is ready if key information and people are not reasonably available within the agreed schedule. Instead, we will issue our audit opinion on the information available, even if this results in a qualified audit opinion.

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Source: OAG

Figure 1: Financial reports received and audit completion dates by week

Timeliness of reporting

More opinions meeting statutory deadlines

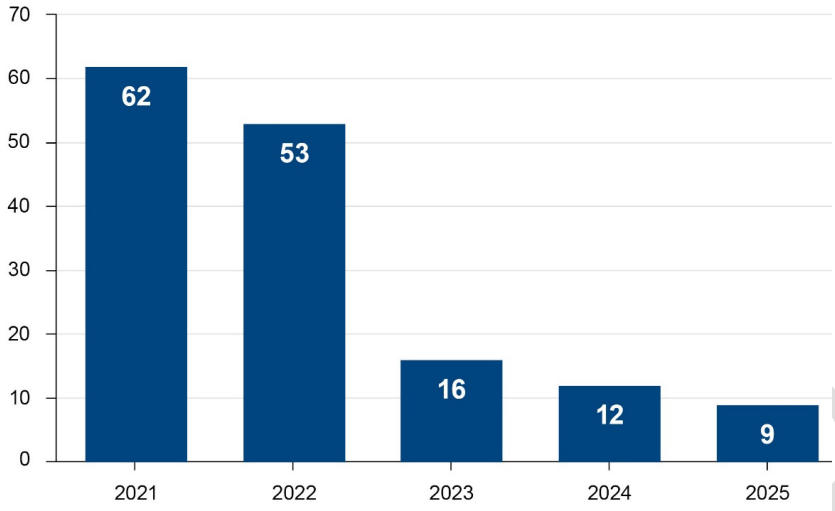
For the first time, we issued a standalone report on the timeliness of local government audit opinions[7]. This new reporting initiative increases transparency, to Parliament and the community, on entity financial report progress and reinforces our commitment to issuing all audit opinions by 31 December, in line with legislated timeframes.

In 2025, 94% of local government audit opinions were issued by the statutory deadline, a continued improvement on prior years. We anticipate further improvement in 2026, with the long-term aim that all audits are completed well within the required timeframe.

Since 2023, we have provided entities with an early December target date, previously referred to as the OAG hardline initiative, to support earlier audit completion and reduce the risk that minor delays push audits beyond 31 December. For the 2025 cycle, this date was 5 December. This initiative has contributed to a significant reduction in the number of audits outstanding at 31 December, as shown in Figure 2.

[7] Office of the Auditor General, *Status of Local Government Audits 2025*, OAG website, 28 January 2026.

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Source: OAG

Figure 2: Number of audits outstanding at 31 December for the last five years

For the nine outstanding audits included in the *Status of Local Government Audits 2025*[8] report in January 2026, the only substantive change is for the Shire of Yalgoo with their 2023 and 2024 audits now finalised, and the Shire of Dalwallinu with their 2025 audit now finalised. For both 2023 and 2024 the Shire of Yalgoo's audit opinions were qualified in respect of:

- bank reconciliation issues
- accrued income recoverability
- valuation of infrastructure asset (roads) not being undertaken.

Despite delayed lodgements in 2024 the following entities, through appropriate commitment and resolve, successfully addressed the contributing issues and met the statutory deadline in 2025:

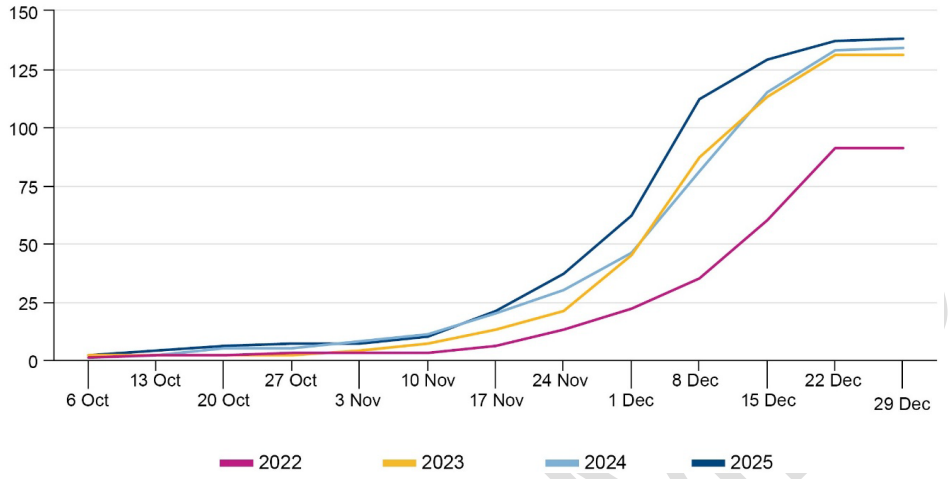
- City of Greater Geraldton
- Shire of Bridgetown-Greenbushes
- Shire of Collie
- Shire of Coolgardie
- Shire of Dundas
- Shire of Nannup
- Shire of Toodyay (last met the statutory deadline in the 2020 financial year)
- Shire of Wickepin
- Town of Cottesloe.

[8] Office of the Auditor General, *Status of Local Government Audits 2025*, OAG website, 28 January 2026.

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Overall Progress is positive, but audit bottleneck continues

Figure 3 shows that 2025 was ahead of previous years in terms of number and timing of opinions issued. While the improvement in timeliness is encouraging, there continues to be a bottleneck of audit opinions being issued in December.

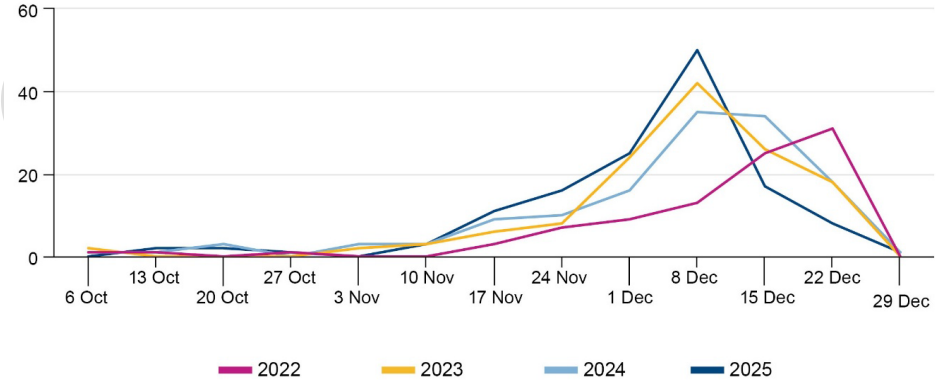


Source: OAG

Figure 3: Cumulative opinions issued from October to December for 2022 to 2025

We are pleased with the sector successfully responding to our efforts to bring audit delivery forward before the 31 December deadline, although there remain opportunities for improvement. There is concern that entities treat our hardline initiative date as their target for receiving an opinion. There were 58% of 2025 local government opinions issued in December, with 33% of opinions issued during the week ended 5 December 2025. The clear spike in opinions issued around this date is shown in Figure 4.

This spike in issuing opinions is unsustainable. Looking forward we want to see entities preparing for earlier audit completions to create a smoother curve of opinions being issued, rather than a sharp spike. This would enable earlier reporting by entities to their ratepayers and have the added benefit of reducing the pressure on finance teams and auditors.



Source: OAG

Figure 4: Opinions issued per week 2022 to 2025

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Quality

Good quality financial reports are accurate, clear and complete.

Errors and the number of versions of the financial report submitted to audit are indicators of the quality of financial operations of an entity. Both are indicative of a weakness in an entity's financial report preparation process. It creates additional effort, both internally for the entity and for the auditor, which leads to increased costs (internally and audit fees).

Prior period errors are increasing

A prior period error is a significant misstatement or omission, made by an entity in previous financial years, identified during the current year. It is usually corrected retrospectively by restating the opening balances in the financial statements. Entities with prior period errors have increased by 13% from 2024, with the 2025 numbers subject to increase as the nine outstanding audits are finalised. Many errors relate to asset accounting.

Common themes were:

- found assets
- valuation errors
- duplicate assets.

The growth in prior period errors and continued presence of asset related errors demonstrates a need for entities to focus on improving their asset accounting processes. As revaluations are only required every five years, many entities are in the outer year of a valuation cycle. We expect these errors could get worse in a valuation year.

A compounding issue with prior period errors, once identified, is that many entities are unsure how to correctly account for and disclose these errors in their financial reports. This contributes to inconsistent treatment across the sector and increases the level of auditor involvement required to resolve the matters.

Financial report versions still too high

On average we received four versions of an entity's financial report in 2025, similar to 2024. While the proportion of entities with only one version of the financial report prior to finalisation has increased to 6% (3% in 2024), this proportion is insufficient.

Approximately 33% of entities provided five or more versions of their financial report to audit, which is consistent with the previous year. We consider five or more versions of a financial report to be excessive, and indicative of a lack of financial management and reporting expertise and audit readiness by entities. One entity was a concern with 19 versions of their financial report provided to audit. This is an increase from 2024 where one entity had 16 versions for their financial report before finalisation.

Each version of the financial report provided to auditors needs to be reviewed, compared to previous versions with changes being queried and validated. All of which increase audit hours and costs. Entities should be aiming for one to two versions of their financial report. Any more than this indicates inadequate quality review processes in the preparation of the report.

Value of errors increase in 2025

The number and value of adjustment errors made to financial statements increased in 2025.

Errors are identified during the audit process, and we advise entities of those that are more than clearly trivial. Material errors must be corrected to avoid a potential modified opinion,

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while immaterial errors may be left unadjusted where they do not affect the fair presentation of the financial report.

Year	Adjusted errors			Unadjusted errors			Total errors	
	No. of entities	No. of errors	Value	No. of entities	No. of errors	Value	No. of errors	Value
2025	98	301	$674,314,611	55	125	$43,987,252	426	$718,301,863
2024[9]	100	297	$393,532,137	63	137	$58,713,391	434	$452,245,528
2023	100	285	$1,125,288,333	59	104	$69,157,705	389	$1,194,446,038
2022	91	335	$1,613,529,048	58	132	$50,668,884	467	$1,664,197,932

Source: OAG

Table 2: Adjusted and unadjusted errors for entities

Entities should exercise discretion when considering adjustments for immaterial errors. While these smaller errors may not affect the fair presentation of the financial report, processing and validating them consumes time and resources.

Entities need to strike a balance between the overall objective of presenting a fair financial report and the additional effort required to process adjustments. Each adjustment not only increases the entity's workload but also requires auditors to perform further validation and review additional versions of the financial report, increasing audit time and cost, and resulting in delay for both parties.

While the overall number of errors for 2025 appears relatively consistent with 2024, we expect this to increase once the nine outstanding audits are finalised.

The Shire of Toodyay and Town of Claremont had the equal largest number of adjusted errors in 2025, with 10 errors each. The Shire of Toodyay adjusted errors amounting to $10.3 million, whilst the Town of Claremont's adjustments amounted to $38.9 million. Two other entities were significant outliers due to the value of their adjustments:

- The City of Albany undertook infrastructure valuations (internally) for the 2025 financial year that indicated an increase in value of infrastructure assets of $148 million, which was recorded. However, the valuation was unable to be relied upon for audit purposes as it lacked sufficient supporting evidence. Accordingly, the revaluation adjustment was subsequently reversed.
- The City of Swan recorded $75.6 million across two adjustments to correct their works in progress (WIP) balance as disclosed in the note:
  - $18.5 million of property, plant and equipment (PPE) additions were incorrectly classified as transfers from WIP
  - $57.1 million in infrastructure additions were incorrectly classified as transfers from WIP.

  These changes only relate to the WIP balance and PPE disclosures and were not impacting the overall PPE balance in the statement of financial position.

These outliers contributed to the overall increase in value of errors; however, the uplift in error values is evident across the sector.

[9] 2024 numbers have been restated and are now inclusive of 11 entities which have been signed out since our *Local Government 2023-24 Financial Audit Results* report.

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Best practice entities

This year we are reporting best practice entities in two categories:

- top 10 band 1 and 2 entities
- top 20 band 3 and 4 entities and regional councils.

This is a change from our prior reporting of a top 20 of all entities. The change better reflects differences, complexities and numbers of entities within the various bands. The number of entities in bands one and two makes up 30% of the total 147 local government entities. Bands three, four and regional councils make up the remaining 70%.

The criteria we rate entities on remains unchanged. We rate entities on their financial reporting practices against the following criteria:

- timeliness of CEO-certified financial report
- quality of financial report (including the number of errors identified)
- quality of working papers that support the financial report
- management resolution of accounting matters
- key staff availability during the audit
- number and significance of management letter findings
- clear opinion with no EoM or other audit report modifications.

We congratulate the entities we rated as the top achievers for 2025.

Best practice top entities	
Top 10 Band 1 & 2	**Top 20 Band 3, 4 and other entities**
• City of Belmont • City of Cockburn • City of Fremantle • City of Greater Geraldton • City of Rockingham • City of Vincent* • Shire of Mundaring* • Shire of Murray* • Shire of Northam • Shire of Wyndham-East Kimberley	• Murchison regional vermin council • Shire of Beverley* • Shire of Boddington • Shire of Chittering • Shire of Christmas Island* • Shire of Donnybrook-Balingup • Shire of Exmouth* • Shire of Gingin • Shire of Irwin* • Shire of Lake Grace* • Shire of Laverton • Shire of Menzies* • Shire of Nannup • Shire of Narembeen • Shire of Ngaanyatjarraku • Shire of Peppermint Grove • Shire of Three Springs* • Shire of Wagin • Shire of Waroona • Shire of Wyalkatchem

Source: OAG

** Indicates entities which received best practice in the Local Government 2023-24 – Financial Audit Results report.*

Table 3: Best practice entities for 2025

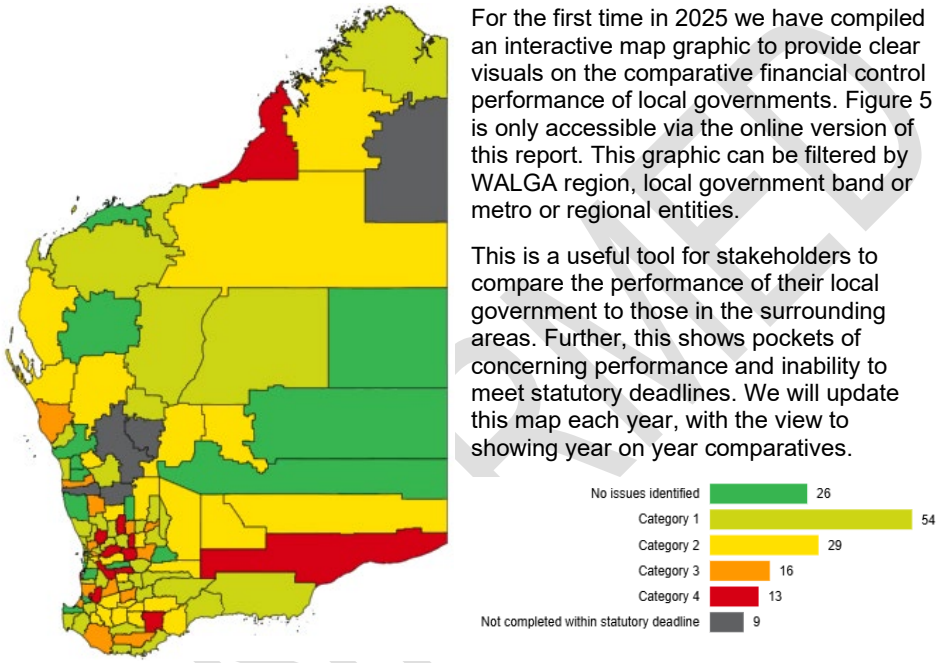
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Control weaknesses

Improvements in overall control environment

An entity's control environment includes the governance and management functions as well as the attitudes, awareness and day-to-day actions that contribute to the internal control practices of importance to the entity. We reported a total of 896 control findings in 2025 which is a decrease from the prior year (967 control findings). These are made up of 563 financial management issues (2024: 607) and 333 information systems (IS) control issues (2024: 360).



For the first time in 2025 we have compiled an interactive map graphic to provide clear visuals on the comparative financial control performance of local governments. Figure 5 is only accessible via the online version of this report. This graphic can be filtered by WALGA region, local government band or metro or regional entities.

This is a useful tool for stakeholders to compare the performance of their local government to those in the surrounding areas. Further, this shows pockets of concerning performance and inability to meet statutory deadlines. We will update this map each year, with the view to showing year on year comparatives.

Source: OAG

Figure 5: Entities by financial management control rating category

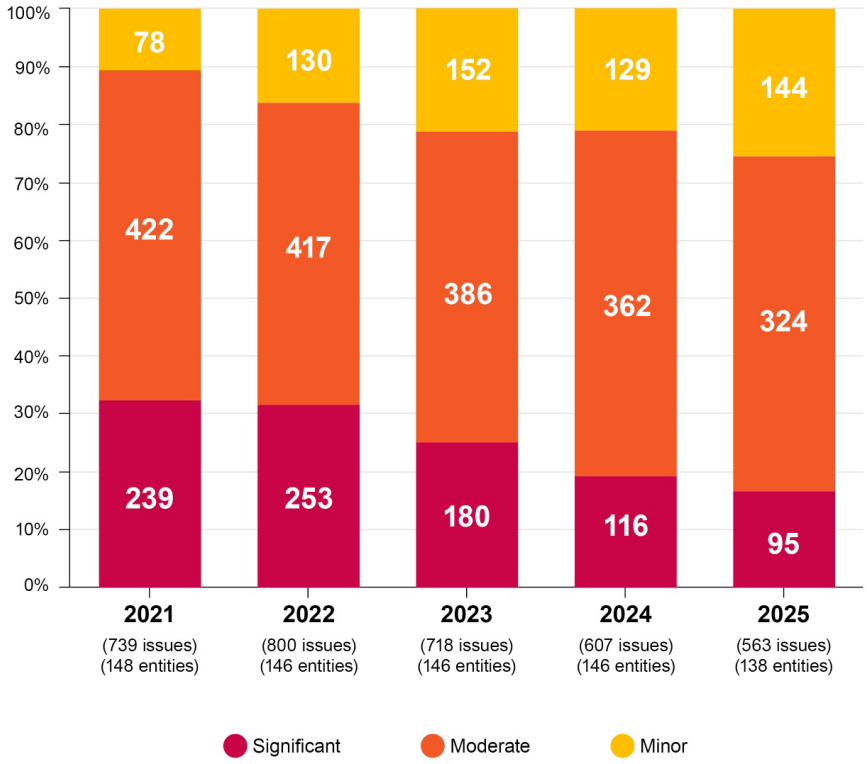
Our audits are primarily focused on controls that support the preparation of the financial report. A control environment with adequate systems, processes and people reduces the risk of error and fraud, and provides assurance to management, council and other stakeholders that financial reports are materially correct. We assess each entity's control environment during our risk assessment procedures. We report details of weaknesses identified through the audit process in the control environment to entities management and those charged with governance. The main themes of these weaknesses are discussed in further detail. We reported in detail the IS control findings in a separate report to Parliament.[10]

[10] Office of the Auditor General, *Local Government 2025 – Information Systems Audit Results report*, OAG website, 25 March 2026.

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Financial management controls

In 2025, management letter issues continued their downward trend, reducing from 607 in 2024 to 563. The number of entities with reported control weaknesses also decreased, from 130 in 2024 to 112 in 2025. The number of control weaknesses is expected to increase once the nine outstanding audits are finalised. The reduction was driven by fewer significant and moderate findings, though minor issues increased in both number and proportion as can be seen in Figure 6. Definitions of our finding risk ratings are included in Appendix 12.

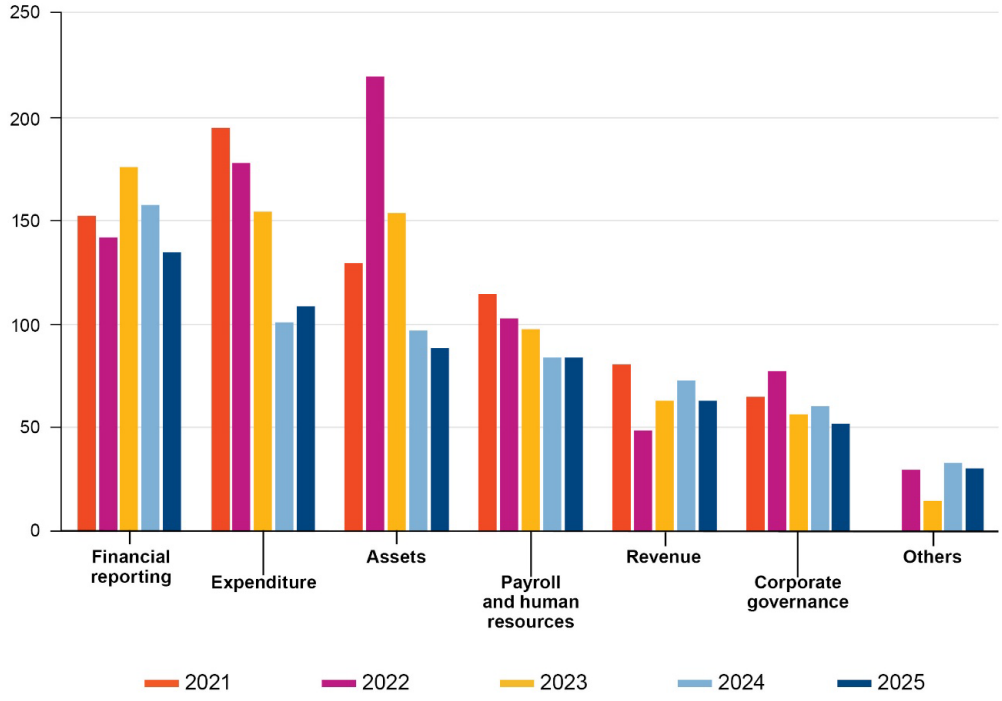


Source: OAG

Figure 6: Proportion of control weaknesses reported to management in each rating category

The movement in findings by category was mixed for 2025, as seen in Figure 7. Financial reporting remained the largest area of concern, although the number of issues decreased slightly compared to 2024. Conversely, issues relating to expenditure increased modestly year on year. Other categories either decreased slightly or remained broadly consistent with 2024.

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Source: OAG

Figure 7: Financial management control issues reported to entities by category

Financial reporting

We raised 135 issues (2024: 158 issues) across 70 entities (2024: 77 entities) relating to their financial reporting procedures. Of these issues, 49 were unresolved from the prior year and 14 were rated as significant.

- **Journal entries and reconciliations:** 27% of issues (36 issues) related to journal entries and general ledger reconciliations (excluding bank reconciliations). Journal entries are commonplace but present a high-risk area, as they adjust approved transactions. Key controls include appropriate review processes and segregation of duties between those who post and those who approve journals. Without these controls, the risk of error and fraud increases. Similarly, when finance system balances are not reconciled to sub-systems in a timely manner, errors within the financial report are more likely. These risks are further compounded when reconciliations are not appropriately reviewed. Importantly, these control weaknesses are readily addressed through the implementation of basic controls.
- **Policies and procedures:** 22% of issues (30 issues) related to policies and procedures, predominantly where they were outdated, not recently reviewed, or not implemented. Without up-to-date approved policies and procedures, staff may be unaware of council and management expectations regarding their responsibilities and the performance of key transactions and activities. This increases the risk of errors, fraud and non-compliance.
- **Bank reconciliations:** 16% of issues (22 issues) related to bank reconciliations. Bank reconciliations are a critical financial management control for all entities. As with

general ledger reconciliations, inadequate reconciliation processes increase the risk of errors and undetected fraud. This risk is heightened for bank reconciliations due to their direct connection to cash balances, which are more susceptible to misappropriation if controls are weak. We again found instances of basic reconciliations not being performed or reviewed in a timely manner, and reconciling items remaining long outstanding.

Preparation of an accurate financial report requires timely completion of reconciliations and high quality supporting working papers. These should be provided to auditors at the commencement of the audit. We expect the financial report to be reviewed by the CEO and council or the audit committee prior to submission, ensuring its completeness and accuracy. Following this review, the CEO should sign the financial report and submit it for audit. Guidance for entities is available in our better practice guides, accessible on our website[11].

Expenditure

We reported 109 expenditure weaknesses to 61 entities in 2025, compared with 101 issues to 64 entities in 2024. Of these 109 weaknesses, 33 were unresolved from the prior year and five were rated as significant. Poor procurement practices continue to be of concern, as they increase the risk of fraud and reduce the likelihood that entities achieve value for money. Entities need to ensure they have appropriate controls and processes in place that operate effectively to mitigate these risks.

- **Purchase orders:** As with previous years, we identified instances where purchase orders were raised after the invoice date and where entities did not seek an adequate number of quotes. Obtaining an appropriate number of quotes is an important control to ensure value for money. Purchases made without authorised purchase orders increase the risk of unauthorised spending. These issues accounted for 52% (57 issues) of all expenditure related findings.
- **Supplier master files:** Issues relating to supplier master files formed the second largest category of expenditure findings, representing 17% (19 issues). Strong controls over supplier master files are essential in preventing fraudulent payments. Where controls are weak, there is an increased risk that payments may be made to incorrect or fraudulent bank accounts.
- **Credit cards:** Credit card controls accounted for 16% (17 issues) of findings. We identified instances where credit card purchases were not supported by receipts, transactions were not appropriately reviewed or approved, and credit card policies were not complied with. This reflects non-compliance with policies and procedures and increases the risk of fraud.

Asset management

We identified 89 findings at 56 entities in 2025, compared with 97 findings at 57 entities in 2024. Of the 89 findings, 27 were prior year issues which remained unresolved, and eight were rated as significant.

- **Valuations:** Most asset management findings related to valuations, comprising 26% of issues (23 issues). This area was a key source of findings in 2023 but not in 2024. This fluctuation is partly due to the cyclical nature of valuations under local government regulations, which require entities to revalue assets every five years. Each year a different cohort of entities is due for revaluation, influencing the number and nature of findings identified.

[11] Office of the Auditor General, *Better practice guidance*, OAG website, n.d., accessed 9 February 2026.

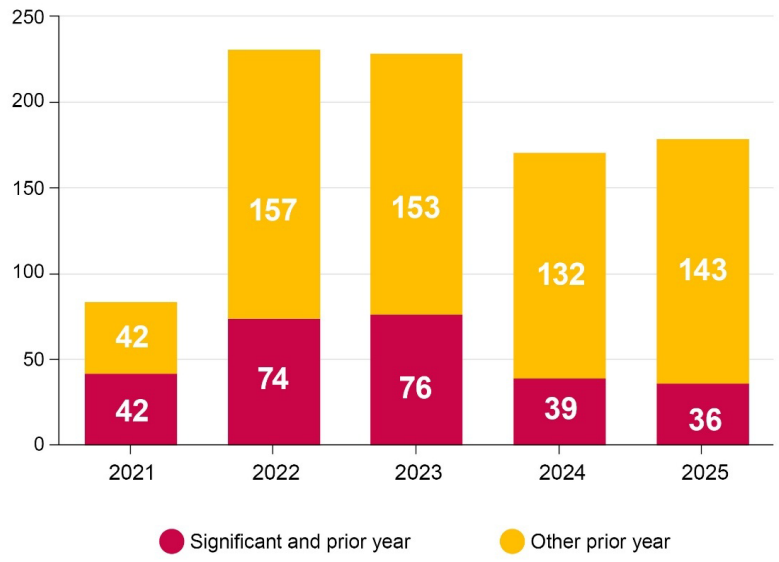
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- **Capitalisation of works in progress (WIP):** The second largest category of asset management findings related to WIP, representing 20% (18 issues) in 2025. These findings generally related to late capitalisation of WIP, where assets were available for use or already in use, but were not depreciated. In some cases, errors involved assets from prior years that should have been transferred from WIP but were not, resulting in prior period errors.
- **Asset reconciliations:** Asset reconciliations were the third largest category, comprising 18% (16 issues). Reconciliations ensure that asset records are complete, accurate and aligned between the finance and asset systems. Where reconciliation processes are inadequate, entities risk losing track of assets or incorrectly recognising them, which can affect asset valuations and lead to found asset errors in future years.

Control weaknesses in asset management can lead to qualified audit opinions due to the material value of property and infrastructure assets held by local governments. Entities need to remain vigilant and ensure valuation, capitalisation and reconciliation processes are robust and consistently applied each year.

Findings unresolved from prior year

For 2025, 179 financial management control findings raised across 81 entities (2024: 171 findings across 77 entities) remained unresolved from prior years. This represents 32% of all current year findings (2024: 28%). Of these unresolved issues, 20% (36 issues) (2024: 23% 39 issues) were rated as significant, requiring urgent action. While the proportion of significant unresolved findings has remained consistent, it is concerning that the number of unresolved issues increased.



Source: OAG

Figure 8: Prior year issues per year

Unresolved findings from prior years primarily relate to financial reporting, expenditure and asset management. These unresolved issues align with the underlying themes previously identified within this report, for each category. It is concerning that these matters remain

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unresolved, as they continue to add to audit time and costs. Entities need to prioritise addressing these issues, particularly those rated as significant.

Information system controls

The purpose of general computer control (GCC) audits is to assess the effectiveness of entities' computer controls relied on to accurately process and maintain the integrity, confidentiality and availability of key financial business systems and information.

For the 2025 financial year, we reported 333 general computer control weaknesses to 68 entities, compared to 360 control findings to 89 entities in 2024. Over half of these weaknesses (60%) were unaddressed prior year issues. Nine percent of findings were rated significant, 69% moderate and 22% minor (Figure 9).

Entity controls in the following control categories showed significant weaknesses:

- access management
- business continuity
- endpoint security
- information security framework
- network security.

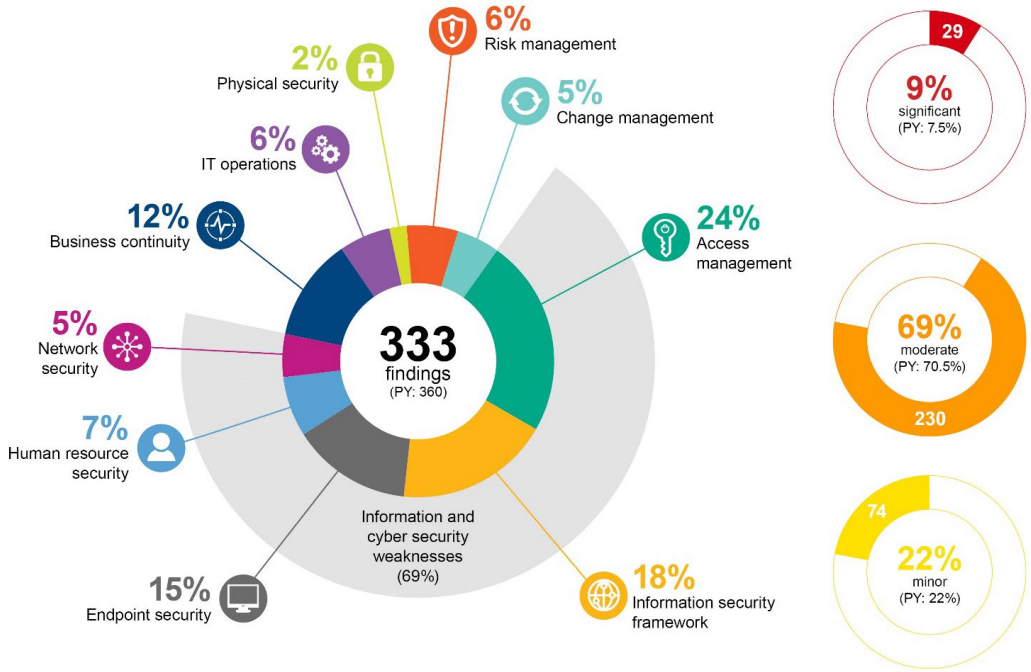
Of the 333 weaknesses identified, the majority related to information and cyber security controls:

- 24% related to managing access, such as delays in removing access of former staff and contractors, poor control over privileged and system accounts, and insufficient user activity monitoring.
- 18% related to information security framework weaknesses. These issues comprised insufficient information and cybersecurity policies, as well as governance and compliance weaknesses.
- 15% related to controls to protect endpoints (end user devices and servers). These included system vulnerabilities, legacy systems, and limited controls to prevent malware.

The *Local Government 2025 – Information Systems Audit Results* report presents a detailed analysis of these findings.

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Source: OAG

Figure 9: Information system weaknesses across 10 control risk categories and ratings

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Improvement opportunities

Financial health of local governments

Financial sustainability is a challenge for many local governments across the country due to a combination of:

- operating losses
- declining cash reserves
- increasing compliance and complexity
- limited capacity to generate sufficient own source revenue (from existing or alternative means)
- the general economic environment.

These factors are just as relevant in Western Australia and were most evident for the Shire of Coolgardie in 2024 when we included a material uncertainty related to going concern in the Shire's 2024 audit report.

Case study 1: Historical financial viability concerns at the Shire of Coolgardie

Under the going concern basis of accounting, financial statements are prepared on the assumption that an entity will continue operating for the foreseeable future. Auditors are required to report when there is a material uncertainty about an entity's ability to continue as a going concern.

For the Shire of Coolgardie's 2024 audit, finalised on 23 June 2025, we highlighted concerns by drawing attention to note 1 of the Shire's financial report. The note disclosed that the Shire:

- recorded a net loss of $4.6 million for the year ended 30 June 2024
- had current liabilities exceeding current assets by $14.2 million
- had an overdrawn unrestricted cash balance of $934,000
- had inappropriately used restricted funds for operational purposes.

These issues, along with other disclosures in the financial report, indicated the presence of a material uncertainty that cast significant doubt on the Shire's ability to continue as a going concern.

Following the 2024 audit, the Shire undertook debt restructuring and other initiatives to improve its financial position. We were satisfied with these actions, and as a result, a material uncertainty paragraph was not required in the 2025 audit report. However, because the 2024 audit report and financial statements were the first public signal of concerns, the situation highlights the importance of stronger monitoring and guidance for entities on financial sustainability.

LGIRS has developed the Local Government Financial Indicator (LGFI) tool, which provides a point-in-time assessment of an entity's capacity to meet its short and long term financial obligations, having regard to its funding sources. The LGFI replaced the former Financial Health Indicator (FHI) and, unlike the FHI, is not designed to assess longer term

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financial sustainability. Further information on the methodology and application of the LGFI is available through the MyCouncil FAQs[12].

LGFI data was first published on the MyCouncil website in May 2025 for the 2019 to 2023 financial years. As the indicator relies on audited financial information, data publication necessarily follows the completion of audit and associated validation processes. At 23 February 2026, LGFI results were available up to the 2023 reporting period, with subsequent years to be released in line with established update schedules. However, the indicator is only genuinely useful when it is updated in a timely manner after audited financial reports and grant information returns are released.

LGIRS has established a benchmark score of 70 for the LGFI. Scores below this benchmark indicate that an entity may warrant further consideration in relation to its financial position. Looking back, the LGFI for the Shire of Coolgardie had been declining for some time, indicating emerging concerns well before the issues became public in June 2025, acknowledging that the department had been engaging with the Shire, and our Office, since early 2024 in respect of a variety of concerns identified by them through other available information.

Financial analysis

For 2025, we analysed the current ratios of all local government entities with audits finalised by 31 December 2025. The current ratio is an indicator of an entity's ability to meet its short-term obligations for payment, with a ratio of less than one suggesting that an entity owes more in the short term than it may be able to afford to pay. Four entities recorded a current ratio of less than one (2024: 2; 2023: 1). The four entities with ratios less than one were:

- Shire of Coolgardie
- Shire of Derby-West Kimberley
- Shire of Irwin
- Shire of Victoria Plains.

A further 13 entities reported a ratio between 1 and 2 (2024: 11; 2023: 13), which also indicates potential financial pressure.

Appendix 9 contains a complete listing of the current ratio for each entity for 2024 and 2025.

Case study 2: Historical financial viability concerns at the Shire of Coolgardie

For 2025, the Shire of Coolgardie recorded a current ratio of 0.57. Given the heightened concern with the Shire's financial viability, we performed further audit procedures to satisfy ourselves that the going concern basis for preparation of the financial report was appropriate and a material uncertainty was not required to be included in the audit report. The procedures included:

- deeper and more intensive analysis of cashflow forecasts
- review of budgets
- status of financial facilities
- asset disposal alternatives
- year to date actual financial information for 2026.

[12] Government of Western Australia, *MyCouncil*, mycouncil.wa.gov.au, n.d., 9 February 2026.

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Entities hovering around a score of one or trending downwards, should pay particular attention to their cashflow needs and forecasts. Sector-wide results also show a gradual decline. The sector-average current ratio decreased from 5.5 in both 2023 and 2024 to 5.0 in 2025. Median ratios similarly declined from 4.1 in 2023 to 3.75 in 2024 and 3.63 in 2025. The decline in the median indicates that this trend is not driven by outliers but reflects a broader sector decline in entities' ability to meet their short-term payment obligations.

While a number of entities report large surpluses each year, the sector is facing increasing cost pressures with a limited ability for entities to expand their revenue base. Local governments will need to closely monitor their financial outlays and positions to ensure they can continue to deliver essential community services and maintain appropriate levels of investment in their community infrastructure.

Valuations

This year we encountered several instances where a valuer did not comply with the LGIRS (previously the Department of Local Government, Sports and Cultural Industries) directive requiring the use of the market approach for valuing land, including the consideration of public sector restrictions. In all cases, entities were unaware that their valuations were non-compliant with the above requirements, resulting in additional auditor involvement to resolve the matter with the valuer. Adjustments were required to valuations and financial reports.

Assets (PPE and infrastructure) are generally the largest balances in the financial report, meaning that errors in this area tend to be large and carry significant exposure for entities. This is also an area where we see significant numbers of prior period errors, as discussed in the quality section of this report[13].

For several years, we have recommended LGIRS develop and finalise their valuation guidance for the sector. We have provided input on various drafts since September 2023; and this guide has recently been published on 5 March 2026. This guidance will support a consistent understanding of valuation obligations and improve valuation practices generally. Ahead of their 2026 audits, entities should review this guidance to ensure their compliance with the guidelines.

Advocacy and reform

We engage closely with stakeholders and maintain a sector-wide view of emerging risks and systemic issues through our ongoing liaison with key stakeholders. This enabled us to raise with LGIRS a duplication in review requirements. As a result, regulation 5(2)(c)[14] of the Local Government (Financial Management) Regulations 1996, which required a three-yearly CEO review of the appropriateness and effectiveness of financial management systems, was removed effective 1 January 2026. Enhancements have been made to the remaining review obligations under regulations 16 and 17 of the Local Government (Audit) Regulations 1996.

Further reforms have also progressed, importantly the Local Government Inspector has been established to strengthen the regulation of council members and local government staff conduct. In addition, audit committees have been re-constituted as audit, risk and improvement committees, with a requirement for an independent chair to enhance objectivity, accountability and oversight across the sector.

[13] Prior period errors are increasing.

[14] Government of Western Australia, *Local Government Regulations Amendment Regulations (No 4) 2025*, Western Australian Legislation, 17 Dec 2025, 9 February 2026.

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We welcome these regulatory changes, which streamline oversight and reduce unnecessary administrative burden on entities. We hope to see positive impacts from these changes when we audit entities.

Governance expectations

We are often asked to meet separately with the council outside of entrance and exit meetings and may also be asked to attend the annual electors meeting. The requests stem from the requirement in 7.12A of the *Local Government Act 1995*, which requires a local government to meet with the auditor of the local government at least once in every year. LGIRS advice is if council formally delegated this responsibility, a meeting between the audit, risk and improvement committee and the auditor would satisfy this requirement.

Meeting with the auditors should occur in a non-public audit entrance and/or exit meeting. This is so conversations can occur outside of normal standing order meeting protocols and confidential matters can be discussed. These are the forum for members of council, the audit committee and administration to speak to their auditors. They are meetings to discuss risks, issues, progress, status and results. It's important these meetings are closed to the public to maintain confidentiality around audit sensitivities and to ensure public or media enquiries are addressed to the Auditor General directly for consideration, rather than audit staff.

We plan to provide guidance on meeting attendance to support a consistent approach to audit related meetings across the sector. This will help streamline processes for entities and ensure best value for money.

We are often asked by entities to meet pre-determined deliverable dates to attend meetings with council, audit, risk and improvement committees, and electors. This can become challenging when there are delays in the audit process. These delays are commonly linked to issues with entity work papers supporting the financial report, or matters requiring formal technical resolution. Greater flexibility from councils is appreciated when necessary to ensure timelines remain reasonable and achievable. The alternative is to stay with the set meetings and report based on the status at that point and specify what is outstanding and plan to resolution.

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OAG insights and tips

Our observations from the year are largely unchanged from previous years, indicating entities need continued refinement of their operations.

Streamline the audit process

Entities should:

1. Submit good quality, reviewed and CEO-signed financial reports for audit, no later than 30 September. Earlier submission is encouraged. CEO certification should indicate that management and those charged with governance are satisfied the financial report is complete, accurate and supported by underlying work papers. Supporting work papers and reconciliations should be available when financial reports are lodged. All content should be error free.
2. Communicate to the auditor their assessment of the significance of errors and determine whether adjustments are required. Entities should also analyse the root cause of identified errors.
3. Communicate delays to financial report submission early to minimise disruptions and enable effective resource allocation. Flexibility may be required when rescheduling audits.
4. Evaluate opportunities to submit financial reports earlier for audit.
5. Exercise greater flexibility around committee and council meeting times.
6. Ensure council attend audit entrance and exit meetings with the audit, risk and improvement committee, or that an appropriate delegation is in place. Audit entry and exit meetings are not intended to be part of public proceedings, but are undertaken to communicate audit plans, timeframes and findings with relevant entity staff and committee members.

Better support for entities

The Department of Local Government, Industry Regulation and Safety (LGIRS) should:

7. Update LGFI data on the MyCouncil website as a priority following audit finalisation
8. Consider LGFI information along with other intelligence to proactively intervene and support entities with challenges.

LGIRS response to 7 and 8:

LGIRS recognises the importance of timely publication and updates LGFI data on the MyCouncil website once governance and quality assurance processes are completed. For future reporting years, LGFI data will be published by the end of April following finalisation of audited financial statements by 31 December and receipt of grant information by the end of February each year. This timing will be communicated to local governments via an LG Alert and on the MyCouncil website.

LGIRS continues to strengthen its governance and quality assurance processes to support timely reporting and enhanced transparency, including clearer internal verification milestones, more structured follow-up with local governments, and improved monitoring and oversight arrangements, in coordination with the Local Government Inspector where appropriate. These measures support earlier identification of emerging risks and more proactive engagement with local governments. LGFI information is considered within a

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broader monitoring and assurance framework and is assessed alongside audit outcomes, compliance activity and direct engagement, rather than in isolation.

The Local Government Inspector has the statutory powers to intervene where this is considered necessary. Any proactive engagement or intervention is undertaken in a measured and proportionate manner, having regard to the specific circumstances of each local government. LGIRS' approach is focused on the early identification of risk and the provision of guidance and support to assist local governments in addressing emerging challenges.

Improve reporting and accounting for fixed assets

Entities should:

9. Conduct asset counts/stocktakes to support the completeness and accuracy of asset records.
10. Review the newly released LGIRS valuation guide to ensure compliance.

Reduce financial report errors, versions and management letter findings

Entities should:

11. Establish robust financial report quality control procedures, incorporating review by the audit, risk and improvement committee and council.
12. Seek appropriate and timely independent advice when unsure on accounting and disclosure obligations.
13. Alert OAG audit engagement leaders to new processes or systems, issues encountered during the year, or any area of concern or technical accounting determinations.

LGIRS should:

14. Provide guidance for entities via model accounts on how to account for prior period errors.

LGIRS response to 14:

Guidance on the correction of prior period errors is included in the Guidance Material Annual Financial Report Models (2025) for Class 1 and 2 local governments and for Class 3 and 4 local governments. This guidance references the relevant disclosure and retrospective application requirements under AASB 101 and AASB 108.

While the existing material provides an appropriate framework, it is acknowledged that additional practical guidance may assist entities in applying these requirements in particular circumstances. Further enhancements to the guidance are being considered for inclusion in the 2026 annual guidelines. Where a local government identifies a material prior period error, early engagement with LGIRS is expected. While this expectation is not currently formalised in published guidance, it will be communicated through an LG Alert accompanying the updated annual Model Financial Statements, which will be published in Q2 of 2026.

LGIRS will provide guidance as required, including examples where appropriate, to support compliance with the applicable accounting and disclosure requirements. This approach maintains consistency with the existing legislative and accounting framework while allowing LGIRS to provide targeted and proportionate support based on the specific circumstances of each case.

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Resources

OAG provide various tools to assist entities with audit readiness and better practice and are available on our website:

- Audit Readiness Tool
- Prepared by client listing
- Financial statements review
- Going concern assessment
- Western Australian Public Sector Audit Committees –Better Practice Guide
- Better practice guidance

LGIRS provide the following to assist entities monitor their performance and prepare their financial report.

- Government of Western Australia, *MyCouncil*, mycouncil.wa.gov.au, n.d., 9 February 2026.
- Department of Local Government, Industry Regulation and Safety, *Financial policy and accounting*, dlsgsc.wa.gov.au, 5 March 2026, 9 February 2026.

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Appendix 1: Status and timeliness of audits

Type of audit opinion	
Clear (unmodified)	
Clear opinion with emphasis of matter, matter of significance paragraph or material uncertainty related to going concern	
Material uncertainty related to going concern	
Qualified or a disclaimer of opinion	
Qualified opinion with an emphasis of matter, matter of significance paragraph or material uncertainty related to going concern	

Financial report timeliness – audit ready submissions*	
Received financial report by statutory deadline of 30 September 2025 and assessed audit ready	
Received an extension from DLGSC to the statutory deadline and met this extension with audit ready financial report	
Extension or statutory deadline was not met with audit ready financial report	

** Financial report initially provided may not be of a quality that is audit ready. The icon in the table below reflects the date we assessed the financial report as audit ready.*

Entities listed in alphabetical order with opinion type, opinion date and audit ready financial report submission status.

	Entity	Band	Type of opinion	Opinion issued	Audit ready submission of financial report
1	Catalina Regional Council	Other		24/09/2025	
2	City of Albany	1		4/12/2025	
3	City of Armadale	1		12/12/2025	
4	City of Bayswater	1		1/12/2025	
5	City of Belmont	1		21/11/2025	
6	City of Bunbury	1		19/11/2025	
7	City of Busselton	1		19/11/2025	
8	City of Canning	1		3/12/2025	
9	City of Cockburn	1		26/11/2025	
10	City of Fremantle	1		3/12/2025	
11	City of Gosnells	1		5/12/2025	
12	City of Greater Geraldton	1		4/12/2025	

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	Entity	Band	Type of opinion	Opinion issued	Audit ready submission of financial report
13	City of Joondalup	1	✓	17/11/2025	✓
14	City of Kalamunda	2	✓	12/11/2025	✗
15	City of Kalgoorlie-Boulder	1	✓	8/12/2025	✗
16	City of Karratha	1	✓	28/11/2025	✓
17	City of Kwinana	1	✓	25/11/2025	✓
18	City of Mandurah	1	✓	11/12/2025	✓
19	City of Melville	1	✓	15/12/2025	✗
20	City of Perth	1	✓	28/11/2025	✓
21	City of Rockingham	1	✓	24/10/2025	✓
22	City of South Perth	2	✓	12/11/2025	✓
23	City of Stirling	1	✓	16/12/2025	✓
24	City of Subiaco	2	✓	5/12/2025	✗
25	City of Swan	1	✓	25/11/2025	✓
26	City of Vincent	2	✓	14/11/2025	✓
27	City of Wanneroo	1	✓	19/11/2025	✓
28	Eastern Metropolitan Regional Council	Other	✓	7/10/2025	✓
29	Mindarie Regional Council	Other	✓	10/11/2025	✓
30	Murchison Regional Vermin Council	Other	✓	12/12/2025	✓
31	Resource Recovery Group	Other	✓	18/12/2025	✗
32	Rivers Regional Council	Other	✓	21/02/2025	✓
33	Shire of Ashburton	2	✓	21/11/2025	✗
34	Shire of Augusta-Margaret River	2	✓	14/11/2025	✓
35	Shire of Beverley	4	✓	4/11/2025	✓
36	Shire of Boddington	4	✓	8/12/2025	✓
37	Shire of Boyup Brook	4	✗	19/12/2025	✓
38	Shire of Bridgetown-Greenbushes	3	✓	8/12/2025	✓
39	Shire of Brookton	4	✓	20/11/2025	✓

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	Entity	Band	Type of opinion	Opinion issued	Audit ready submission of financial report
40	Shire of Broome	2	✓	2/12/2025	⏰
41	Shire of Broomehill-Tambellup	4	✓	5/11/2025	⏰
42	Shire of Bruce Rock	4	✓	8/12/2025	⏰
43	Shire of Capel	3	✓	3/12/2025	⏰
44	Shire of Carnamah	4	✓	5/12/2025	⏰
45	Shire of Carnarvon	2	✓	5/12/2025	⏰
46	Shire of Chapman Valley	4	✓	4/12/2025	⏰
47	Shire of Chittering	3	✓	8/12/2025	⏰
48	Shire of Christmas Island	3	✓	4/12/2025	⏰
49	Shire of Collie	3	✓	19/12/2025	⏰
50	Shire of Coolgardie	3	✓	3/12/2025	⏰
51	Shire of Corrigin	4	✓	24/11/2025	⏰
52	Shire of Cranbrook	4	✓	11/11/2025	⏰
53	Shire of Cuballing	4	✓	4/12/2025	⏰
54	Shire of Cue	4	✓	8/12/2025	⏰
55	Shire of Cunderdin	4	✓	8/12/2025	⏰
56	Shire of Dandaragan	3	✓	4/12/2025	⏰
57	Shire of Dardanup	3	✓	21/11/2025	⏰
58	Shire of Denmark	3	✓	3/12/2025	⏰
59	Shire of Derby-West Kimberley	2	✓	24/11/2025	⏰
60	Shire of Donnybrook Balingup	3	✓	9/12/2025	⏰
61	Shire of Dowerin	4	✓	10/12/2025	⏰
62	Shire of Dumbleyung	4	✓	4/12/2025	⏰
63	Shire of Dundas	4	✓	10/12/2025	⏰
64	Shire of East Pilbara	2	✓	27/11/2025	⏰
65	Shire of Esperance	2	✓	5/12/2025	⏰
66	Shire of Exmouth	3	✓	3/12/2025	⏰

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	Entity	Band	Type of opinion	Opinion issued	Audit ready submission of financial report
67	Shire of Gingin	3	✓	20/11/2025	✓
68	Shire of Gnowangerup	4	✓	21/11/2025	✓
69	Shire of Goomalling	4	✓	26/11/2025	✓
70	Shire of Harvey	2	✓	20/11/2025	✓
71	Shire of Irwin	3	✓	1/12/2025	✓
72	Shire of Jerramungup	4	✓	27/11/2025	✓
73	Shire of Katanning	3	✓	10/12/2025	✓
74	Shire of Kellerberrin	4	✓	25/11/2025	✓
75	Shire of Kent	4	✓	2/12/2025	✓
76	Shire of Kojonup	3	✓	2/12/2025	✓
77	Shire of Kondinin	4	✓	5/12/2025	✓
78	Shire of Koorda	4	✓	16/10/2025	✓
79	Shire of Kulin	4	✓	5/12/2025	✓
80	Shire of Lake Grace	4	✓	25/11/2025	✓
81	Shire of Laverton	3	✓	5/12/2025	✓
82	Shire of Leonora	3	✓	22/12/2025	✗
83	Shire of Manjimup	2	✓	25/11/2025	✓
84	Shire of Meekatharra	3	✓	18/12/2025	✓
85	Shire of Menzies	4	✓	21/11/2025	✓
86	Shire of Merredin	3	✓	25/11/2025	✓
87	Shire of Mingenew	4	✓	24/11/2025	✓
88	Shire of Moora	3	✓	28/11/2025	✓
89	Shire of Morawa	4	✓	27/11/2025	✗
90	Shire of Mount Marshall	4	✓	1/12/2025	✓
91	Shire of Mukinbudin	4	✓	13/11/2025	✓
92	Shire of Mundaring	2	✓	2/12/2025	✓
93	Shire of Murchison	4	✓	27/11/2025	✓

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	Entity	Band	Type of opinion	Opinion issued	Audit ready submission of financial report
94	Shire of Murray	2	✓	18/11/2025	✓
95	Shire of Nannup	4	✓	4/12/2025	✓
96	Shire of Narembeen	4	✓	28/11/2025	✓
97	Shire of Narrogin	3	✓	14/11/2025	✓
98	Shire of Ngaanyatjarraku	4	✓	4/12/2025	✓
99	Shire of Northam	2	✓	1/12/2025	✓
100	Shire of Northampton	3	✓	15/12/2025	✓
101	Shire of Nungarin	4	✓	3/12/2025	✓
102	Shire of Peppermint Grove	4	✓	27/11/2025	✓
103	Shire of Perenjori	4	✓	4/12/2025	✓
104	Shire of Pingelly	4	✓	19/12/2025	✗
105	Shire of Plantagenet	3	✓	15/12/2025	✓
106	Shire of Quairading	4	✓	4/12/2025	✓
107	Shire of Ravensthorpe	3	✓	4/12/2025	✓
108	Shire of Sandstone	4	✓	15/12/2025	✓
109	Shire of Serpentine-Jarrahdale	2	✓	12/11/2025	✓
110	Shire of Shark Bay	4	✓	11/12/2025	✓
111	Shire of Tammin	4	✓	2/12/2025	✗
112	Shire of Three Springs	4	✓	2/12/2025	✓
113	Shire of Toodyay	3	✗	23/12/2025	✗
114	Shire of Trayning	4	✓	2/12/2025	✓
115	Shire of Upper Gascoyne	4	✓	5/12/2025	✓
116	Shire of Victoria Plains	4	✓	28/11/2025	✓
117	Shire of Wagin	4	✓	14/11/2025	✓
118	Shire of Wandering	4	✓	15/12/2025	✓
119	Shire of Waroona	3	✓	21/11/2025	✓
120	Shire of West Arthur	4	✓	10/12/2025	✓

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	Entity	Band	Type of opinion	Opinion issued	Audit ready submission of financial report
121	Shire of Westonia	4	✓	4/12/2025	✓
122	Shire of Wickepin	4	✓	4/12/2025	✓
123	Shire of Williams	4	✓	9/12/2025	✓
124	Shire of Wiluna	4	✓	2/12/2025	✓
125	Shire of Wongan-Ballidu	4	✓	12/12/2025	✗
126	Shire of Woodanilling	4	✓	4/12/2025	✓
127	Shire of Wyalkatchem	4	✓	28/11/2025	✓
128	Shire of Wyndham-East Kimberley	2	✓	25/11/2025	✓
129	Shire of Yilgarn	3	✓	9/10/2025	✓
130	Shire of York	3	✓	27/11/2025	✓
131	Town of Bassendean	3	✓	14/11/2025	✓
132	Town of Cambridge	2	✓	4/12/2025	✓
133	Town of Claremont	3	✓	10/12/2025	✗
134	Town of Cottesloe	3	✓	3/12/2025	✓
135	Town of Mosman Park	3	✓	8/12/2025	✓
136	Town of Port Hedland	1	✓	17/12/2025	✗
137	Town of Victoria Park	2	✓	8/12/2025	✓
138	Western Metropolitan Regional Council	Other	✓	17/10/2025	✓

Source: OAG

Opinion type by entity band allocations

Band of entity	Number of entities	Opinions issued	Clean opinions	Modified opinions	Opinions including EoM paragraphs
Band 1	23 (23)	23 (23)	23 (22)	0 (1)	6 (4)
Band 2	21 (21)	20 (21)	20 (20)	0 (1)	6 (5)
Band 3	35 (35)	32 (35)	31 (32)	1 (3)	5 (5)
Band 4	60 (60)	56 (59)	55 (52)	1 (7)	3 (5)
Other (e.g. councils)	8 (8)	7 (8)	7 (7)	0 (1)	2 (1)
Total	**147 (147)**	**138 (146)**	**136 (133)**	**2 (13)**	**22 (20)**

Source: OAG

Notes: 2024 numbers included in brackets.

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Audits from prior years finalised in 2025

Entity	Balance date	Opinion issued	Opinion type
City of Greater Geraldton	30 June 2024	28 March 2025	✓
City of Nedlands*	30 June 2024	5 September 2025	✗✓
Shire of Bridgetown Greenbushes	30 June 2024	4 April 2025	✓
Shire of Collie	30 June 2024	20 May 2025	✓
Shire of Coolgardie	30 June 2024	23 June 2025	✓✓
Shire of Dundas	30 June 2024	9 April 2025	✓
Shire of Halls Creek*	30 June 2024	19 December 2025	✗
Shire of Nannup	30 June 2024	4 February 2025	✗
Shire of Toodyay	30 June 2024	13 June 2025	✗
Shire of Wickepin	30 June 2024	14 February 2025	✗
Town of Cottesloe	30 June 2024	14 February 2025	✓✓

Source: OAG

** These entities audits are also delayed for 2025 and were included in our Status of Local Government Audits 2025 report*[15]

[15] Office of the Auditor General, *Status of Local Government Audits 2025*, OAG website, 28 January 2026.

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Appendix 2: Entities who received an extension from LGIRS to submit their financial report after the 30 September legislated deadline

Entity	Approved extension date
Resource Recovery Group	17 October 2025
Shire of Dundas	3 November 2025
Shire of Halls Creek	18 December 2025
Shire of Leonora	31 October 2025
Shire of Merredin	14 October 2025
Shire of Toodyay	1 October 2025
Shire of Wongan-Ballidu	10 October 2025
Town of Cottesloe	13 October 2025
Town of East Fremantle	31 October 2025

Source: LGIRS

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Appendix 3: Qualified and disclaimer of opinions

2025 qualifications

Entity	Details of qualification
Shire of Boyup Brook	**Biological assets** We were unable to obtain sufficient appropriate audit evidence to verify the existence and number of biological assets at 30 June 2024, nor were we able to confirm the biological assets by alternative means. Our audit opinion on the annual financial report for the period ending 30 June 2024 was modified accordingly. Since the closing balance at 30 June 2024 of biological assets is the opening balance at 1 July 2024 and forms the basis for the determination of operations for the year, we were unable to determine whether any adjustments to the operations net result for the year ended 30 June 2025 may be necessary.
Shire of Toodyay	**Financial report comparative information not supported with complete and accurate underlying records** We were unable to obtain sufficient and appropriate audit evidence regarding the prior year financial report, as the financial report was submitted for audit purposes without complete and accurate underlying records. Our opinion on the financial report for the year ended 30 June 2024 was modified accordingly. Our opinion on the current year financial report is also modified because of the possible effect of this matter on the comparability of the current year's figures and the corresponding figures.
	Cash and cash equivalents The Shire's bank reconciliation at 30 June 2025 included an unreconciled balance of $22,991. We were unable to confirm this figure by alternative means and consequently were unable to determine whether any adjustments were necessary on cash and cash equivalents at 30 June 2025.
	Restatement of corresponding figures We were unable to obtain sufficient and appropriate audit evidence for the restatement of corresponding figures as set out in Note 28. We were unable to confirm these restatements by alternative means and consequently were unable to determine whether any adjustments were necessary to Note 28. In addition, Note 28 does not comply with the disclosure requirements of AASB 108 Accounting Policies, Changes in Accounting Estimates and Errors, and it did not include all corrected line items in the statement of cash flow and the statement of financial activity.

Source: OAG

Delayed 2024 qualified and disclaimer of opinions

The below list of qualified and disclaimer of opinions is for those entities listed in Appendix 1 which had their 2024 audits finalised in 2025.

Entity	Details of qualification or disclaimer
City of Nedlands	**Qualification** **Financial report comparative information not supported with complete and accurate underlying records** We were unable to obtain sufficient and appropriate audit evidence regarding the prior year financial report, as the financial report was submitted for audit purposes without complete and accurate underlying records. The opinion on the financial report for the year ended 30 June 2023 was modified accordingly. The opinion on the current year financial report is also modified because of the

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Entity	Details of qualification or disclaimer
	possible effect of this matter on the comparability of the current year's figures and the corresponding figures.
Shire of Halls Creek	**Qualification** **Financial report comparative information not supported with complete and accurate underlying records** We were unable to obtain sufficient and appropriate audit evidence regarding the prior year financial report, as the financial report was submitted for audit purposes without complete and accurate underlying records. The opinion on the financial report for the year ended 30 June 2023 was modified accordingly. The opinion on the current year financial report is also modified because of the possible effect of this matter on the comparability of the current year's figures and the corresponding figures.
	Qualification **Restatement of corresponding figures** We were unable to obtain sufficient and appropriate audit evidence for the restatement of corresponding figures as stated in the Statement of Comprehensive Income, Statement of Cash Flows, Statement of Financial Activity and Note 28 of the financial report. We were unable to confirm these restatements by alternative means and consequently were unable to determine whether any adjustments were necessary on the corresponding figures of these statements.
	Qualification **Infrastructure assets not revalued as required by the Local Government (Financial Management) Regulations** Other Infrastructure assets reported at the carrying values of $6,460,241 and $6,963,171 as at 30 June 2023 and 30 June 2022 respectively in Note 9 (a) of the financial report have not been revalued as required by Regulation 17A(4A)(b) of the Local Government (Financial Management) Regulations 1996 since 30 June 2018. Consequently, we were unable to determine the extent to which the carrying amounts of other infrastructure assets are misstated, as it was impracticable to do so. Additionally, we are unable to determine whether there may be any consequential impact on Revaluation Surplus as at 30 June 2023 and 30 June 2022, as well as Depreciation, Net Result for the Period and Retained Surplus as at 30 June 2023.
Shire of Nannup	**Qualification** **Land and buildings and infrastructure** The opinion in the prior year was qualified because land, buildings and infrastructure with carrying values of $1,615,000, $8,737,435 and $100,957,611 respectively disclosed in Notes 8(a) and 9(a) of the financial report as at 30 June 2023, had not been revalued as required by the regulations. The Shire was unable to correct these prior year figures in the current year. Consequently, the opinion on the current year financial report is also modified because of the possible effect of this matter on the comparability of the current period's figures and the corresponding figures.
Shire of Wickepin	**Qualification** **Infrastructure asset valuation** The opinion in the prior year was qualified because infrastructure assets reported at the carrying value of $92,213,435 as disclosed in Note 7(a) as at 30 June 2023, had not been revalued as required by the Regulations. The Shire was unable to correct these prior year figures in the current year. Consequently, the opinion on the current year financial report is modified because of the possible effects of this matter on the comparability of the current period's figures and the corresponding figures.

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Entity	Details of qualification or disclaimer
Shire of Toodyay	**Disclaimer** **Financial report not supported with complete and accurate underlying records** We were unable to obtain sufficient appropriate audit evidence regarding the financial report as a whole, as the financial report was submitted for audit purposes without complete and accurate underlying records. We were unable to audit the financial report by alternative means. Consequently, we are unable to determine whether any adjustments were necessary to the financial report as a whole for the year ended 30 June 2024.

Source: OAG

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Appendix 4: Prior year qualifications and disclaimers removed in 2025

Entity	Details of prior year qualification
Shire of Goomalling	**Infrastructure** The opinion in the prior year was qualified because infrastructure asset classes of roads, drainage and footpaths (as disclosed in note 8(a) of the financial report at 30 June 2023) with the carrying values of $40,811,938, $2,153,484 and $770,060 respectively, had not been revalued as required by the regulations. The Shire was unable to correct these prior year figures in the current year. Consequently, the opinion on the current year financial report is also modified because of the possible effects of this matter on the comparability of the current period's figures and the corresponding figures.
Shire of Kent	**Infrastructure** The opinion in the prior year was qualified because other infrastructure assets (as disclosed in note 9(a) of the financial report at 30 June 2023) with a carrying value of $4,867,091, had not been revalued as required by the regulations. The Shire was unable to correct these prior year figures in the current year. Consequently, the opinion on the current year financial report is also modified because of the possible effect of this matter on the comparability of the current period's figures and the corresponding figures.
Shire of Nannup	**Land and buildings and infrastructure** The opinion in the prior year was qualified because land, buildings and infrastructure assets (disclosed in notes 8(a) and 9(a) of the financial report at 30 June 2023) with carrying values of $1,615,000, $8,737,435 and $100,957,611 respectively, had not been revalued as required by the regulations. The Shire was unable to correct these prior year figures in the current year. Consequently, the opinion on the current year financial report is also modified because of the possible effect of this matter on the comparability of the current period's figures and the corresponding figures.
Shire of Westonia	**Infrastructure** The opinion in the prior year was qualified because infrastructure assets (as disclosed in note 9(a) of the financial report at 30 June 2023) with a carrying value of $43,562,879, had not been revalued as required by the regulations. The Shire was unable to correct these prior year figures in the current year. Consequently, the opinion on the current year financial report is also modified because of the possible effect of this matter on the comparability of the current period's figures and the corresponding figures.
Shire of Wickepin	**Infrastructure assets valuation** The opinion in the prior year was qualified because infrastructure assets (as disclosed in note 7(a) of the financial report at 30 June 2023) reported at the carrying value of $92,213,435, had not been revalued as required by the regulations. The Shire was unable to correct these prior year figures in the current year. Consequently, the opinion on the current year financial report is modified because of the possible effects of this matter on the comparability of the current period's figures and the corresponding figures.
Town of Port Hedland	**Infrastructure assets valuations** The Town did not recognise 670 (2023:797) infrastructure assets with a value of $17,371,521 (2023: $25,112,117) in accordance with the Regulation 17A(2)(a) of the Local Government Financial Management Regulations 1996, as these assets could not be located due to weaknesses in the asset management system. The assets were instead adjusted to a nil carrying value while still being in use and accounted for in the asset register. We were unable to determine the

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Entity	Details of prior year qualification
	impact on the net carrying amount of infrastructure assets and the consequential impact on retained earnings, revaluation reserves, depreciation and net surplus for the year, as it is impracticable to do so. In addition, the opinion in the prior year was qualified because drainage and other infrastructure assets, reported at a carrying value of $33,243,203 and $47,582,860 respectively (as disclosed in note 9 to the financial statements at 30 June 2023), were not all revalued as required by the regulations. The Town was unable to correct these prior year figures in the current year. Consequently, the opinion on the current year financial report is also modified because of the possible effect of this matter on the comparability of the current period's figures and the corresponding figures. **Investment property** The opinion in the prior year was qualified because investment property (as disclosed in note 12 of the financial report at 30 June 2023) with the carrying value of $45,027,262, had not been revalued as required by the regulations. The Town was unable to correct these prior year figures in the current year. Consequently, the opinion on the current year financial report is also modified because of the possible effect of this matter on the comparability of the current period's figures and the corresponding figures.

Source: OAG

Entity	Details of prior year disclaimer
Shire of Toodyay	**Financial report not supported with complete and accurate underlying records** We were unable to obtain sufficient appropriate audit evidence regarding the financial report as a whole, as the financial report was submitted for audit purposes without complete and accurate underlying records. We were unable to audit the financial report by alternative means. Consequently, we were unable to determine whether any adjustments were necessary to the financial report as a whole for the year ended 30 June 2024.

Source: OAG

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Appendix 5: Emphasis of matter paragraphs included in auditor reports

2025 emphasis of matter paragraphs

Entity	Description of EoM paragraphs
City of Bayswater	**Investment in Associates** We 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. Our opinion is not modified in respect of this matter.
City of Busselton	**Restatement of Comparative balances** We draw attention to Note 32 of the financial report which states that the amounts reported in the previously issued 30 June 2024 financial report have been restated and disclosed as comparatives in this financial report. Our opinion is not modified in respect of this matter.
City of Joondalup	**Restatement of Comparative balances** We draw attention to Note 26 of the financial report which states that the amounts reported in the previously issued 30 June 2024 financial report have been restated and disclosed as comparatives in these financial statements. Our opinion is not modified in respect of this matter.
City of Kwinana	**Restatement of comparative figures** We draw attention to Note 32 of the financial report which states that the amounts reported in the previously issued 30 June 2024 financial report have been restated and disclosed as comparatives in this financial report. Our opinion is not modified in respect of this matter.
City of Subiaco	**Restatement of comparative balances** We draw attention to Note 31 of the financial report which states that the amounts reported in the previously issued 30 June 2024 financial report have been restated and disclosed as comparatives in this financial report. Our opinion is not modified in respect of this matter.
City of Swan	**Investment in Associates** We draw attention to Note 25 to the financial report, which states that the City has resolved to withdraw as a member participant from Eastern Metropolitan Regional Council effective from 1 July 2025. Our opinion is not modified in respect of this matter.
Rivers Regional Council	**Basis of accounting** We draw attention to Note 1 of the financial report, which discloses that the Council has decided to wind up Rivers Regional Council. Consequently, the financial report has been prepared on a liquidation basis. Our opinion is not modified in respect of this matter.
Shire of Bruce Rock	**Restatement of comparative balances** We draw attention to Note 30 of the financial report which states that the amounts reported in the previously issued 30 June 2024 financial report have been restated and disclosed as comparatives in this financial report. Our opinion is not modified in respect of this matter.
Shire of Coolgardie	**Restatement of comparative figures** We draw attention to Note 31 to the financial report which states that the amounts reported in the previously issued 30 June 2024 financial report have been restated

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Entity	Description of EoM paragraphs
	and disclosed as comparatives in this financial report. Our opinion is not modified in respect of this matter.
Shire of Dardanup	**Restatement of comparative balances** We draw attention to Note 30 of the financial statements which states that the amounts reported in the previously issued 30 June 2024 financial statements have been restated and disclosed as comparatives in these financial statements. Our opinion is not modified in respect of this matter.
Shire of Denmark	**Restatement of Comparative balances** We draw attention to Note 29 of the financial report which states that the amounts reported in the previously issued 30 June 2024 financial report have been restated and disclosed as comparatives in this financial report. Our opinion is not modified in respect of this matter.
Shire of Manjimup	**Restatement of Comparative Balances** We draw attention to Note 30 of the financial report which states that the amounts reported in the previously issued 30 June 2024 financial report have been restated and disclosed as comparatives in this financial report. Our opinion is not modified in respect of this matter.
Shire of Meekatharra	**Restatement of Comparative balances** We draw attention to Note 25 of the financial report which states that the amounts reported in the previously issued 30 June 2024 financial report have been restated and disclosed as comparatives in this financial report. Our opinion is not modified in respect of this matter.
Shire of Mundaring	**Investment in Associates** We draw attention to Note 22 to the financial report, which states that the Shire has resolved to withdraw as a member participant from Eastern Metropolitan Regional Council effective from 1 July 2025. Our opinion is not modified in respect of this matter.
Shire of Serpentine-Jarrahdale	**Correction of Error** We draw attention to Note 34 of the financial report which states that previously unrecognised assets have been recognised prospectively at 30 June 2025 as retrospective restatement was impracticable. Our opinion is not modified in respect of this matter.
Shire of Shark Bay	**Restatement of Comparative Balances** We draw attention to Note 27 of the financial report which states that the amounts reported in the previously issued 30 June 2024 financial report have been restated and disclosed as comparatives in this financial report. Our opinion is not modified in respect of this matter.
Shire of Williams	**Restatement of comparative figures** We draw attention to Note 29 to the financial report which states that the amounts reported in the previously issued 30 June 2024 financial report have been restated and disclosed as comparatives in this financial report. Our opinion is not modified in respect of this matter.
Resource Recovery Group	**Basis of Accounting** We draw attention to Note 1 of the financial report which describes the basis of accounting and that the financial report has been prepared on a non-going concern basis for the reasons set out therein. Our opinion is not modified in respect of this matter.
Town of Bassendean	**Investment in Associates** We draw attention to Note 22 to the financial report, which states that effective 1 July 2025, two member participants have resolved to withdraw as member

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Entity	Description of EoM paragraphs
	participants from Eastern Metropolitan Regional Council effective from 1 July 2025. The Town continues to be a member council participant. Our opinion is not modified in respect of this matter.
Town of Cambridge	**Restatement of Comparative Balances** We draw attention to Note 31 of the financial report which states that the amounts reported in the previously issued 30 June 2024 financial report have been restated and disclosed as comparatives in this financial report. Our opinion is not modified in respect of this matter.
Town of Port Hedland	**Restatement of comparative figures** We draw attention to Note 33 to the financial report which states that the amounts reported in the previously issued 30 June 2024 financial report have been restated and disclosed as comparatives in this financial report. Our opinion is not modified in respect of this matter.
Town of Victoria Park	**Restatement of comparative figures** We draw attention to Note 30 of the financial report which states that the amounts reported in the previously issued 30 June 2024 financial report have been restated and disclosed as comparatives in these financial statements. Our opinion is not modified in respect of this matter.

Source: OAG

2024 delayed emphasis of matter paragraphs

The below list of emphasis of matter paragraphs is for those entities listed in Appendix 1 which had their 2024 audits finalised in 2025.

Entity	Description of EoM paragraphs
City of Nedlands	**Restatement of assets, liabilities and equity as at 1 July 2023** We draw attention to Note 29 of the financial report which states that historical errors in assets, liabilities and equity amounts reported have been corrected in opening balances as at 1 July 2023 in this financial report. Our opinion is not modified in respect of this matter.
Town of Cottesloe	**Restatement of Comparative balances** We draw attention to Note 30 of the financial report which states that the amounts reported in the previously issued 30 June 2023 financial report have been restated and disclosed as comparatives in this financial report. Our opinion is not modified in respect of this matter.

Source: OAG

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Appendix 6: Delayed 2024 audit material uncertainty related to going concern paragraph

The below list of material uncertainty relating to going concern (MURGC) paragraph is for those entities listed in Appendix 1 which had their 2024 audits finalised in 2025.

Entity	Description of MURGC paragraph
Shire of Coolgardie	**Material uncertainty related to going concern** We draw attention to Note 1 in the financial report, which indicates that the Shire incurred a net loss of $4,617,984 for the year ended 30 June 2024 and as of that date, the Shire's current liabilities exceeded its current assets by $14,210,643 and the unrestricted cash balance was overdrawn by $934,081. As stated in Note 1, these events, or conditions, along with other matters as set forth in Note 1, indicate that a material uncertainty exists that may cast significant doubt on the Shire 's ability to continue as a going concern. The audit opinion is not modified in respect of this matter.

Source: OAG

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Appendix 7: Local government certifications issued since September 2025

Certifications issued for 2025

Entity and opinion	Opinion issued
City of Bayswater	
Local Roads and Community Infrastructure Program (Phases 1-4)	31 October 2025
City of Mandurah	
Roads to Recovery	5 November 2025
Local Roads and Community Infrastructure Program (Phase 4)	5 November 2025
City of Busselton	
Roads to Recovery	14 November 2025
Local Roads and Community Infrastructure Program	14 November 2025

Source: OAG

Outstanding certifications issued from 2021-22

Entity and opinion	Opinion issued
Shire of Halls Creek	
Local Roads and Community Infrastructure Program	23 December 2025

Source: OAG

Note: the cut-off date is 24 March 2026.

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Appendix 8: Other local government opinions issued since September 2025

Entity	Opinion issued
Shire of Yalgoo 2023	19 February 2026
Shire of Yalgoo 2024	19 February 2026
Shire of Dalwallinu	23 March 2026

Source: OAG

Note: the cut-off date for this appendix is 24 March 2026.

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Appendix 9: Local government current ratios for 2025

Below are the calculated current ratios for each local government for the past two years. The current ratio calculated as the current assets divided by current liabilities. A current ratio of less than one means an entity has more current liabilities than current assets, meaning they may not be able to pay their debts as and when they fall due.

Entity	Band	Current ratio 2025	Current ratio 2024
Bunbury-Harvey Regional Council	Other	NCWST	1.70
City of Albany	1	3.30	3.46
City of Armadale	1	3.52	3.11
City of Bayswater	1	4.41	4.27
City of Belmont	1	5.34	6.92
City of Bunbury	1	2.29	2.24
City of Busselton	1	3.90	4.26
City of Canning	1	4.14	4.11
City of Cockburn	1	4.75	5.56
City of Fremantle	1	2.39	2.75
City of Gosnells	1	2.41	3.17
City of Greater Geraldton	1	1.91	2.66
City of Joondalup	1	3.47	3.60
City of Kalamunda	2	3.57	2.78
City of Kalgoorlie - Boulder	1	1.61	2.55
City of Karratha	1	9.15	8.45
City of Kwinana	1	1.90	1.99
City of Mandurah	1	2.35	2.41
City of Melville	1	4.32	5.25
City of Nedlands	2	NCWST	2.31
City of Perth	1	6.10	5.94
City of Rockingham	1	3.40	3.99
City of South Perth	2	3.88	3.55
City of Stirling	1	3.16	2.77
City of Subiaco	2	12.03	9.87
City of Swan	1	4.36	3.57
City of Vincent	2	3.06	2.72
City of Wanneroo	1	4.40	4.90
Eastern Metropolitan Regional Council	Other	1.75	2.32
Mindarie Regional Council	Other	3.28	4.83
Murchison Regional Vermin Council	Other	3.10	2.33

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Entity	Band	Current ratio 2025	Current ratio 2024
Rivers Regional Council	Other	8.31	5.06
Shire of Ashburton	2	4.92	4.46
Shire of Augusta-Margaret River	2	2.48	2.77
Shire of Beverley	4	2.70	2.14
Shire of Boddington	4	1.92	1.84
Shire of Boyup Brook	4	2.32	2.91
Shire of Bridgetown-Greenbushes	3	1.70	2.55
Shire of Brookton	4	11.38	10.52
Shire of Broome	2	3.64	4.01
Shire of Broomehill-Tambellup	4	2.89	4.18
Shire of Bruce Rock	4	3.01	3.15
Shire of Capel	3	2.30	4.21
Shire of Carnamah	4	4.07	5.03
Shire of Carnarvon	2	2.17	2.46
Shire of Chapman Valley	4	2.00	2.36
Shire of Chittering	3	2.18	1.89
Shire of Christmas Island	3	2.52	2.45
Shire of Cocos (Keeling) Islands	4	NCWST	9.42
Shire of Collie	3	2.22	1.86
Shire of Coolgardie	3	0.57	0.17
Shire of Coorow	4	NCWST	3.75
Shire of Corrigin	4	10.60	7.10
Shire of Cranbrook	4	5.97	7.99
Shire of Cuballing	4	2.15	2.33
Shire of Cue	4	17.13	12.93
Shire of Cunderdin	4	4.25	7.00
Shire of Dalwallinu	3	NCWST	6.08
Shire of Dandaragan	3	4.81	3.83
Shire of Dardanup	3	2.98	3.53
Shire of Denmark	3	2.49	2.24
Shire of Derby-West Kimberley	2	0.96	0.95
Shire of Donnybrook-Balingup	3	2.82	2.24
Shire of Dowerin	4	5.13	4.87
Shire of Dumbleyung	4	9.66	7.15
Shire of Dundas	4	3.68	5.81
Shire of East Pilbara	2	5.43	7.34
Shire of Esperance	2	5.07	5.32

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Entity	Band	Current ratio 2025	Current ratio 2024
Shire of Exmouth	3	8.39	6.71
Shire of Gingin	3	2.70	2.60
Shire of Gnowangerup	4	4.19	5.46
Shire of Goomalling	4	1.07	1.30
Shire of Halls Creek	3	NCWST	2.73
Shire of Harvey	2	2.30	2.35
Shire of Irwin	3	0.92	1.09
Shire of Jerramungup	4	4.32	4.14
Shire of Katanning	3	2.27	2.40
Shire of Kellerberrin	4	2.51	3.43
Shire of Kent	4	12.23	10.26
Shire of Kojonup	3	2.46	1.50
Shire of Kondinin	4	3.90	6.45
Shire of Koorda	4	7.27	6.92
Shire of Kulin	4	4.90	4.04
Shire of Lake Grace	4	7.62	13.96
Shire of Laverton	3	6.17	4.54
Shire of Leonora	3	4.42	3.75
Shire of Manjimup	2	3.42	3.50
Shire of Meekatharra	3	28.45	25.36
Shire of Menzies	4	11.32	11.85
Shire of Merredin	3	4.90	3.25
Shire of Mingenew	4	2.87	2.98
Shire of Moora	3	1.94	3.65
Shire of Morawa	4	6.64	6.61
Shire of Mount Magnet	4	NCWST	5.90
Shire of Mount Marshall	4	4.37	2.85
Shire of Mukinbudin	4	4.83	4.19
Shire of Mundaring	2	3.71	3.89
Shire of Murchison	4	2.26	3.05
Shire of Murray	2	2.38	2.89
Shire of Nannup	4	2.53	2.96
Shire of Narembeen	4	6.14	8.24
Shire of Narrogin	3	3.85	3.41
Shire of Ngaanyatjarraku	4	37.74	10.03
Shire of Northam	2	2.38	2.45
Shire of Northampton	3	1.47	2.10

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Entity	Band	Current ratio 2025	Current ratio 2024
Shire of Nungarin	4	5.04	5.93
Shire of Peppermint Grove	4	4.83	4.50
Shire of Perenjori	4	4.69	3.99
Shire of Pingelly	4	2.84	2.09
Shire of Plantagenet	3	3.49	5.41
Shire of Quairading	4	5.38	4.50
Shire of Ravensthorpe	3	3.96	3.80
Shire of Sandstone	4	16.22	32.52
Shire of Serpentine-Jarrahdale	2	2.53	2.56
Shire of Shark Bay	4	6.94	2.70
Shire of Tammin	4	11.07	12.76
Shire of Three Springs	4	7.97	5.34
Shire of Toodyay	3	2.19	2.21
Shire of Trayning	4	6.39	4.31
Shire of Upper Gascoyne	4	3.24	3.30
Shire of Victoria Plains	4	0.81	1.52
Shire of Wagin	4	5.19	6.45
Shire of Wandering	4	1.13	1.55
Shire of Waroona	3	2.60	2.28
Shire of West Arthur	4	4.07	4.46
Shire of Westonia	4	9.74	14.69
Shire of Wickepin	4	8.48	10.74
Shire of Williams	4	3.38	4.82
Shire of Wiluna	4	6.79	11.30
Shire of Wongan-Ballidu	4	4.02	5.87
Shire of Woodanilling	4	3.63	2.95
Shire of Wyalkatchem	4	4.53	14.88
Shire of Wyndam-East Kimberley	2	1.82	3.12
Shire of Yalgoo	4	NCWST	NCWST
Shire of Yilgarn	3	10.45	10.53
Shire of York	3	1.77	2.95
Resource Recovery Group	Other	1.58	1.94
Catalina Regional Council	Other	30.98	93.29
Town of Bassendean	3	2.77	2.55
Town of Cambridge	2	5.89	5.31
Town of Claremont	3	4.25	3.94
Town of Cottesloe	3	2.91	3.05

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Entity	Band	Current ratio 2025	Current ratio 2024
Town of East Fremantle	3	NCWST	2.08
Town of Mosman Park	3	3.48	3.17
Town of Port Hedland	1	8.95	12.07
Town of Victoria Park	2	3.60	3.78
Western Metropolitan Regional Council	Other	2.41	2.13

Source: OAG

NCWST: audit not completed within statutory timeframes, data was not available at the cut-off date of this report.

Average current ratio by band

Refer to the below table which shows the average ratio across each band of local government.

Band	2025 Average	2025 Median	2024 Average	2024 Median
Band 1	3.98	3.52	4.35	3.60
Band 2	3.76	3.42	3.73	3.12
Band 3	4.08	2.60	3.89	2.95
Band 4	6.11	4.35	6.38	4.84
Other (regional councils)	7.35	2.76	14.20	2.33
Sector overall	5.00	3.63	5.51	3.75

Source: OAG

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Appendix 10: Other certifications issued since September 2025

Certifications issued for 2025

Entity and opinion	Opinion issued
Western Australian Land Authority	
Royalties for Regions - Collie Eco-Concrete Feasibility Study & Peel Business Park Activation - Aryzta Bakery	1 December 2025
Commissioner for Main Roads	
National Partnership on Infrastructure Projects in Western Australia	18 December 2025
Black Spot Projects (*National Land Transport Act 2014*)	18 December 2025
Land Transport Infrastructure Projects (*National Land Transport Act 2014*)	18 December 2025
Department of Local Government, Industrial Relations and Safety	
Local Government Financial Assistance Act 1995	20 January 2026
Department of Creative Industries, Tourism and Sport	
Royalties for Regions– Regional Exhibition Touring Boost Project- Final Report	26 February 2026

Source: OAG

Note: the cut-off date for this appendix is 24 March 2026.

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Appendix 11: Other opinions issued since September 2025

Entity and opinion	Opinion issued
Albany Cemetery Board	25 November 2025
Bunbury Cemetery Board	26 November 2025
Electricity Networks Corporation trading as Western Power - agreed upon procedures	17 December 2025
Kalgoorlie-Boulder Cemetery Board	5 December 2025
Keep Australia Beautiful Council (W.A.)	11 November 2025
Trustees of the Public Education Endowment	26 November 2025
Western Australian Greyhound Racing Association	1 December 2025

Source: OAG

Note: the cut-off date for this appendix is 24 March 2026.

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Appendix 12: Opinion and management letter definitions

In the auditor's report we include the audit opinion on the annual financial report and any other matters that, in our judgement, need to be highlighted. This year the Auditor General has issued the following types of opinions:

- **Clear opinion**: Indicates satisfactory financial controls. The financial report is based on proper accounts, complies with relevant legislation and accounting standards, and fairly represents performance and financial position.
- **Clear opinion with an EoM:** Draws attention to a matter disclosed in the financial report to aid the readers understanding but does not result in a qualified opinion.
- **Qualified opinion:** Given when the audit identifies materially misleading information, inadequate controls or conflicts with the financial reporting frameworks.
- **Disclaimer of opinion:** The most serious audit outcome, issued when the auditor is unable to form an opinion due to insufficient evidence to form an opinion after all reasonable efforts.

We report weaknesses in the control environment to the CEO, mayor, president or chairperson and the Minister for Local Government. Findings will be rated as significant, moderate or minor. We also indicate if the finding has the potential to impact the audit opinion and if it relates to the prior year and remains unresolved. Both quantitative and qualitative aspects guide our ratings.

Risk category	Audit impact	Management action required
Significant	Findings where there is potentially a significant risk to the entity should it 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 opinion, it should be addressed promptly.	Priority or urgent action by management to correct the material misstatement in the financial report to avoid a qualified opinion or for control risks, implement a detailed action plan as soon as possible, within one to two months.
Moderate	Findings which are of sufficient concern to warrant action being taken by the entity as soon as practicable.	Control weaknesses of sufficient concern to warrant action being taken as soon as practicable, within three to six months. If not addressed promptly, they may escalate to significant or high risk.
Minor	Those findings that are not of primary concern but still warrant action being taken.	Management to implement an action plan within six to 12 months to improve existing process or internal control.

Source: OAG

We give management the opportunity to review our audit findings and provide comments prior to completion of the audit. Each control finding is documented in a management letter which identifies weakness, implications for the entity, risk category and a recommended improvement action.

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Auditor General's 2025-26 reports

Number	Title	Date tabled
13	Local Government 2025 – Financial Audit Results	15 April 2026
12	Local Government 2025 – Information System Audit Results	25 March 2026
11	Local Government Management of Gifts and Benefits	18 March 2026
10	Controls Over Portable Assets – State Entities	6 March 2026
9	Microsoft 365 Security Controls – State Entities	6 March 2026
8	Local Government Audit Status Report	28 January 2026
7	State Government 2025 – Information Systems Audit Results	3 December 2025
6	State Government 2025 – Financial Audit Results	3 December 2025
5	Valuation of Property Held by the Public Education Endowment Trust	3 December 2025
4	WA's Progress to Implement the National Principles for Child Safe Organisations (arising from the Royal Commission into Institutional Responses to Child Sexual Abuse)	27 November 2025
3	Maintaining Regional Local Roads	12 November 2025
2	Gold Corporation – Trade Applications	29 October 2025
1	Management of Housing Maintenance Information	6 August 2025

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OAG Local Government Audit 2025 – Financial Audit Results City of Melville Management Comments

The following table set outs the findings, observations and recommendations, the City's management comments:

OAG Findings and Recommendations	City Management Comments
To streamline the audit process, entities should: 1. Submit good quality, reviewed and CEO-signed financial reports for audit, no later than 30 September. Earlier submission is encouraged. CEO certification should indicate that management and those charged with governance are satisfied the financial report is complete, accurate and supported by underlying work papers. Supporting work papers and reconciliations should be available when financial reports are lodged. All content should be error free. 2. Communicate to the auditor their assessment of the significance of errors and determine whether adjustments are required. Entities should also analyse the root cause of identified errors. 3. Communicate delays to financial report submission early to minimise disruptions and enable effective resource allocation. Flexibility may be required when rescheduling audits. 4. Evaluate opportunities to submit financial reports earlier for audit. 5. Exercise greater flexibility around committee and council meeting times. 6. Ensure council attend audit entrance and exit meetings with the audit, risk and improvement committee, or that an appropriate delegation is in place. Audit entry and exit meetings are not intended to be part of public proceedings, but are undertaken to communicate audit plans, timeframes and findings with relevant entity staff and committee members.	1. Management acknowledges the finding and will implement earlier internal deadlines for financial statement preparation and review, to ensure completeness, accuracy, and audit readiness by the statutory deadline. 2. Management supports improved communication with auditors regarding the nature and significance of identified errors. Procedures will be strengthened to ensure timely identification, assessment, and communication of errors. Training and guidance will be provided to relevant staff to improve consistency in assessing and reporting errors. 3. Management agrees that early notification of delays is critical to minimising audit disruptions. A formal year end planning and procedure will be implemented to identify and communicate potential delays early, enabling better coordination with auditors. 4. Management will explore opportunities to bring forward financial reporting timelines where practical. This will include reviewing internal workflows and resource allocation to determine where efficiencies can be achieved without compromising report quality. 5. Management will work with the governance team to better align committee and council meeting schedules with key reporting and audit milestones, supporting a timely review and approval processes. 6. Management agrees with the recommendation and will encourage and plan for appropriate representation at audit entrance and exit meetings.

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OAG Findings and Recommendations	City Management Comments
To improve reporting and accounting for fixed assets, entities should: 9. Conduct asset counts/stocktakes to support the completeness and accuracy of asset records. 10. Review the newly released LGIRS valuation guide to ensure compliance.	9. Management agrees with the recommendation and acknowledges the importance of maintaining complete and accurate asset records. More regular physical asset checks and verification will be implemented to improve the completeness and accuracy of asset records. 10. Management supports adherence to the LGIRS valuation guide and will undertake a detailed review of current valuation practices against the updated guidance. Where gaps are identified, processes will be updated to ensure compliance, including engagement with valuers and provision of additional guidance to staff responsible for asset valuation and reporting.
To reduce financial report errors, versions and management letter findings, entities should ensure: 11. Establish robust financial report quality control procedures, incorporating review by the audit, risk and improvement committee and council. 12. Seek appropriate and timely independent advice when unsure on accounting and disclosure obligations. 13. Alert OAG audit engagement leaders to new processes or systems, issues encountered during the year, or any area of concern or technical accounting determinations.	11. Management will strengthen quality control processes, including multi-level reviews and clear sign-off requirements to improve accuracy and completeness. These measures aim to reduce audit adjustments and limit the number of report versions. 12. Management will seek independent advice where accounting treatment is uncertain to ensure appropriate treatment and improve the quality and consistency of financial reporting. 13. Management will proactively communication with audit engagement leaders. Processes will be strengthened to ensure that significant changes in systems, emerging issues, and technical accounting matters are communicated early and clearly throughout the financial year to facilitate efficient audit planning and resolution of issues.

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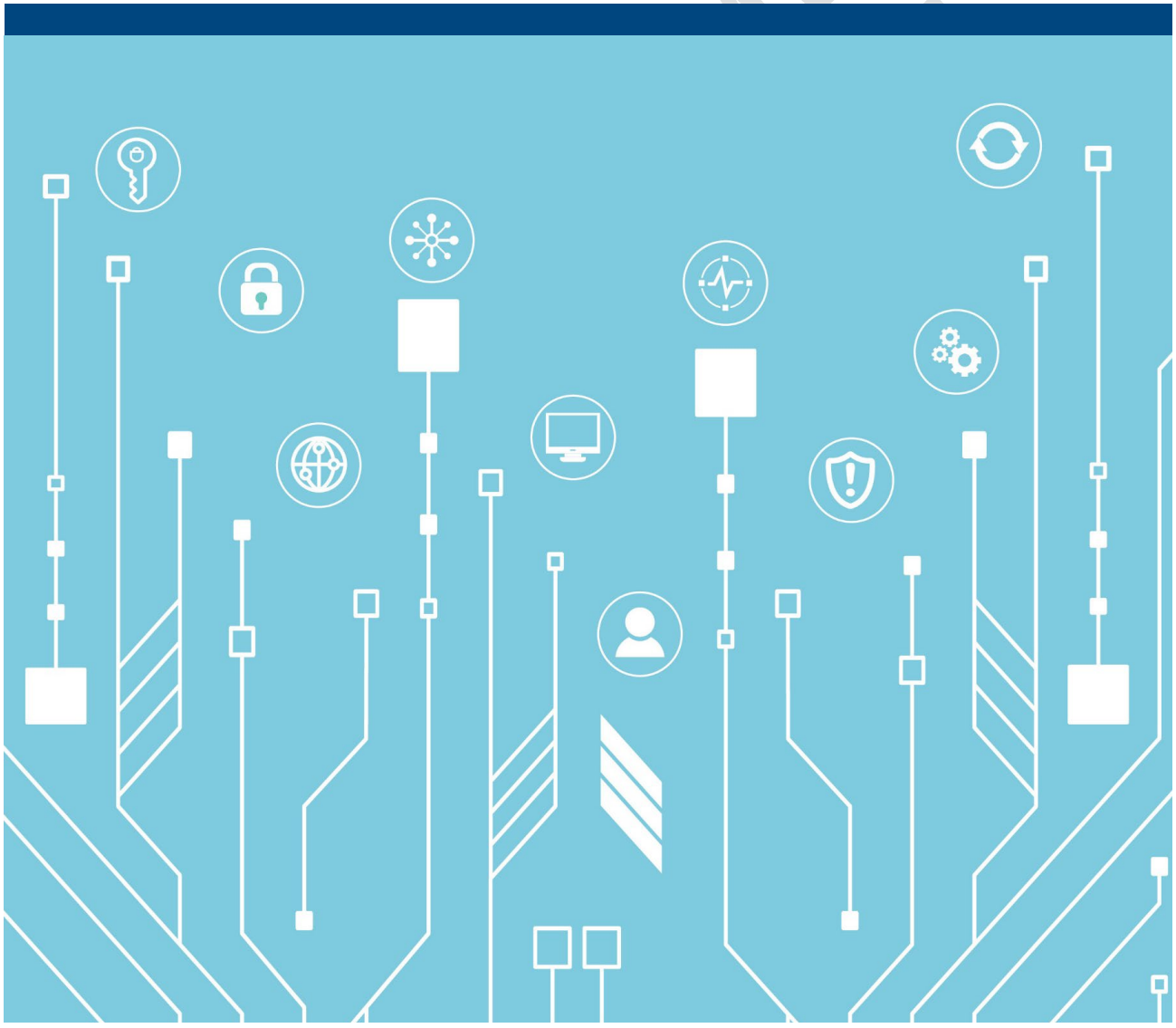
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Office of the Auditor General
Serving the Public Interest

Report 12: 2025-26 | 25 March 2026

INFORMATION SYSTEMS AUDIT RESULTS

Local Government 2025



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Office of the Auditor General for Western Australia

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ISSN: 2200-1913 (print)
ISSN: 2200-1921 (online)

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

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WESTERN AUSTRALIAN AUDITOR GENERAL'S REPORT

Local Government 2025 – Information Systems Audit Results

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Report 12: 2025-26
25 March 2026

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THE PRESIDENT
LEGISLATIVE COUNCIL

THE SPEAKER
LEGISLATIVE ASSEMBLY

LOCAL GOVERNMENT 2025 – INFORMATION SYSTEMS AUDIT RESULTS

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

Our information systems audits focus on the computer environments of entities to determine if their general computer controls effectively support the confidentiality, integrity and availability of information systems and the information they hold.

This is our seventh report on general computer controls (GCC) audits for local government entities. The purpose of GCC audits is to evaluate how well entities' computer controls safeguard the integrity, confidentiality and availability of key financial business systems.

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



Caroline Spencer
Auditor General
25 March 2026

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Auditor General's overview



As part of our annual financial audits, my office reviews local government entities' general computer controls to determine if they effectively maintain the integrity, confidentiality and availability of key business systems and information. At selected entities, we also conduct capability maturity assessments that rate entity controls against our benchmark.

Our 2025 audits highlight ongoing challenges for entities to strengthen their IT governance and security. While it was positive to see the number of entities that had control weaknesses reduce to 68 this year (89 in the prior year), 60% of our findings were unresolved issues from prior years. Entities need to address these persistent control weaknesses to safeguard their important systems, information and service delivery.

Our capability maturity assessments at 15 entities saw an overall decline in all 10 control categories, in part due to four new entities being included for the first time. The 11 entities assessed previously generally stayed in line with prior year levels in four categories and declined in six. We intend to gradually increase the number of entities subject to capability maturity assessments to gain further insights and assist with continuous improvement in the sector.

This report highlights some particularly concerning results, such as only one entity meeting the benchmark for access management and two for endpoint security. It also includes case studies highlighting good and bad practices as well as resources that entities can use for further guidance. I encourage the entire local government sector to learn from these and implement effective controls, many of which do not require costly technology. Instead, uplift requires an ongoing awareness of risk and constant vigilance and effort.

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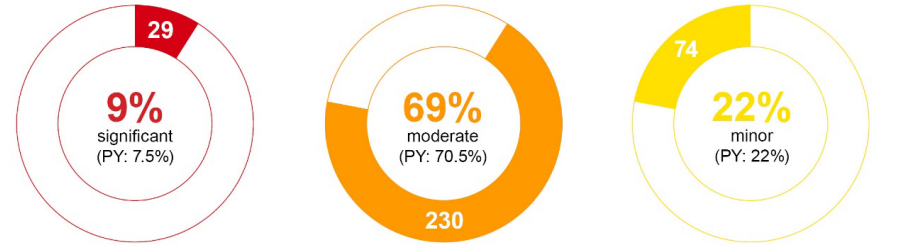
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2025 at a glance

333 findings at **68** entities (PY: 360 at 89 entities)
60% of findings were unresolved from prior years

Capability maturity model at **15** entities (PY: 11 entities)

Snapshot of controls and findings



General computer controls	Control categories	Capability maturity assessments	
78 findings to 36 entities (13, 52, 13)	Access management	7% of entities met the benchmark	-20%
61 findings to 49 entities (8, 37, 16)	Information security framework	20% of entities met the benchmark	-16%
48 findings to 28 entities (3, 43, 2)	Endpoint security	13% of entities met the benchmark	-5%
23 findings to 19 entities (12, 11)	Human resource security	47% of entities met the benchmark	-8%
18 findings to 16 entities (2, 12, 4)	Network security	33% of entities met the benchmark	-22%
41 findings to 35 entities (3, 30, 8)	Business continuity	27% of entities met the benchmark	-18%
20 findings to 13 entities (8, 12)	IT operations	60% of entities met the benchmark	-4%
19 findings to 19 entities (15, 4)	Risk management	60% of entities met the benchmark	-40%
17 findings to 17 entities (13, 4)	Change management	53% of entities met the benchmark	-29%
8 findings to 8 entities (8)	Physical security	47% of entities met the benchmark	-17%

These five categories relate to information and cyber security controls

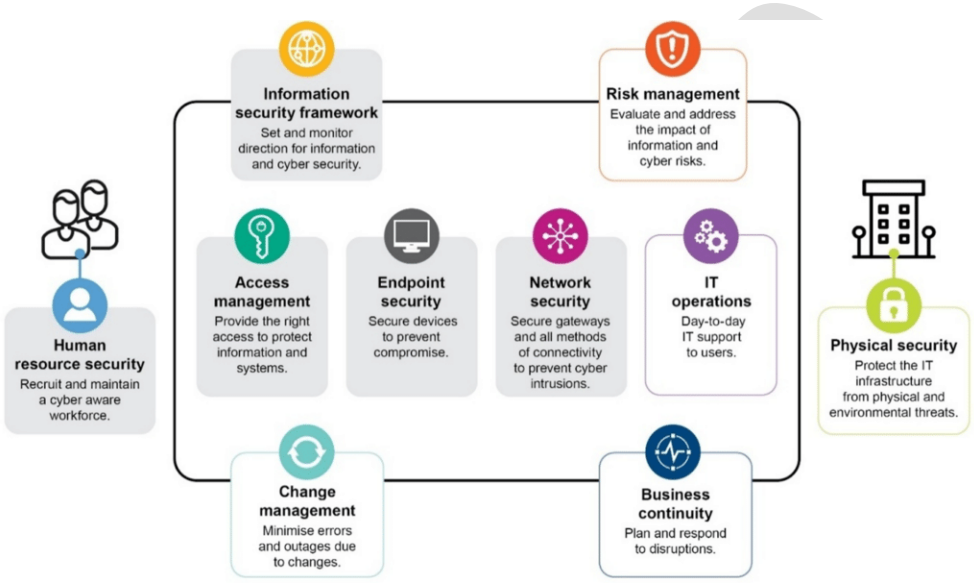
Note: the control categories are ordered from most to fewest findings.

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Introduction

This is our seventh report on general computer controls (GCC) audits for local government entities. The purpose of GCC audits is to evaluate how well entities' computer controls safeguard the integrity, confidentiality and availability of key financial business systems.[1] This requires auditors to understand entities' IT environments and associated risks.[2]

For the 2025 year, we reported GCC weaknesses to 68 entities. We also provided 15 of these entities with a more in-depth capability maturity assessment. These assessments evaluate the maturity and effectiveness of entities' IT controls across our 10 control categories (Figure 1).



Source: OAG

Note: shaded categories relate to information and cyber security.

Figure 1: Audited control categories

Our audits incorporate recognised industry standards and better practices such as ISO 27002[3] and the Australian Signals Directorate's *Strategies to mitigate cybersecurity incidents*[4] which include the Essential Eight. They also consider entities' business objectives, complexity of computer systems and the information they hold.

[1] Auditing and Assurance Standards Board, *Auditing Standard ASA 315 Identifying and Assessing the Risks of Material Misstatement*, AUASB, February 2020, accessed 24 April 2025.

[2] Auditing and Assurance Standards Board, *The Consideration of Cyber Security Risks in an Audit of a Financial Report*, AUASB, May 2021, accessed 24 April 2025.

[3] ISO/IEC 27002:2022, *Information security, cybersecurity and privacy protection – information security controls*, 2022.

[4] Australian Signals Directorate, *Strategies to mitigate cybersecurity incidents*, Australian Cyber Security Centre website, n.d., accessed 2 April 2025.

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Conclusion

Entities have addressed some prior year findings, but many weaknesses remain unresolved, particularly those related to information and cyber security controls. These weaknesses put entities at greater risk of service disruptions, disclosure of ratepayers' data, financial loss and reputational damage.

We reported 333 control weaknesses to 68 entities in 2025, compared to 360 weaknesses to 89 entities the year before. Nine per cent were rated significant, 69% moderate and 22% minor. The majority (60%) of the weaknesses were unresolved issues from prior years. The average number of findings remained in line with the prior year.

The capability maturity assessments we conducted at 15 entities show ongoing challenges in building effective information and cyber security capability. The maturity levels have stagnated or deteriorated across all 10 categories, with most entities failing to meet our benchmark.

Identified control weaknesses collectively increase the risk of incidents that could compromise the integrity, confidentiality and availability of entities' key systems and information.

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What we found: Capability maturity assessments

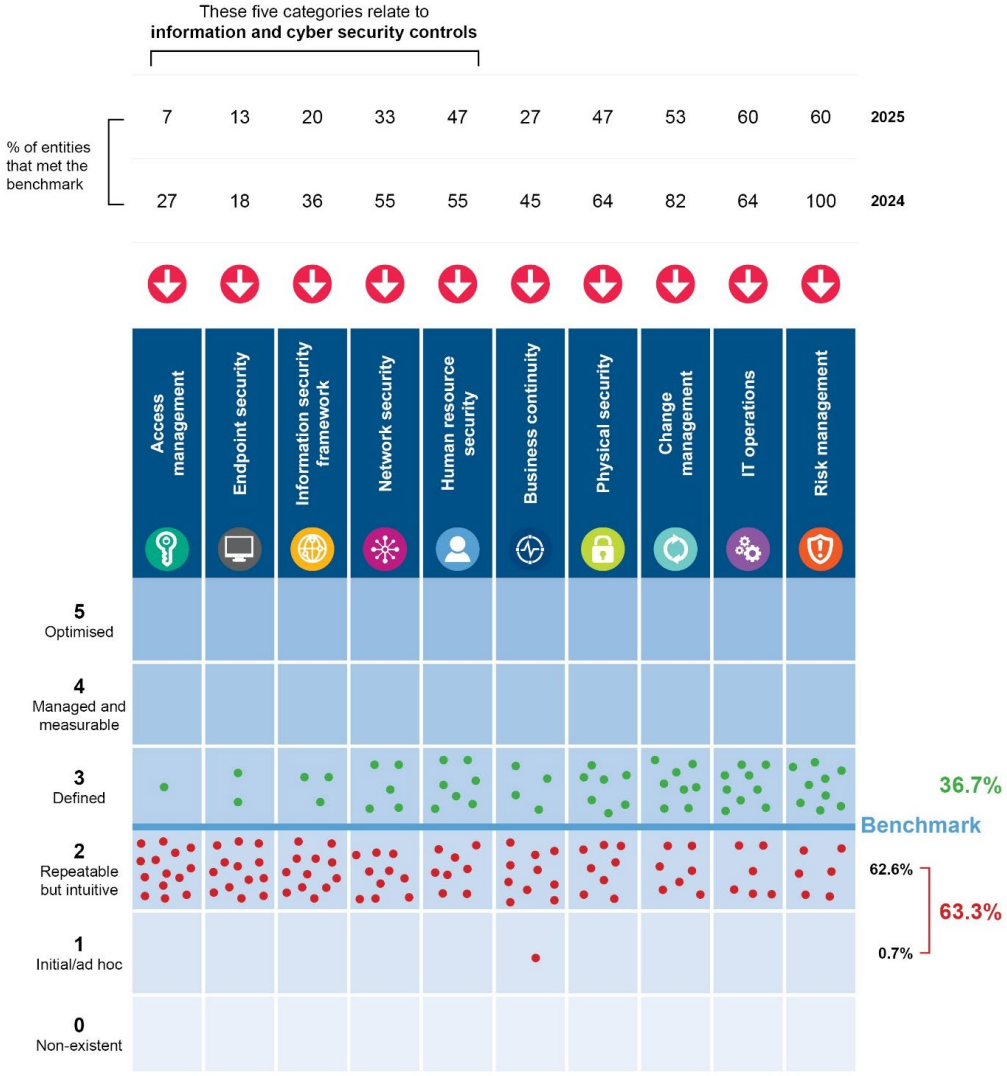
In 2025, we conducted capability maturity assessments at 15 entities. We assessed entities' capability maturity levels across 10 categories on a 0-5 scale (Appendix 1), with a level of three or higher required to meet our benchmark. These categories include controls that play a key role in maintaining entities' security posture.

There was a decline in the maturity levels in all 10 categories compared to the prior year (Figure 2). The four entities we assessed for the first time this year contributed to this decline. The remaining 11 entities on average stayed in line with prior year levels in four categories and declined in six (Appendix 2).

Although most entities had policies and procedures for risk management, we identified that entity controls to mitigate risks were not operating effectively. As a result, this category showed the sharpest drop in 2025, followed by change management, network security and access management. This is of concern, as strong risk and change management practices are vital to proactively identify, assess and mitigate potential threats and reduce the likelihood of disruptions due to technology updates. Weak network security and access management practices can further adversely affect the integrity, confidentiality and availability of financial systems and sensitive information.

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Source: OAG

Note: each dot represents an entity's maturity in the control category, ordered from lowest to highest performing (left to right).

Figure 2: Capability maturity assessment results

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What we found: General computer controls

We reported 333 general computer control weaknesses to 68 entities across the 10 control categories (Figure 3). Nine per cent of the findings were rated significant, 69% moderate and 22% minor. Most of the weaknesses were rated moderate and can expose the entities to cyber threats if left unaddressed.

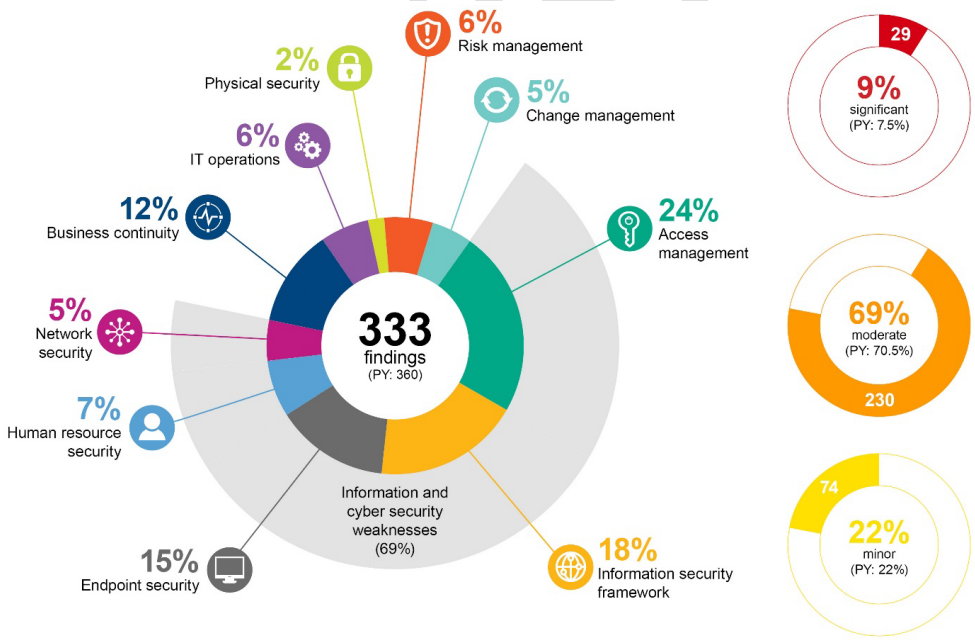
While the overall number of weaknesses has reduced since last year, the average number of weaknesses per entity remains largely the same.

The following control categories had significant weaknesses:

- access management
- business continuity
- endpoint security
- information security framework
- network security.

Most of the weaknesses, including significant, were unresolved issues from prior years. Of the significant issues, two thirds were identified as significant previously and the remaining third elevated to significant in 2025.

Throughout this report, case studies demonstrate how weak controls can compromise the integrity, confidentiality and availability of entities' essential systems and information.



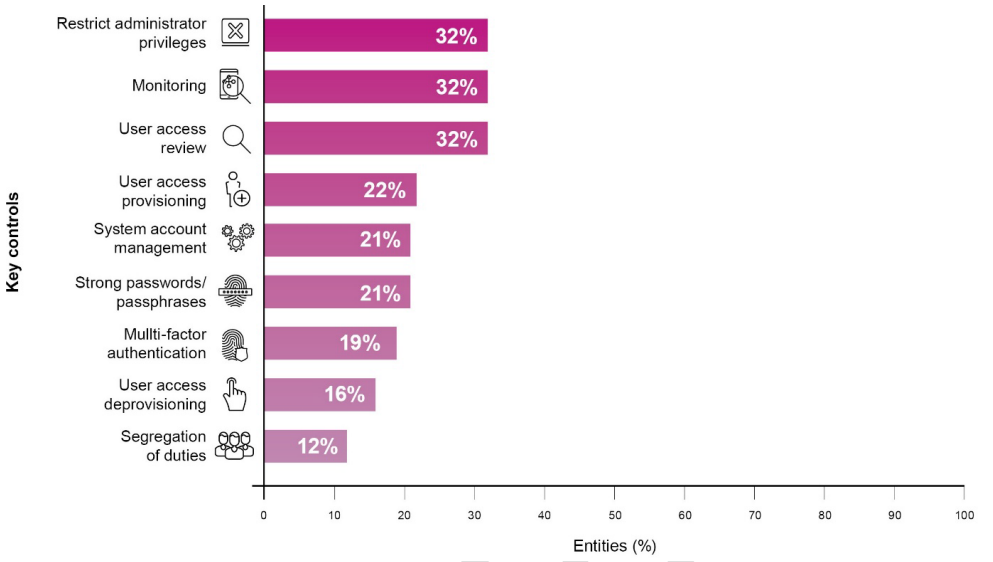
Source: OAG

Figure 3: Ratings and distribution of GCC findings

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1. Access management

Access management continues to be an area of concern with the highest number of weaknesses (78) reported to 36 entities: 17% were rated significant, 67% moderate and the rest minor. Over half of these weaknesses (59%) are unresolved from the prior year.



Source: OAG

Figure 4: Percentage of entities with key access management control weaknesses

Nearly one-third of the entities lacked effective controls over administrator privileges, user activity monitoring or regular reviews of user access. These weaknesses increase the likelihood of data breaches. We also continue to identify poor password practices and lack of multi-factor authentication. Entities must prioritise strong authentication to achieve an effective layer of defence.

The following case studies highlight weaknesses we reported to entities and the potential impacts.

Case study 1: Weak database controls

An entity was not logging or auditing changes made directly to data in its finance and human resources database, had not encrypted sensitive information and did not have a dedicated database administrator.

These weaknesses create a risk that data manipulation could occur without detection, making it impossible for the entity to trace or hold individuals accountable for such actions.

Case study 2: Lack of multi-factor authentication for remote administrator access

An entity did not require multi-factor authentication for remote access, increasing the likelihood of compromised accounts being used to target the entity network. Remote connections were also permitted for highly privileged accounts, such as domain administrators. It is better practice to limit remote access to standard user accounts to reduce the potential damage in the event of a breach.

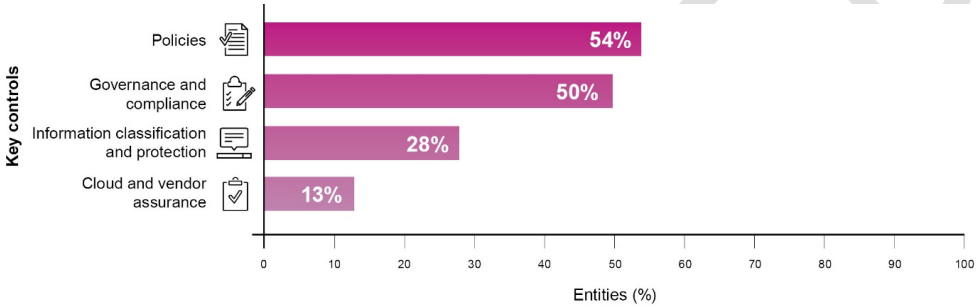
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Case study 3: Permanent privileged access to human resources application

An entity had permitted an external vendor permanent privileged access to its HR application through a shared account. This included permissions to edit payroll information and other personal details of entity staff. If privileged access is not restricted to just-in-time, it becomes difficult to monitor and trace actions performed by third parties, especially when shared accounts are used.

2. Information security framework

We reported 61 weaknesses in this category to 49 entities: 13% were rated significant, 61% moderate and 26% minor. Most of weaknesses (74%) were findings unresolved since the prior year.



Source: OAG

Figure 5: Percentage of entities with key information security framework control weaknesses

Most entities lacked effective and up-to-date policies to govern, manage and protect their information and technology environments. We found further weaknesses such as lack of an ICT steering committee to oversee and provide strategic direction for ICT initiatives, at half of the entities.

The following case study highlights a good practice we observed at one entity.

Case study 4: Good controls to prevent data loss

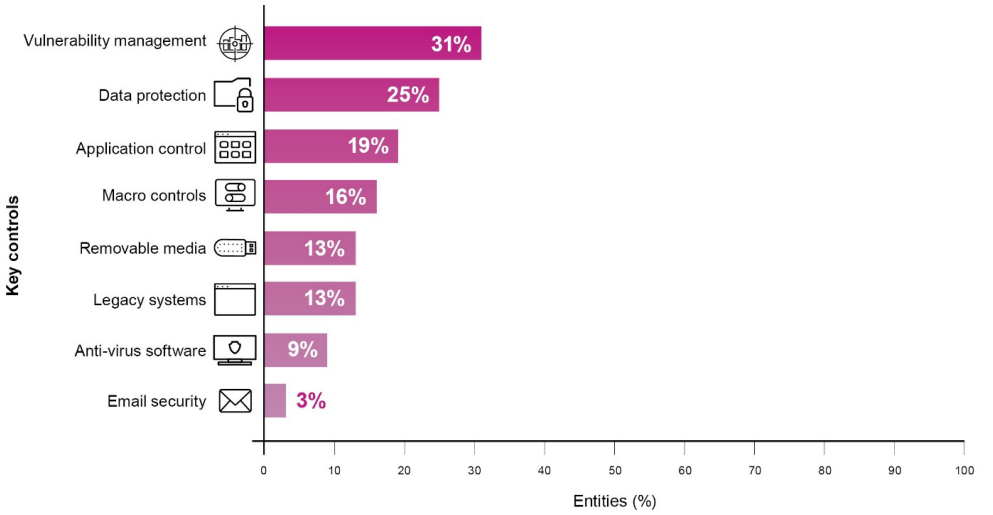
An entity has implemented appropriate controls for data loss prevention. These controls generate alerts when the transfer of personally identifiable and sensitive information is detected. Staff were also prevented from accessing the entity's cloud services from unmanaged devices (e.g. personal computers and mobiles not enrolled in the entity's system).

Strong data loss prevention measures help keep personal and sensitive information safe from unauthorised access.

3. Endpoint security

We reported 48 weaknesses in this category to 28 entities: 6% were rated significant, 90% moderate and the rest minor. Most of the weaknesses (63%) were unresolved from prior years.

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Source: OAG

Figure 6: Percentage of entities with key endpoint security control weaknesses

Entities often failed to promptly identify, assess and patch vulnerabilities, and updates to legacy systems[5] were deferred. Insufficient controls to mitigate malware and known vulnerabilities further increased the risk of security breaches.

The following case studies highlight a good practice and a weakness we observed.

Case study 5: Good oversight over vulnerabilities

An entity is managing its patching activities well. It reviews its scheduled patch deployments and compliance across its environment. Proactive patch management lets the entity understand how effective its patching operations are and identify areas of improvement. The entity is better prepared to protect itself from software vulnerabilities.

Case study 6: Ineffective Microsoft Office macro controls

An entity did not appropriately configure controls to restrict Microsoft Office macros.[6] We found over 70% of entity staff could run macros.

Macros are a common channel for malware attacks which can affect the confidentiality, integrity and availability of entity systems and information. Entities should minimise the use of macros and only allow it for legitimate business needs.

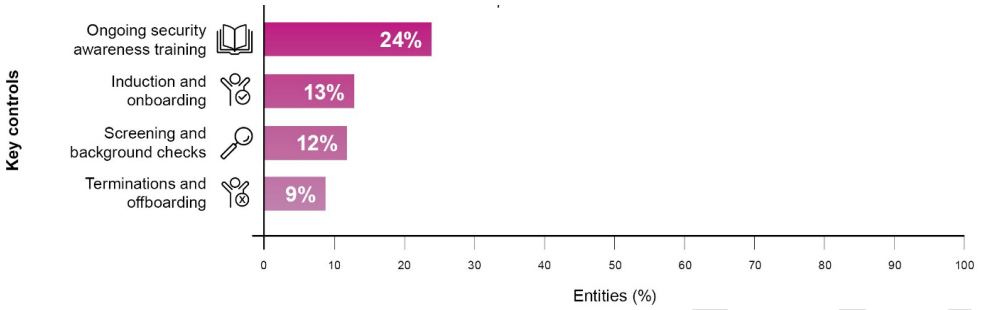
[5] A legacy system no longer receives support, including security updates, from the vendor. It should be transitioned to an up-to-date, supported system to improve security.

[6] Microsoft Office macros are software code used to automate repetitive tasks.

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4. Human resource security

We reported 23 weaknesses in this category to 19 entities: 52% were rated moderate and 48% minor. This area continues to demonstrate ongoing issues, with most weaknesses (65%) remaining unaddressed from previous years.



Source: OAG

Figure 7: Percentage of entities with key human resource security control weaknesses

Entities had insufficient security awareness training. This increases the likelihood of successful phishing and impersonation from staff not detecting suspicious activity or understanding practices for safeguarding data. Entities also failed to carry out proper onboarding and background checks.

Effective human resource security controls reduce the likelihood of insider threats and cyber criminals taking advantage of staff through social engineering.

The following case studies highlight weaknesses we reported and their potential impacts.

Case study 7: Phishing results in fraudulent payment

An entity was subject to a successful social engineering attack resulting in account details of a supplier being changed in their finance application. Approximately $350,000 was paid to an unknown third party before the breach was discovered. Effective security awareness training often acts as the first line of defence against social engineering attacks such as this. Entities should ensure all staff undertake training periodically.

Case study 8: Failure to seek police clearances

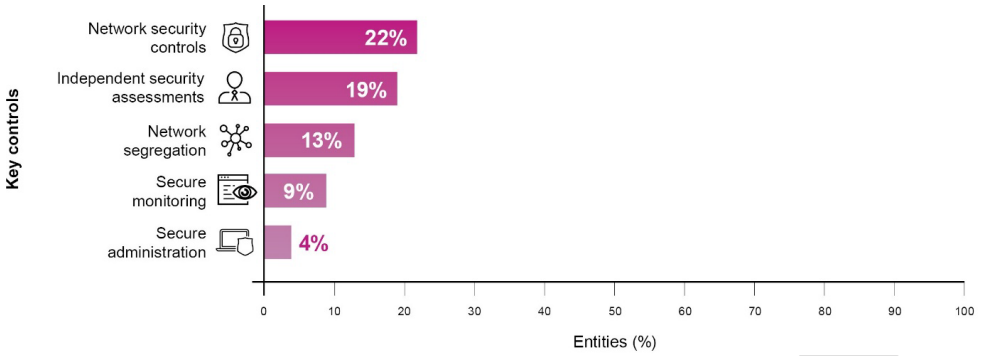
An entity did not perform police clearance checks on sampled key staff in privileged roles, such as a senior management accountant, finance officer and systems administrator. Lack of police clearance checks could lead to an entity inadvertently hiring people that increase the likelihood of sensitive information and asset theft or misuse.

Entities should perform appropriate background screening, including police clearance checks, for positions of trust to assess the risks and make informed decisions about granting access to their systems and information.

5. Network security

We reported 18 weaknesses in this category to 16 entities: 11% were rated significant, 67% moderate and the rest minor. A third (33%) of the weaknesses in this area were unresolved prior year findings.

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Source: OAG

Figure 8: Percentage of entities with key network security control weaknesses

Weaknesses in this category were mainly due to weak network security controls, which are crucial in safeguarding critical systems against cyber threats. Other weaknesses included insecure management of network devices, ineffective network segregation and a lack of control over unauthorised devices. Entities were also not regularly testing their controls through penetration testing.

The following case studies highlight a good practice we observed as well as weaknesses we reported to entities and the potential impacts.

Case study 9: Continuous external security assessments provide better protection

An entity assesses its IT environment and infrastructure continuously, focusing on firewall configuration, network penetration tests and its implementation of the Essential Eight mitigation strategies. Continuous assessments allow the entity to accurately track the effectiveness of its controls and help maintain strong cyber security defences, reducing the risk of security breaches.

Case study 10: Default passwords and poor network security expose building management system

An entity had not changed the default credentials for administrator access to their building management system. This vulnerability, combined with the entity's weak network and endpoint controls, could allow attackers access to systems managing temperature, lighting and doors.

Entities should use strong passwords for critical systems, keep operational technology networks separate from corporate networks and block unauthorised device connections.

Case study 11: Lack of network security allows corporate network access from public computers

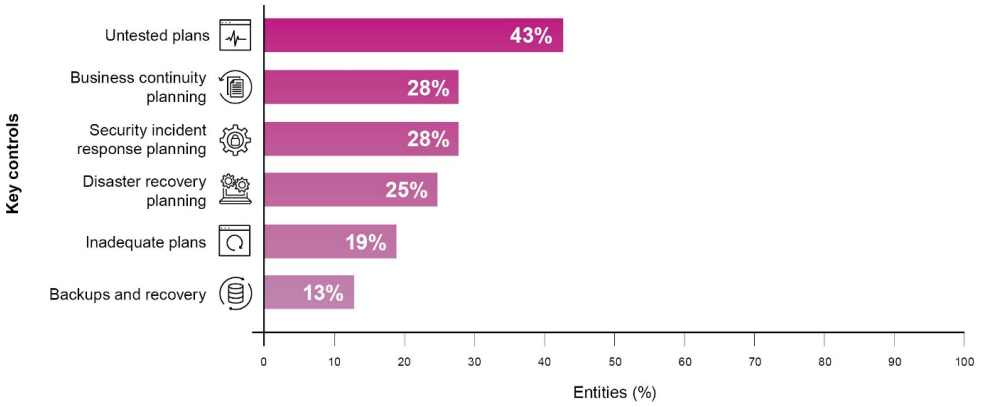
An entity did not restrict network traffic between its critical servers and its publicly accessible areas effectively. Through our testing, we could establish a connection to its critical servers from the public library. Poor network controls significantly heighten the risk of compromise.

Entities should restrict traffic between networks effectively to safeguard the confidentiality, integrity and availability of their systems and information.

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6. Business continuity

We reported 41 weaknesses in this category to 35 entities: 7% were rated significant, 73% moderate and the rest minor. Most of the weaknesses (61%) were unresolved from prior years.



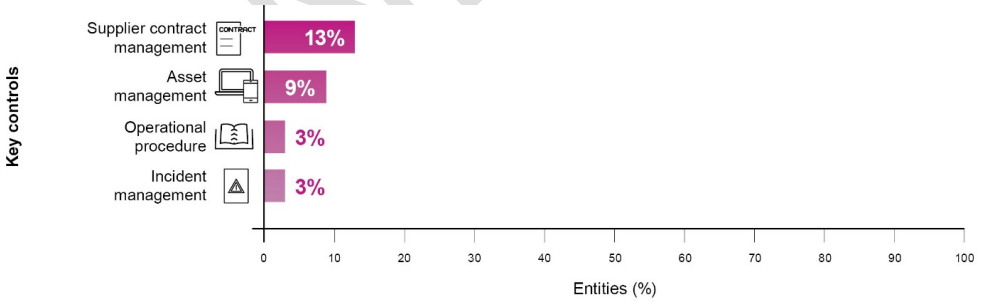
Source: OAG

Figure 9: Percentage of entities with key business continuity control weaknesses

Most weaknesses in this category resulted from entities not testing business continuity and disaster recovery plans regularly. As a result, plans are often outdated and lack proper validation through testing. Disasters, though rare, can greatly affect business. Without up-to-date, well-documented and tested plans, entities may struggle to manage incidents and restore services promptly.

7. IT operations

We reported 20 weaknesses in this category to 13 entities: 40% were rated moderate and 60% minor. Although entities generally performed well in this category, half of the weaknesses were unresolved issues from the prior year.



Source: OAG

Figure 10: Percentage of entities with key IT operations control weaknesses

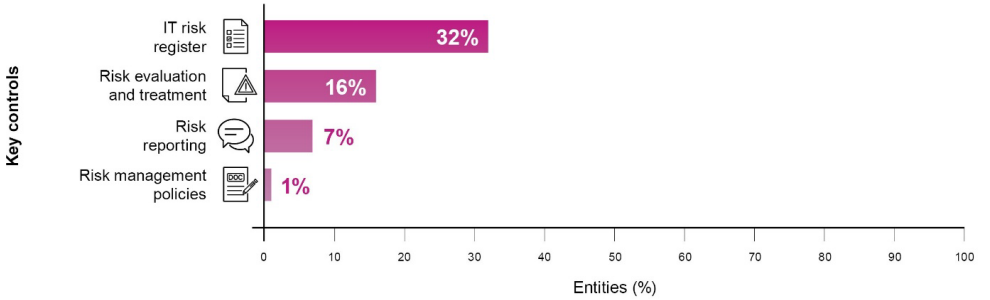
Most weaknesses were due to entities either not having well-documented cyber security requirements in supplier contracts or poorly managed service level agreements. Weak IT asset management practices at some entities also increased exposure to potential financial or information loss.

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The IT operations category focuses on services delivered to entity staff. Operational disruptions, poor asset management or ineffective service desk processes could directly affect users' productivity, lead to loss of IT assets and compromise of data.

8. Risk management

We reported 19 weaknesses in this category to 19 entities: 79% were rated moderate and the rest minor.



Source: OAG

Figure 11: Percentage of entities with key risk management control weaknesses

Most of the weaknesses we identified related to incomplete or outdated IT risk registers. We also found discrepancies in entities' control effectiveness assessments, where controls did not mitigate risks effectively.

The following case study highlights a weakness we reported and its potential impact.

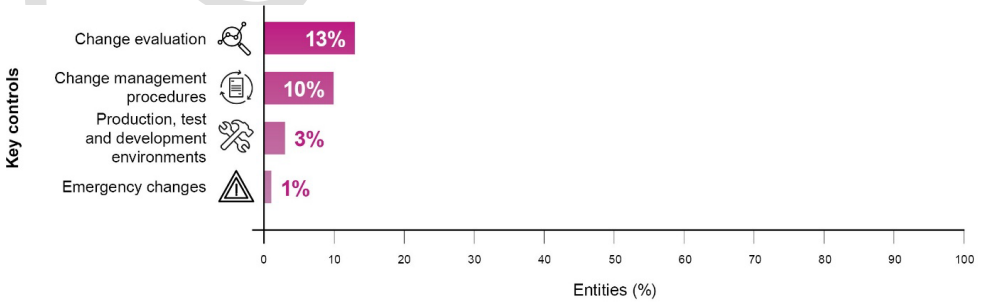
Case study 12: Inadequate oversight over IT risks

An entity did not review, monitor and report identified IT and cyber security risks, mitigation strategies and controls. A lack of appropriate IT risk oversight can result in greater risk to business plans and information security over time.

Entities should ensure that identified IT and cyber security risks are reviewed regularly and are in line with their risk management plans.

9. Change management

Entities generally performed well in this category. We reported 17 weaknesses to 17 entities: 76% were rated moderate and the rest minor.



Source: OAG

Figure 12: Percentage of entities with key change management control weaknesses

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Our testing found issues with change control weaknesses, including changes made without proper evaluation and incomplete or ad hoc change records. Poor change management can result in system outages and service disruptions.

The following case study highlights a weakness we reported and its potential impacts.

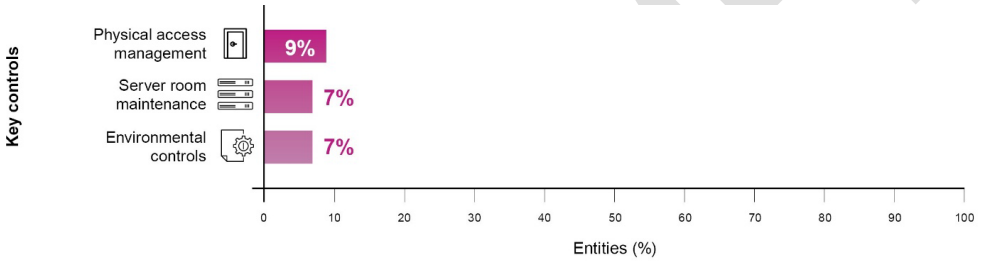
Case study 13: Lack of separate development and test environments increases operational risks

An entity did not maintain development and testing environments for one of its key business applications. All updates were applied directly in production without testing, impacting live data and increasing the risk of service disruptions.

Entities should use separate environments for safer changes to critical applications.

10. Physical security

This is another category where entities tend to perform well. We reported eight moderate-rated weaknesses in this category to eight entities.



Source: OAG

Figure 13: Percentage of entities with key physical security control weaknesses

The identified weaknesses were due to inadequate management of physical access controls for buildings and server rooms, such as granting excessive privileges or failing to revoke access in a timely manner. Furthermore, some entities failed to keep proper conditions in their server rooms putting IT equipment at risk of being damaged.

The following case study highlights a weakness we reported and its potential impacts.

Case study 14: Fire risks in server rooms

An entity's server rooms lacked fire suppression systems and the fire-rated walls had structural damage. The entity was also storing old, unused IT equipment in one of the server rooms. These factors increase the potential impact of fire damage to the entity's servers and equipment. Entities should ensure that server rooms and rooms containing important IT infrastructure are free from clutter and have appropriate fire mitigation measures.

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OAG insights and tips

Our observations and recommendations are largely unchanged from previous years. All audited entities received detailed findings and recommendations. All public sector entities must maintain ongoing vigilance and continually enhance their controls to effectively address emerging risks.

1. **To ensure only authorised individuals have access, entities should:**
    a. implement effective access management processes including regular review of user accounts
    b. implement activity monitoring processes to detect malicious activity
    c. strive for passwordless authentication. Where this is not possible, enforce strong passphrases/passwords
    d. implement phishing resistant multi-factor authentication, particularly for privileged accounts
    e. limit and control administrator privileges and system accounts
    f. enforce segregation of duties so that an individual cannot perform the end-to-end process.
2. **To ensure appropriate governance and consistent security, entities should:**
    a. maintain clear information and cyber security policies and roles
    b. classify information and implement data loss prevention controls
    c. conduct regular assessments to ensure the security of their IT supply chain
    d. obtain and review service organisation controls (SOC) type 2 or equivalent assurance reports when they use software-as-a-service (SaaS) applications for key systems including payroll and finance.
3. **To protect workstations, servers and mobile and network devices against cyber threats, entities should:**
    a. promptly identify and address known vulnerabilities
    b. implement data encryption to protect sensitive information from unauthorised access
    c. prevent unapproved applications and macros from executing
    d. enforce minimum security baseline controls for personal or third-party devices
    e. maintain currency of applications and hardware
    f. implement effective controls against malware
    g. implement controls to prevent impersonations and detect/prevent phishing emails.
4. **To reduce the risk of insider threats and unintentional errors, entities should ensure:**
    a. ongoing security awareness training programs are in place and completed by all staff

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b. confidentiality/non-disclosure requirements are in place and understood by individuals

c. pre-employment screening is conducted for key positions

d. effective offboarding procedures exist and are followed to ensure timely access cancellation and return of assets.

5. **To safeguard networks and critical systems against cyber threats, entities should:**

a. prevent unauthorised devices from connecting to their corporate network

b. regularly perform independent penetration tests to verify network security controls

c. segregate their network, particularly for IT and operational technology systems

d. actively monitor network events to allow for effective incident response

e. limit and control administration of network devices.

6. **To ensure services, IT systems and information can be recovered in the event of an outage or emergency, entities should:**

a. backup critical data to enable recovery after malware, accidental deletion, hardware failure or ransomware

b. maintain up-to-date business continuity, disaster recovery and incident response plans and regularly test them.

7. **To deliver and maintain IT services effectively, entities should:**

a. have formal service level agreements with suppliers and regularly monitor supplier performance

b. implement policies and procedures to record, review and dispose of assets

c. implement appropriate IT incident and problem management procedures.

8. **To ensure existing and emerging IT risks are managed effectively and do not exceed entity risk appetites, entities should:**

a. ensure IT, information and cyber security risks are identified, assessed and treated within appropriate timeframes

b. understand their information assets and apply controls based on their value

c. regularly assess controls to ensure they are operating effectively to mitigate risks

d. fully implement their risk management policies to manage IT and cyber security risks.

9. **To reduce the likelihood of system outages and service disruptions, entities should:**

a. assess and test changes before and after implementation to minimise problems

b. consistently apply change control processes when making changes to their IT systems

c. maintain appropriate change segregation of duties

d. implement controls to detect unauthorised changes.

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10. To support the reliability of IT infrastructure and systems, entities should:

a. implement effective physical access controls to prevent unauthorised access

b. ensure the server room is kept suitably clean

c. maintain environmental controls to prevent damage to IT infrastructure arising from heat, moisture, fire and other hazards

d. gain assurance that third-party providers manage data centres appropriately.

In accordance with section 7.12A of the *Local Government Act 1995*, local government entities should prepare a report on any matters identified as significant in the local government's audit report.[7] The report should be given to the Minister for Local Government within three months of the local government receiving the audit report and published on the local government's website.

Resources

Entities can seek further guidance from various OAG, Office of Digital Government and Australian Cyber Security Centre publications:

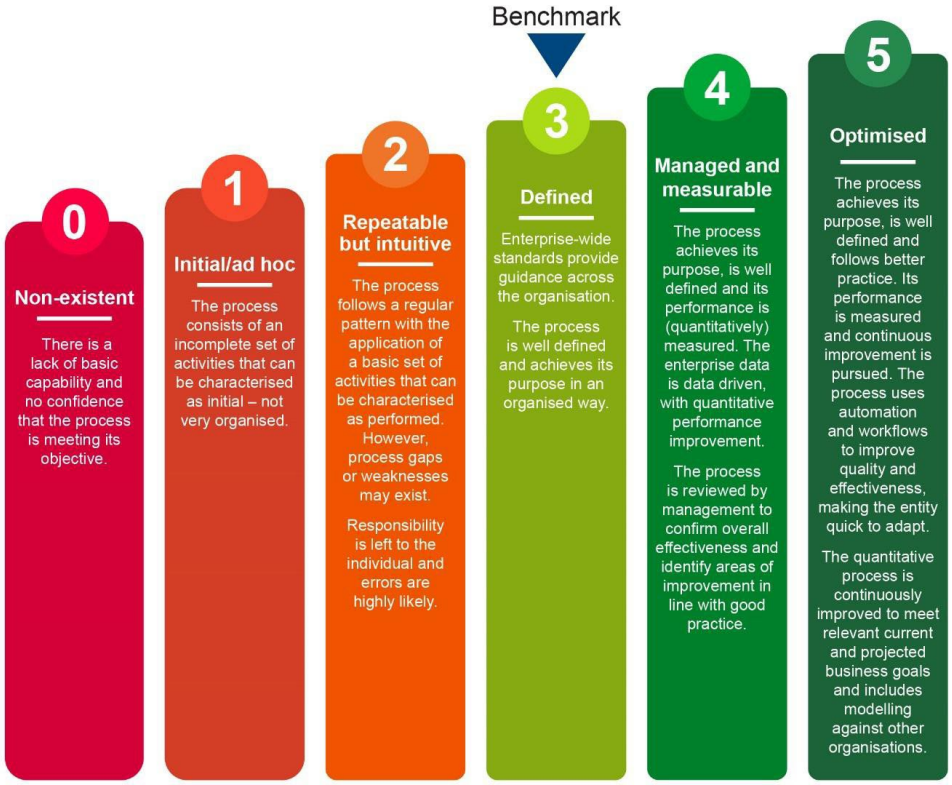
- Office of the Auditor General, *Digital Identity and Access Management – Better Practice Guide*, OAG website, 28 March 2024.
- Office of the Auditor General, *Local Government IT Disaster Recovery Planning*, OAG website, 31 May 2024.
- Office of the Auditor General, *Local Government Physical Security of Server Assets*, OAG website, 24 June 2024.
- Office of Digital Government, *WA Government Cyber Security Policy*, WA.gov.au, 1 October 2025.
- Office of Digital Government, *Cyber Security Playbooks*, WA Cyber Security Unit (DGov Technical) website, 5 May 2025.
- Australian Signals Directorate, *Information security manual*, Australian Cyber Security Centre website, n.d.
- Australian Signals Directorate, *Essential Eight explained*, Australian Cyber Security Centre website, 27 November 2023.

The Department of Local Government, Industry Regulation and Safety is collaborating with the Office of Digital Government to deliver a cyber security pilot project to enhance cyber security practices of participating local government entities.

[7] An audit report includes the independent auditor's opinion and the auditor's management report (interim and final management letters) as described in regulation 10 of the Local Government (Audit) Regulations 1996. Further information on what is an audit report is available on our website (https://audit.wa.gov.au/resources/local-government/faqs/#faq-21828).

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Appendix 1: Capability assessment benchmark



Source: OAG

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Appendix 2: Year-on-year capability assessment result comparison (11 entities in 2024)

	Categories	2024	2025*	
These five categories relate to **information and cyber security controls**	Access management	27	9	↓
	Endpoint security	18	18	=
	Information security framework	36	27	↓
	Network security	55	45	↓
	Human resource security	55	55	=
	Business continuity	45	36	↓
	Physical security	64	64	=
	Change management	82	64	↓
	IT operations	64	64	=
	Risk management	100	73	↓

Source: OAG

** Percentages of entities assessed in 2024 that met the benchmark in 2025.*

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Auditor General's 2025-26 reports

Number	Title	Date tabled
12	Local Government 2025 – Information Systems Audit Results	25 March 2026
11	Local Government Management of Gifts and Benefits	18 March 2026
10	Controls Over Portable Assets – State Entities	6 March 2026
9	Microsoft 365 Security Controls – State Entities	6 March 2026
8	Status of Local Government Audits 2025	28 January 2026
7	State Government 2025 – Information Systems Audit Results	3 December 2025
6	State Government 2025 – Financial Audit Results	3 December 2025
5	Valuation of Property Held by the Public Education Endowment Trust	3 December 2025
4	WA's Progress to Implement the National Principles for Child Safe Organisations (arising from the Royal Commission into Institutional Responses to Child Sexual Abuse)	27 November 2025
3	Maintaining Regional Local Roads	12 November 2025
2	Gold Corporation – Trade Applications	29 October 2025
1	Management of Housing Maintenance Information	6 August 2025

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Office of the Auditor General
Serving the Public Interest

Report 11: 2025-26 | 18 March 2026

PERFORMANCE AUDIT

Local Government Management of Gifts and Benefits



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Office of the Auditor General for Western Australia

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(to assist people with hearing and voice impairment)

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ISSN: 2200-1913 (print)
ISSN: 2200-1921 (online)

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

Image credit: shuterstock.com/LightField Studios

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WESTERN AUSTRALIAN AUDITOR GENERAL'S REPORT

Local Government Management of Gifts and Benefits

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Report 11: 2025-26
18 March 2026

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THE PRESIDENT
LEGISLATIVE COUNCIL

THE SPEAKER
LEGISLATIVE ASSEMBLY

LOCAL GOVERNMENT MANAGEMENT OF GIFTS AND BENEFITS

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

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

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

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

Caroline Spencer
Auditor General
18 March 2026

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Auditor General's overview



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

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

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

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

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

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

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

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Executive summary

Introduction

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

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

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

Rationale for undertaking the audit

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

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

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

Background

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Conclusion

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

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

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

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

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

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Findings

Overall, entities are providing transparency around gifts and benefits

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

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

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

Source: OAG based on public entity data July 2024

Table 1: Review of published entity gift registers

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

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

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

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

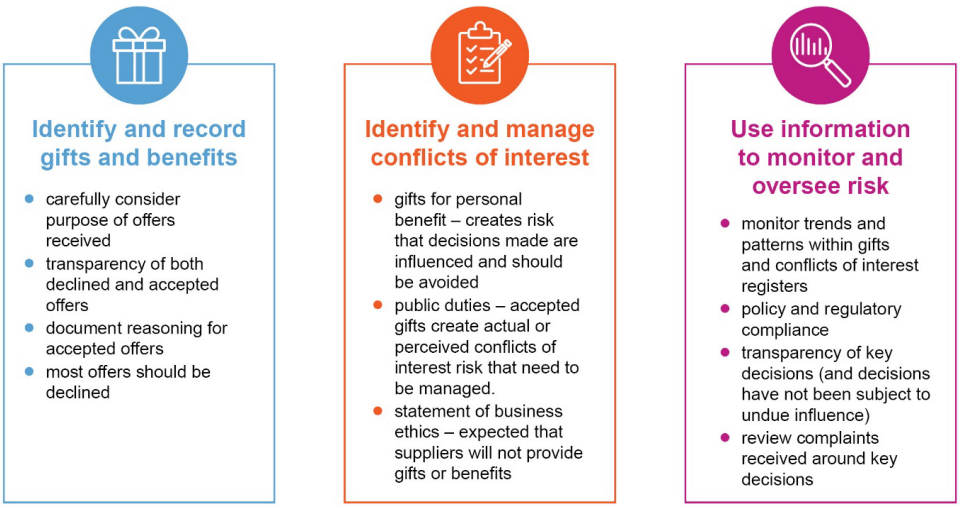
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Entities do not always have the controls and processes to declare gifts within 10 days of receipt as required by the LG Act. Ninety per cent of the registers we reviewed did not record the date the gift declarations were recorded in the register. The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

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

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

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



Source: OAG

Figure 1: Key components of a gifts and benefit framework

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

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

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

The six audited entities confirmed (Table 2) that:

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

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

Source: OAG based on entity data

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

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

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

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

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

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

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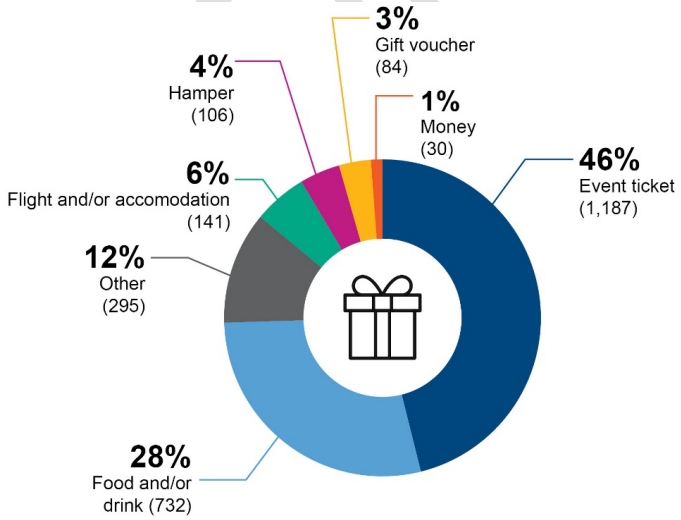
While most of the 48 accepted gifts were work-related and included conferences, hospitality and business-related activities, a small number were accepted for personal benefit. These included a small number of complimentary tickets to VIP sections and corporate suites for sporting events, as well as hospitality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

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

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

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

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

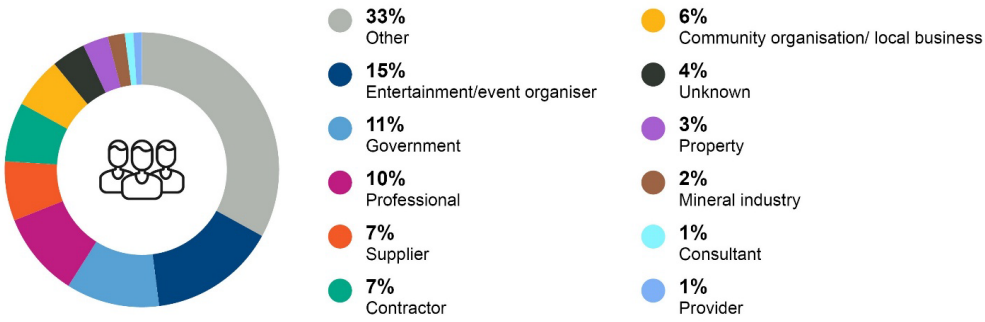


Source: OAG using publicly available information

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

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

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Source: OAG using publicly available information

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

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

Entities are not effectively managing conflicts arising from accepting gifts

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

G – Giver

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

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

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

I – Influence

Is the giver seeking to influence my decisions or actions?

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

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

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

F – Favour

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

Is the gift, benefit or hospitality being offered honestly?

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

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

T – Trust

Will public trust be enhanced or diminished?

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

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

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

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

Source: City of Mandurah

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

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

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

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

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

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

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

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

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

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

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Recommendations

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

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

    Implementation timeframe: December 2026

    Entity response: Entities generally accepted the recommendations but noted that there is currently no legal or regulatory requirement to disclose declined gifts.
2. Implement fit for purpose, risk-based monitoring and reporting mechanisms to:
    a. proactively oversee gift and benefit declarations
    b. analyse information across the entity to identify undeclared gifts, check that controls are working and identify any concerning trends or patterns
    c. manage perceived and actual conflicts of interest, requiring these declarations to consider the receipt of gifts and benefits
    d. consider a centralised complaints register to highlight where controls and processes have not been followed and identify systemic risks.

    Implementation timeframe: December 2026

    Entity response: Recommendation supported.

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

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

    Implementation timeframe: December 2026

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

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

Implementation timeframe: December 2026

Entity response: LGIRS accepts the recommendation.

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Response from the City of Bayswater

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

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

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

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

Response to Recommendations:

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

Due Date: 31 December 2026

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

Due Date: 31 December 2026

Response from the City of Fremantle

Recommendation 1

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

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

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requirements relating to gifts, and regular reminders and information is also published on the City's internal intranet site.

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

Recommendation 2

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

Disclosure of declined gifts

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

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

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

Gifts received electronically by email

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

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

Formal acceptance provides a clear, auditable point in time when the gift becomes a reportable item. This prevents ambiguity about whether an offer constitutes a received gift and supports consistent governance practices. Treating emailed offers as "received"

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without acceptance could lead to unnecessary disclosures and misinterpretation of interactions. Requiring formal acceptance ensures that only genuine transfers of value are recorded.

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

Concluding remarks

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

Response from the City of Kwinana

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

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

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

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

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

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

Recommendation 1

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

Recommendation 2

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

Response from the City of Mandurah

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

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

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

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

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

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

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

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

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

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

Response from the City of Perth

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

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

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

Recommendation 1

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

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

Recommendation 2

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

Response from the Town of Cambridge

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

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

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

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

Recommendations 3 and 4

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

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

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

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

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

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Audit focus and scope

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

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

We based our audit on the following criteria:

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

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

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

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

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

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

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

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

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

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Appendix 1: Form 4 – Register of gifts

Local Government Act 1995

Local Government (Administration) Regulations 1996

REGISTER OF GIFTS

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

Source: Local Government (Administration) Regulations 1996

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

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Appendix 2: Gifts and benefits better practice guidance

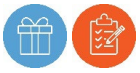
Entities need to have gifts and benefits policies and procedures that are up-to-date and accessible to staff. These policies and procedures should include key controls for the declaration of gifts and benefits, the management of conflict of interests created from accepting gifts and benefits and regular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

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

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

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

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

Key components of a gifts and benefit framework

 Identify and record gifts and benefits

 Identify and manage conflicts of interest

 Use information to monitor and oversee risk

Source: OAG

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Auditor General's 2025-26 reports

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

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OAG Local Government Audit – Management of Gifts and Benefits City of Melville Management Comments

The following table set outs the findings, observations and recommendations, the City's management comments:

OAG Findings and Recommendations	City Management Comments
To enable effective management of gifts and benefits, entities should: 1. provide education and guidance that sets out entity expectations and assists staff and council members in making decisions by: a. implementing clear and up to date policies and procedures that outline gifts that are acceptable (good practice limits these to token gifts) b. requiring accepted and declined gifts from commercial entities, be declared c. specifically outline gifts that are prohibited d. implement regular training and education programs to ensure staff understand and apply policy, procedure and code of conduct, in practice and when making decisions.	Recent review of the Code of Conduct for staff: • to provide clarity in disclosure of gifts. Includes updated information and forms outlining "acceptable", "notifiable" "prohibited" and "exempt" gifts. • Updated conflict of interest disclosure process The changes were highlighted as part of the roll-out of the revised code of conduct in December 2025 / January 2026. Updates and awareness to be provided annually.
To enable effective management of gifts and benefits, entities should: 2. implement fit for purpose, risk-based monitoring and reporting mechanisms to: a. proactively oversee gift and benefit declarations b. analyse information across the entity to identify undeclared gifts, check that controls are working and identify any concerning trends or patterns c. manage perceived and actual conflicts of interest, requiring these	Gift declared are maintained in a Register, with the process managed through the Governance team. Proposal to automate this process through the purchase of an integrity compliance software system in the 2026/2027 budget. The current processes are manual, inefficient, fragmented and resource intensive. The software system will streamline current processes, enhance productivity, integrate across the organisation and improve overall compliance efficiency and allow trend analysis.

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OAG Findings and Recommendations	City Management Comments
declarations to consider the receipt of gifts and benefits d. consider a centralised complaints register to highlight where controls and processes have not been followed and identify systemic risks.	Conflict of interest process through Human Resources Information System (Aurion)

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City of Melville

Council Plan 2024-2034: Quarterly Report

Q3 2025-26

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Contents

1. Introduction 1
2. Definitions 1
3. Projects and Program Performance 2
4. Service Performance 6

1. Introduction

The Quarter 3 2025-26 (January – March 2026) progress update below outlines progress in delivering the Council Plan during this reporting period, summarising performance across projects, programs and services. Detailed reports are provided in Attachment 2 (Projects and Programs) and Attachment 3 (Services).

2. Definitions

The definitions below provide guidance on the meaning of the status updates used throughout this report.

Project Performance

- **Not Commenced** – Project is not scheduled to have commenced this quarter
- **On-Track** – Project is tracking according to milestones
- **Monitor** – Project is not tracking according to milestones, but recoverable without intervention
- **Off-Track** – Project is not tracking according to milestones, and intervention is required
- **Complete** – Project is complete

Service Performance

- **On Track** – Service is being delivered as planned
- **Monitor –** Service is being delivered as planned but requires monitoring
- **Off Track –** Service is not being delivered as planned and requires support and intervention

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3. Projects and Program Performance

A total of **62 projects and programs** were identified in 2025-26 to support achievement of the Council Plan outcomes and objectives. Performance has been assessed against agreed phasing and milestones for Q3 2025-26, with results indicating the following status:

- 4 Complete.
- 40 On-Track.
- 15 Monitoring.
- 3 Off-Track.

Council Plan Outcomes	#	Complete	Not Commenced	On-Track	Monitor	Off-Track
Healthy, Safe and Inclusive	28	4	-	11	10	3
Clean and Green	13	-	-	11	2	-
Sustainable and Connected Development	14	-	-	11	3	-
Vibrant and Prosperous	3	-	-	3	-	-
Good Governance and Leadership	4	-	-	4	-	-
Total	**62**	**4**	**-**	**40**	**15**	**3**

Table 1: Programs and Projects

The following **projects** have been classified as *Monitoring* or *Off-Track* in Q3, reflecting areas where progress is being tracked closely due to emerging risks, delays, or changes in scope.

Q3 Project Phases and Milestones	Status	Officer Comment
Outcome – Healthy, Safe and Inclusive		
Capital Projects		
Service 07 – Community Safety		
Facility Security Upgrades - Building Access Control (Phase 1)		
Project Phase: Construction Milestone: Initial installation of solution at high priority sites, linking systems to community safety patrol services. Informing residents and businesses about the project.	**Monitor**	Officer Comment: Project delayed due to ongoing procurement process. Tender to be reissued with revised scope following scope changes. New tender mid-April, timelines confirmed post-contractor appointment. Budget carry forward likely required to FY26/27

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Q3 Project Phases and Milestones	Status	Officer Comment
Service 26 – City Buildings		
Changeroom Upgrade - Beasley Reserve		
Project Phase: Design Milestone: Detailed design complete	**Off-track**	Officer Comment: The project is currently behind schedule due to a gap between the available budget and stakeholder needs. At the outset, there was no detailed business case or clear plan to define scope and priorities, resulting in requirements identified by the clubs that significantly exceed the available funding. Efforts have been made to bring these into alignment; however, this has not yet resulted in a practical or agreed solution. This has caused significant delays, as additional time has been required to reassess the scope and identify an option that balances stakeholder expectations with the available budget. This project is being re-sequenced with a revised detailed design now scheduled for Q3 of FY26/27.
Changeroom Upgrade - Winnacott Reserve		
Project Phase: Procurement Milestone: Create and advertise tender documents for Winnacott Reserve changeroom upgrade	**Monitor**	Officer Comment: Additional funding enabled consideration of a new build in place of a refurbishment this required retendering of architectural services. Tender will be award in April 2026. Stakeholders have agreed to the Concept Plan.
Tompkins Park Redevelopment		
Project Phase: Procurement Milestone: Tender for construction is put together and advertised	**Off-track**	Officer Comment: Detailed design will be completed by the end of the financial year. The construction is recommended to be deferred 12 months, following the 2026/27 budget prioritisation process. The glass facade remediation has progressed well.
Operating Projects		
Service 07 – Community Safety Mobile Patrols		
Fiona Stanley Hospital - New Parking Technology		
Project Phase: Construction Milestone: Pilot testing, community education and full system activation and evaluation	**Off-track**	Officer Comment: RFT252619 was determined as a non-award and revised procurement process required. Updated tender expected end April, with award anticipated 3 months following. Project is expected to recover in phase 2 which is scheduled for FY26/27.
Service 11 – Sport and Recreation		
Active Reserve Infrastructure Strategy (ARIS) - Review		
Project Phase: Planning Milestone: Finalise Plan	**Monitor**	Officer Comment: Officers have continued to progress the drafting of the plan and are targeting the completion of the first draft in Q4.

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Q3 Project Phases and Milestones	Status	Officer Comment
Changeroom Upgrade (Pre-Planning) - Alan Edwards Reserve		
Project Phase: Planning Milestone: Continue Needs and Site-Analysis (includes stakeholder engagement)	**Monitor**	Officer Comment: Commenced Needs Analysis, draft Needs Analysis and engagement with users to be complete Q4. Delay due to protracted engagement with Winnacott Clubroom project.
Changeroom Upgrade (Pre-Planning) - Gairloch Reserve		
Project Phase: Planning Milestone: Continue Needs and Site-Analysis (includes stakeholder engagement)	**Monitor**	Officer Comment: Draft Needs Analysis complete, review and engagement with users to be complete Q4. Delay due to protracted engagement with Winnacott Clubroom project.
Melville Bowling Club Redevelopment - Needs Analysis and Feasibility Study		
Project Phase: Planning Milestone: Concept design	**Monitor**	Officer Comment: Needs and Site Analysis underway, which has included engagement with all individual stakeholder groups and a presentation to Elected Members in March 2026. Draft Needs and Site Analysis due June 2026.
Morris Buzzacott Reserve - Site Development Plan		
Project Phase: Planning Milestone: Council Report	**Monitor**	Officer Comment: Draft SDP to be complete Q4, following final club feedback. Presentation to Elected Members and Council Item in Q1 FY27, to advertise the draft SDP for public comment.
Outcome: Sustainable and Connected Development		
Operating Projects		
Service 28 – Strategic Planning		
Myaree Business Area Master Plan		
Project Phase: Development Milestone: Under review	**Monitor**	Officer Comment: Report being modified in response to stakeholder feedback. Presentation to Council approximately June 2026.
Public Open Space Strategy - Review		
Project Phase: Development / Implementation Milestone: Updated POS strategy finalised and adopted	**Monitor**	Officer Comment: Presented to EMES in April 2026. Strategy being modified in response to feedback. Presentation to Council approximately June 2026.

Table 2: Projects Under Monitoring and Off-Track

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The following **programs** have been classified as *Monitoring* and *Off-Track* for Q3, reflecting areas where progress is being tracked closely due to emerging risks, delays, or changes in scope.

Q3 Status	Officer Comment
Outcome – Healthy, Safe and Inclusive	
Capital Program	
Service 07 – Community Safety	
Parking Technology Program	
Monitor	RFT252619 was determined as a non-award and revised procurement process required. Updated tender expected end April, with award anticipated 3 months following re-issue.
Service 11 – Sport and Recreation	
Community Sports and Recreation Facilities Fund Program	
Monitor	CSRFF Program on hold. No further update has been received by the Department Creative Industries, Tourism and Sport.
Outcome – Clean and Green	
Capital Program	
Service 15 - Sustainability	
Corporate Climate Action Plan Program	
Monitor	Tender released (Mar–Apr) for Solar PV & battery across Civic Centre, Point Walter & Eco Hub (~230kW added capacity). CEUF projects progressing. Point Walter VSD pumps installed and complete, delivering energy and emissions reductions.
Service 17 – Parks and Streetscape Management	
Playspace Program	
Monitor	Overall playground program progressing well. Webber Reserve footpath out for quote, the cost to undertake this work may become an issue so we need to monitor costs versus actual budgets.
Outcome - Sustainable and Connected Development	
Service 22 – Road and Transport Infrastructure	
Roads and Carparks Program	
Monitor	The majority of the road program is on track. The traffic signal project at North Lake Road and Winterfold Road is delayed. Main Roads WA cannot install the signals for the City due to delays in their program and current capacity.

Table 3: Programs Under Monitoring and Off-Track

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4. Service Performance

A total of **41 services** are being delivered to the community in support of the Council Plan outcomes and objectives. Performance has been assessed for Q3 2025-26, with results indicating the following status:

- 40 On-Track.
- 1 Monitoring.
- 0 Off-Track

Council Plan Outcomes	#	On-Track	Monitor	Off-Track
Healthy, Safe and Inclusive	12	12	-	-
Clean and Green	4	4	-	-
Sustainable and Connected Development	10	9	1	-
Vibrant and Prosperous	2*	2	-	-
Good Governance and Leadership	13	13	-	-
Total	41	40	1	-

Table 4: Services – Q3 2025-26 Status

**Administrative Correction: The Quarter 1 Report reflected 42 services; however, one item under the Vibrant and Prosperous outcome was added. The corrected total is 41 services.*

The following service is *Under Monitoring* for Quarter 3, with performance being closely tracked in response to emerging risks, resourcing pressures, or service delivery constraints.

Q3 Status	Officer Comment
Sustainable and Connected Development	
Service 20 – Development Compliance	
Monitor	Officer Comment: Planning compliance cases Created: 55, closed: 39, open at end Q3:34 Building compliance cases Created: 117, closed: 87, open at end Q3:85 General Swimming Pool (SP) Inspections Q3: 1673 Mandatory SP Inspections FY2526 Required: 3992, undertaken: 3190, outstanding: 802 Q3 - Required: 1535, undertaken: 1240, outstanding: 295 General swimming pool inspections: Includes all (mandatory, follow up, new licenses and under construction) Mandatory swimming pool inspections: 4-year legislated inspection

Table 5: Services Under Monitoring Q3 2025-26

OFFICIAL

Council Plan Reference	2025-2026 Program and Project Name	Project/ Program Description (from Council Plan Narration)	Grant Funding	Adopted Budget (June) $	Revised Adopted Budget incl of carry forwards (August) $	Adopted Review (February) $	Spend to Date Q3(Mar 2026) $	Status for Q1 • Complete • Not Commenced • On-Track • Monitor • Off-Track	Status Q2 • Complete • Not Commenced • On-Track • Monitor • Off-Track	Q3 Planned Project Phase • Planned start Q4 • Planning • Design • Procurement • Construction/ Development	Q3 Planned Project Milestone	Status Q3 • Complete • Not Commenced • On-Track • Monitor • Off-Track	Comment Q3 Project Performance Status Definitions Complete – Project is completeNot Commenced – Project is not scheduled to have commenced this quarter On-Track – Project is tracking according to milestones Monitor – Project is not tracking according to milestones, but recoverable without intervention Off-Track – Project is not tracking according to milestones, and intervention is required
Capital Projects													
Outcome - Healthy, Safe and Inclusive													
CAP2025-26-01	**Men's Shed Modifications**	This project aims to deliver a fit-for-purpose facility for the Men's Shed at the Hayden Court property. It will accommodate current needs and allow for future membership growth.	-	$ 600,000	$ 366,231	$ 477,363	$ 333,768	Complete	Complete	Construction	Enter into 12 month Defects Liability period	Complete	
CAP2025-26-02	**Blue Gum Community Centre Redevelopment**	This project will refurbish the Blue Gum Community Centre to meet current building compliance standards. It will also renew ageing assets and components that have reached the end of their useful life.	-	$ 318,169	$ 485,244	$ 527,616	$ 545,058	On-Track	Complete	Construction	The City enters the 12 month defects liability period	Complete	
CAP2025-26-03	**Library and Cultural Centre Development**	This project will deliver a state-of-the-art Library and Cultural Centre as part of the City's main street and cultural hub. It will include a modern library, A-Class Museum, multi-purpose meeting rooms, café, and public open space.	-	$ 2,200,000	$ 2,200,000	$ 1,500,000	$ 784,327	On-Track	On-Track	Procurement	Tender for construction is put together and advertised	On-Track	Contract and Tender documents are in the final stages of development. Tender will be released to market in May 2026.
CAP2025-26-04	**Atwell Gallery Redevelopment (Stage 2)**	This project will upgrade Atwell Gallery to create a fit-for-purpose facility for cultural services and community art activities. It aims to enhance functionality and support the growing needs of local arts operations.	-	$ 300,000	$ 300,000	$ 300,000	$ 7,594	On-Track	Monitor	Procurement	Hold point in the contract awaiting external funding outcomes	On-Track	Detailed design and documentation is progressing. The City is yet to receive an outcome on the external funding outcomes.
CAP2025-26-05	**Facility Security Upgrades - Building Access Control (Phase 1)**	This project will modernise access control at key community facilities by implementing an integrated security system. It will enhance safety, improve operational efficiency, and streamline community access while reducing administrative burden.	-	$ 300,000	$ 300,000	$ 300,000	$ 42,409	On-Track	On-Track	Construction	Initial installation of solution at high priority sites, linking systems to community safety patrol services.	Monitor	Project delayed due to ongoing procurement process. Tender to be reissued with revised scope following scope changes. New tender mid-April, timelines confirmed post-contractor appointment. Budget carry forward likely required to FY26/27
CAP2025-26-06	**Changeroom Upgrade - Beasley Reserve**	To upgrade the Beasley Reserve changerooms, pavilion, public toilets and storage areas to meet the current and future needs of the sporting clubs.	G	$ 400,000	$ 400,000	$ 370,000	$ 65,332	Monitor	Monitor	Design	Detailed design complete	Off-Track	The project is currently behind schedule due to a gap between the available budget and stakeholder needs. At the outset, there was no detailed business case or clear plan to define scope and priorities, resulting in requirements identified by the clubs that significantly exceed the available funding. Efforts have been made to bring these into alignment; however, this has not yet resulted in a practical or agreed solution. This has caused significant delays, as additional time has been required to reassess the scope and identify an option that balances stakeholder expectations with the available budget. This project is being re-sequenced with a revised detailed design now scheduled for Q3 of
CAP2025-26-07	**Changeroom Upgrade - Karoonda Reserve**	This project will upgrade the changerooms at Karoonda Reserve to better serve the current and future needs of local sporting clubs. It aims to enhance functionality, accessibility, and user experience.	G	$ 1,500,000	$ 1,500,000	$ 1,500,000	$ 842,055	On-Track	On-Track	Construction	Construction begins at Karoonda Reserve	On-Track	
CAP2025-26-08	**Changeroom Upgrade - Leeming Recreation Centre (Peter Ellis)**	This project will upgrade the changerooms at Leeming Recreation Centre to support the needs of sporting clubs at both Peter Ellis Reserve and the Centre. It aims to improve functionality, accessibility, and accommodate future growth.	-	$ 1,200,000	$ 1,200,000	$ 320,000	$ 10,205	Monitor	On-Track	Construction	Construction continues at Leeming Recreation Centre	On-Track	Changeroom upgrade completed to ensure all users can now have access. Switchboard replacement on track, along with the Netball facility and storage project on track to be delivered by the end of financial year.

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CAP2025-26-09	Changeroom Upgrade - Troy Park	This project will upgrade the changerooms, pavilion, public toilets, and storage areas at Troy Park to meet the current and future needs of sporting, health, and community stakeholders. It aims to enhance functionality, accessibility, and overall facility use.	G	$ 500,000	$ 500,000	$ 300,000	$ 70,181	Monitor	On-Track	Design	Detailed design complete	On-Track	
CAP2025-26-10	Changeroom Upgrade - Len Shearer Reserve	This project will deliver a new facility at Len Shearer Reserve to meet the current and future needs of local sporting clubs. The build will include four changerooms, a pavilion, kitchen storeroom, and universally accessible toilets.	G	$ 50,000	$ 149,056	$ 179,056	$ 183,576	Complete	Complete	Construction	Remain in the defect liability period	Complete	
CAP2025-26-11	Changeroom Upgrade - Winnacott Reserve	This project will refurbish the Winnacott Reserve changerooms to meet the current and future needs of local sporting clubs. The upgrade will deliver contemporary, functional, and universally accessible facilities for the sporting community.	G	$ 300,000	$ 300,000	$ 300,000	$ 30,125	On-Track	Monitor	Procurement	Create and advertise tender documents for Winnacott Reserve changeroom upgrade	Monitor	Additional funding enabled consideration of a new build in place of a refurbishment this required retendering of architectural services. Tender will be award in April 2026. Stakeholders have agreed to the Concept Plan.
CAP2025-26-12	Tompkins Park Redevelopment	This project will refurbish the Tompkins Park Facility to meet current building compliance standards and renew ageing assets. It also includes upgrades to the eastern carpark and southern laneway to enhance access and safety.	-	$ 500,000	$ 500,000	$ 570,000	$ 146,750	On-Track	Monitor	Procurement	Tender for construction is put together and advertised	Off-Track	Detailed design will be completed by the end of the financial year. The construction is being deferred 12 months, following the 2026/27 budget prioritisation process. The glass facade remediation has progressed well.
Outcome: Clean and Green													
CAP2025-26-13	Attadale Alfred Cove Masterplan	The Attadale Alfred Cove Foreshore Masterplan sets a 20-year vision to guide future investment and decision-making for this unique foreshore area. Key projects will be implemented through the annual budget process and long-term financial planning. 2025-26 projects will be focused on Point Waylen to support the Melville Bird Sanctuary.	-	$ 200,000	$ 200,000	$ 200,000	$ 4,524	On-Track	Monitor	Construction	Works commenced	On-Track	The footpath design for Point Waylen has been finalised, with installation scheduled to commence in the coming months. This will be followed by significant planting works across both DBCA managed and City managed land. Significant work has been completed ensuring grant applications and process is being followed for reporting purposes.
CAP2025-26-14	Goolugatup Heathcote Lower Development	This project will create a revitalised natural and recreational space with fit-for-purpose assets, upgraded parking, and interpretive signage and artworks. It will also stabilise the foreshore and escarpment through a collaborative and respectful development approach.	G	$ 3,135,000	$ 3,179,000	$ 2,179,000	$ 365,286	On-Track	On-Track	Construction	Secure contractors to undertake funded work	On-Track	The tender for Stage 2 works will be presented to Council at its April OMC for endorsement.
Outcome: Sustainable and Connected Development													
CAP2025-26-15	Majestic Boardwalk Refurbishment	This project focuses on refurbishment following a structural audit that identified the need to replace critical supporting infrastructure at the Boardwalk. This project will ensure the boardwalk remains safe, functional, and accessible for public use.	-	$ 1,500,000	$ 1,500,000	$ 1,650,000	$ 1,401,127	Not Commenced	On-Track	Construction	Construction continues	On-Track	Project is on track to be completed by early May 2026.
Outcome: Vibrant and Prosperous													
CAP2025-26-16	Holiday Lighting Installation	This project delivers the City's annual holiday lighting program, including festive tree lighting and permanent programmable uplighting at key locations. It enhances public spaces year-round while enabling themed displays for significant events, with future corporate sponsorship opportunities to offset costs.	-	$ 220,000	$ 220,000	$ 220,000	$ 73,887	On-Track	On-Track	Planning	Removal of fairy lights and evaluation of outcomes	On-Track	RFQ: electrical infrastructure has been advertised. Tender: Christmas Decoration Hire will be advertised until 14 May. Concept design complete for Canning Bridge ped. overpass lighting. TQRFI with MRWA for approval.

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Outcome: Good Governance and Leadership													
Capital Programs													
Outcome - Healthy, Safe and Inclusive													
CAP2025-26-17A	**Furniture and Equipment - Libraries, Museums and Community Centres**	This program covers the renewal, replacement, and upgrade of furniture and equipment across the City's libraries, museums, community centres, and leisure centres. It ensures these facilities remain functional, welcoming, and fit-for-purpose.	-	$ 492,068	$ 492,068	$ 89,000	$ 72,024	On-Track	On-Track			Complete	Funding for furniture and equipment replacement and renewal has been spent. Specialised equipment acquired includes a 3D printer and Cricut for the makerspace at AH Bracks Library
CAP2025-26-17B	**Furniture and Equipment - Leisure Centres**	This program covers the renewal, replacement, and upgrade of furniture and equipment across the City's libraries, museums, community centres, and leisure centres. It ensures these facilities remain functional, welcoming, and fit-for-purpose.	-	$ 592,341	$ 592,341	$ 605,941	$ 84,773	On-Track	On-Track			On-Track	Procurement planning for Cardio Replacement completed, with option for lease pricing. Basketball backboard at LeisureFit Melville procurement completed, awaiting confirmation of installation date.
CAP2025-26-18	**Artworks Acquisition Program**	This program supports visual arts initiatives, public art projects, and the development of its art collection, guided by key strategic documents. It enables investment in local artists, enhances public spaces, and ensures community access to artworks through commissions, exhibitions, and acquisitions. 2025-26 Art Collections purchases include two commissions plus the Art Award. 2025-26 Public Art purchases include the Mt Henry Bridge Mural and Biophilic Public Art Commission – Stage 2.	-	$ 230,000	$ 400,000	$ 400,000	$ 109,674	On-Track	On-Track			On-Track	Murals completed, two by First Nations artists and two sump walls; LeisureFit mural on track for June 2026. Two acquisitions to the public art collection; Art Awards on track; celebratory publication for the 50th anniversary. Four Major Percent for Art projects evaluated for later this calendar year.
CAP2025-26-19	**Parking Technology Program**	This program aims to improve operational efficiency, modernise service delivery, and enable officers to focus on higher-priority tasks while maintaining effective enforcement and compliance. In 2025-26, this includes enhancements to mobile parking technology and the upgrade of parking meters.	-	$ 300,000	$ 300,000	$ 300,000	$ -	On-Track	On-Track			Monitor	RFT252619 was determined as a non-award and revised procurement process required. Updated tender expected end April, with award anticipated 3 months following re-issue.
CAP2025-26-20	**Community Sports and Recreation Facilities Fund Program**	The City's contribution to the Community, Sport and Recreation Facilities Fund (CSRFF) supports infrastructure projects that promote physical activity, typically funded jointly by clubs, the City, and the State Government. In 2025-26, funding includes upgrades to floodlights, cricket turf, and court resurfacing, with additional support allocated for smaller projects not eligible under CSRFF.	-	$ 300,000	$ 396,590	$ 96,452	$ 64,260	Monitor	Monitor			Monitor	CSRFF Program on hold. No further update has been received by the Department Creative Industries, Tourism and Sport.

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Outcome: Clean and Green													
CAP2025-26-21	Corporate Climate Action Plan Program	As per the above. 2025-26 capital projects include EV charging infrastructure, renewable energy upgrades, embedded networks, and the detailed design of the Eco Hub to enhance community amenities.	G	$ 2,055,147	$ 2,062,489	$ 846,000	$ 307,209	On-Track	On-Track			Monitor	Tender released (Mar–Apr) for Solar PV & battery across Civic Centre, Point Walter & Eco Hub (~230kW added capacity). CEUF projects progressing. Point Walter VSD pumps installed and complete, delivering energy and emissions reductions.
CAP2025-26-22	Environmental Program	This program delivers renewal and upgrade projects to support the management of natural areas, wetlands, and foreshore environments. It aims to protect and enhance the City's ecological assets and resilience.	G	$ 1,249,102	$ 1,099,387	$ 824,080	$ 412,963	On-Track	Off-Track			On-Track	Completed the realignment of the Canning Beach public shared path (PSP) at Coffee Point. Sand renourishment being proposed at pocket beaches in the Point Walter boat ramp area, subject to DBCA approvals. Aquatic marine structure renewals underway.
CAP2025-26-23	Irrigation Program	The Irrigation Program includes renewal and new and upgrade projects (irrigation and bore renewal) to assist with the management of healthy parks and green spaces in the city.	-	$ 1,200,000	$ 1,441,914	$ 1,431,914	$ 582,508	On-Track	On-Track			On-Track	Program is on track. Installation of upgraded pipes and sprinklers (System) the focus over the last half of the FY.
CAP2025-26-24	Parks and Foreshores Program	The Parks & Foreshores Programs include renewal and new and upgrade projects. Renewal projects implement of foreshore and parks management plans which include provision for infrastructure, furniture and whole of park renewals. New and upgrade projects include additional foreshore and parks infrastructure, furniture and whole of park assets.	G	$ 2,873,495	$ 2,962,600	$ 3,193,844	$ 2,262,921	On-Track	On-Track			On-Track	Program is on track. Multiple assets form this project that are at various stages from planning to implementation.
CAP2025-26-25	Lighting Program	This program includes renewal and upgrade projects to maintain and enhance lighting in public open spaces and along the Esplanade Foreshore. It addresses aging infrastructure and provides new lighting based on strategic needs and investigation outcomes.	-	$ 907,525	$ 801,889	$ 503,807	$ 128,395	On-Track	On-Track			On-Track	Program is on track
CAP2025-26-26	Urban Forest Strategy Program	This program supports the implementation, succession, management, and expansion of the urban forest. It aligns with the Urban Forest Strategy to enhance canopy cover, biodiversity, and long-term environmental resilience.		$ 1,000,507	$ 844,672	$ 935,572	$ 605,985	On-Track	On-Track			On-Track	Planting scheduled to commence once the cooler weather arrives. Compulsory planting on verges adjoining commercial properties to commence this winter.
CAP2025-26-27	Canning Bridge Activity Centre Program	This Program aim to deliver a vibrant, accessible Canning Bridge Activity Centre precinct through enhanced public spaces, including new open spaces at Moreau Mews and 13 The Esplanade, and a major streetscape upgrade along Ogilvie Road. Projects will support the Centre's transformation into a dynamic community hub, with delivery subject to funding and staging.	G	$ 3,365,000	$ 2,269,418	$ 2,269,418	$ 2,207,191	On-Track	On-Track			On-Track	Esplanade Park is completed. Design continues for Moreau Mews Town Square Public Open Space.
CAP2025-26-28	Streetscapes and Precincts Program	This program delivers renewal and upgrade projects across the City's streetscapes, precincts, and activity centres. It includes improvements such as bus shelters to enhance amenity, accessibility, and public space functionality.	G	$ 725,500	$ 767,657	$ 647,657	$ 109,866	On-Track	On-Track			On-Track	The Esplanade POS project completed. Detail design and tender specification development of Moreau Mews underway.
CAP2025-26-29	Playspace Program	This program includes renewal and upgrade projects to deliver high-quality, interactive outdoor play areas that promote active participation and community wellbeing. The 2025–26 renewal program will upgrade playspaces at eight key parks across the City, including Harry Patterson and Brentwood Playspace – Moonlight Bay.	G	$ 963,252	$ 1,086,665	$ 1,134,593	$ 566,238	On-Track	On-Track			Monitor	Overall playground program progressing well. Webber Reserve footpath out for quote, the cost to undertake this work may become an issue so we need to monitor costs versus actual budgets.

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Outcome: Sustainable and Connected Development													
CAP2025-26-30	**Roads and Carparks Program**	This program includes renewal and upgrade projects to ensure the City's roads and carparks remain safe and fit for purpose. Works include road rehabilitation, resurfacing, lighting, and traffic calming infrastructure, with funding support from various government grant programs.	G	$ 12,308,745	$ 12,796,307	$ 12,199,975	$ 7,279,681	On-Track	On-Track			Monitor	The majority of the road program is on track. The traffic signal project at North Lake Road and Winterfold Road is delayed. Main Roads WA cannot install the signals for the City due to delays in their program and current capacity.
CAP2025-26-31	**Drainage Program**	This program includes renewal and upgrade projects to maintain safe and effective drainage infrastructure across the City. It targets flood mitigation and improved stormwater quality through asset upgrades informed by flood mapping, community feedback, and the City's drainage strategy.	-	$ 2,120,000	$ 2,163,732	$ 2,060,732	$ 1,390,006	On-Track	On-Track			On-Track	Drainage program is on track.
CAP2025-26-32	**Paths Program**	This program includes renewal and upgrade projects to ensure the City's path network is safe, accessible, and fit for purpose. Guided by the Walk and Ride Plan, it aims to upgrade existing paths and expand footpath coverage – currently at 55% – to meet community needs and disability standards.	-	$ 2,220,816	$ 2,330,514	$ 2,551,500	$ 1,212,428	On-Track	On-Track			On-Track	The path program is on track. One project has been deferred due to consultation feedback.
CAP2025-26-33	**Jetties, Boardwalks and Riverwalls Program**	This program includes renewal and upgrade projects to maintain safe and functional river infrastructure. It ensures these assets remain structurally sound and accessible for public use.	-	$ 500,000	$ 508,885	$ 282,455	$ 134,614	On-Track	On-Track			On-Track	Whilst the overall program is on track, there have been identified issues with Gunbower Jetty which may result in the temporary closure of this facility to the public.
CAP2025-26-34	**City Buildings Program**	This program includes renewal and upgrade projects to maintain safe, functional, and compliant community facilities. Renewal works extend asset life and meet regulatory standards, while upgrades improve building usability and service delivery.	G	$ 7,389,577	$ 7,793,104	$ 5,329,261	$ 2,640,145	On-Track	On-Track			On-Track	
Outcome: Vibrant and Prosperous													
Outcome: Good Governance and Leadership													
CAP2025-26-35	**Digital Strategy Program**	As per the above. 2025-26 capital projects include hardware renewals, mobility device replacements, iPaaS implementation, intranet development, and upgrades to network, software, and communications infrastructure.	-	$ 940,500	$ 1,102,051	$ 827,835	$ 71,270	On-Track	On-Track			On-Track	Projects are progressing well within agreed tolerances. The Integration as a Service (iPaaS) platform has been implemented with key integrations configured for CXR project.
CAP2025-26-36	**Fleet Program**	This program manages the procurement and maintenance of the City's vehicles, plant, and equipment to support operational needs. It follows best-practice standards and is progressively transitioning to low-emissions vehicles and equipment.	-	$ 5,541,241	$ 6,266,150	$ 6,298,240	$ 2,595,268	On-Track	On-Track			On-Track	The 2025/26 Fleet Capital Program remains on track. The 2026/27 Program will commence in May 2026, focusing on priority assets and delivery timeframes. Quotation will be undertaken prior to end of financial year to reduce delays.

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Operating Projects													
Outcome - Healthy, Safe and Inclusive													
OP2025-26-01	**Museum Collection Management System**	This project will implement a purpose-built Collection Management System (CMS) to improve the care, documentation, and accessibility of the City's Museum collections. It will replace the current inadequate library-based system, with funding covering software, data migration, installation, and staff training.	-	$ 61,604	$ 61,604	$ 61,604	$ -	On-Track	On-Track	Procurement	System procured/supplier contracted by December 2025	On-Track	Vendor has been contracted and system design has commenced. Implementation will be complete & new system accessible online by EOFY. Budget on track.
OP2025-26-02	**Fiona Stanley Hospital - New Parking Technology**	This project involves installing fixed License Plate Recognition (LPR) cameras and in-ground sensors within the Fiona Stanley Hospital precinct to improve parking compliance. It targets ongoing issues such as overstays, illegal footpath parking, and obstructive or unsafe parking.	-	$ 105,000	$ 105,000	$ 150,000	$ 14,537	On-Track	On-Track	Construction	Pilot testing, community education and full system activation and evaluation	Off-Track	RFT252619 was determined as a non-award and a revised procurement process required. Updated tender expected end April, with award anticipated 3 months following. Project is expected to recover in phase 2 which is scheduled for FY26/27.
OP2025-26-03	**Active Reserve Infrastructure Strategy (ARIS) - Review**	This project will review the 2020 Active Reserve Infrastructure Strategy and expand its scope to develop a comprehensive Sport and Recreation Infrastructure Plan. It aims to guide future planning and investment for all sport and recreation infrastructure across the City of Melville.	-	$ 23,335	$ 23,335	$ 23,335	$ 19,180	Monitor	Monitor	Planning	Finalise plan	Monitor	Officers have continued to progress the drafting of the plan and are targeting the completion of the first draft in Q4.
OP2025-26-04	**Leeming Recreation Centre - Needs analysis and pre-feasibility study**	With the Leeming Recreation Centre nearing the end of its useful life, this project will explore future options for its provision and management. It will also consider integration opportunities with the nearby town centre and Leeming Senior High School.	-	$ 21,001	$ 24,076	$ 39,076	$ 20,352	On-Track	Monitor		N/A	On-Track	Part two of a presentation on the Pre-Feasibility Study was presented to Elected Members in March 2026, concluding the Q2 milestone. A Council item is proposed for Q4 for Council to consider the Pre-Feasibility Study and proceeding with the next phase of work.
OP2025-26-05	**Changeroom Upgrade (Pre-Planning) - Alan Edwards Reserve**	This project will deliver a Needs and Site Analysis, Concept Design, and Feasibility Study for the Alan Edwards Reserve changerooms, including stakeholder engagement. It will define the upgrade scope, identify future needs, and present concept options, budget, and funding pathways to Council for decision-making.	-	$ 28,002	$ 28,002	$ 28,002	$ -	On-Track	Monitor	Planning	Continue Needs and Site-Analysis (includes stakeholder engagement)	Monitor	Commenced Needs Analysis, draft Needs Analysis and engagement with users to be complete Q4. Delay due to protracted engagement with Winnacott Clubroom project.
OP2025-26-06	**Changeroom Upgrade (Pre-Planning) - Gairloch Reserve**	This project involves a Needs and Site Analysis, Concept Design, and Feasibility Study for the Gairloch Reserve changerooms, including stakeholder engagement. It will define the upgrade scope, highlight future needs, and provide Council with concept options, budget, and funding recommendations.	-	$ 28,002	$ 28,002	$ 28,002	$ -	On-Track	Monitor	Planning	Continue Needs and Site-Analysis (includes stakeholder engagement)	Monitor	Draft Needs Analysis complete, review and engagement with users to be complete Q4. Delay due to protracted engagement with Winnacott Clubroom project.
OP2025-26-07	**Melville Bowling Club Redevelopment - Needs Analysis and Feasibility Study**	This project will deliver a comprehensive needs analysis, site analysis, concept design, and feasibility study for the proposed redevelopment of the Melville Bowling Club. It will explore integrated planning opportunities with Atwell House to support a coordinated precinct approach.	-	$ 56,004	$ 56,004	$ 76,004	$ 30,481	On-Track	Monitor	Planning	Concept Design	Monitor	Needs and Site Analysis underway, which has included engagement with all individual stakeholder groups and a presentation to Elected Members in March 2026. Draft Needs and Site Analysis due June 2026.

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OP2025-26-08	**Morris Buzzacott Reserve - Site Development Plan**	This project will develop a coordinated Site Development Plan for Morris Buzzacott Reserve to prioritise proposed renewals, capital works, and group requests. It will guide future investment and support external funding opportunities for this key district-level sporting and community precinct.	-	$ 28,002	$ 28,002	$ 28,002	$ -	On-Track	Monitor	Planning	Council report	Monitor	Draft SDP to be complete Q4, following final club feedback. Presentation to Elected Members and Council Item in Q1 FY27, to advertise the draft SDP for public comment.
OP2025-26-09	**Morris Buzzacott Reserve - Tennis Court (Kardinya) Planning and Design Investigations**	This project involves planning and design investigations to assess the cost of renewing the deteriorating tennis courts at Morris Buzzacott Reserve. It will also consider alternative management models, as current renewal responsibilities sit with the Kardinya Tennis Club under the existing licence.	-	$ 28,002	$ 28,002	$ 8,002	$ -	Monitor	Monitor	Planning	Council report	Monitor	Management model agreed in principle with club, draft management agreement under review. Presentation to Elected Members and Council Item due Q1 27FY.
OP2025-26-10	**John Connell Reserve - Sports Field Extension and Offset Revegetation Planning**	This project will prepare detailed designs and costings for the John Connell Reserve sports field extension, along with offset revegetation planning for Ken Hurst Park, as required by the approved native vegetation clearing permit. The outcomes will inform a Business Case for Council consideration.	-	$ 100,000	$ 100,000	$ 50,000	$ 704	On-Track	Monitor	Planning	Council report	On-Track	Presentation to Elected Members in March 2026, Business Case and Council Item complete, to be considered at April 2026 Ordinary Meeting of Council.
Outcome: Clean and Green													

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Outcome: Sustainable and Connected Development													
OP2025-26-11	**Booragoon (Melville City Centre) Activity Centre Plan - Review**	This project involves preparing an updated Structure Plan for the Booragoon City Centre in line with legislative requirements. It will guide future development and activation of the City's designated Secondary Centre under State Planning Policy 4.2.	-	$ 94,505	$ 94,505	$ 24,505	$ 23,478	On-Track	On-Track	Procurement	Procure consultants and commence PSP/Master Plan preparations	On-Track	Project Scope to Council May 206
OP2025-26-12	**Canning Bridge Activity Centre Plan - Review**	This project will update the Canning Bridge Activity Centre Plan to address legislative requirements and stakeholder concerns around built form, development transitions, and bonus height provisions. The revised plan will strengthen guidance on future development, enhance vibrancy, and support improved community and economic outcomes.	-	$ 123,874	$ 123,874	$ 100,000	$ 70,500	On-Track	On-Track	Design	Post CPACP review projects commenced	On-Track	Dialogue continuing with DPLH to determine likely WAPC decision date
OP2025-26-13	**Riseley Activity Centre Plan - Review**	This project will update the Riseley Activity Centre Plan to meet State Planning Framework requirements and strengthen development guidance. The revised plan will support improved built form, accessibility, vibrancy, and economic outcomes.	-	$ 60,754	$ 60,754	$ 110,754	$ 40,658	On-Track	On-Track	Design	Preparation of draft Riseley Structure Plan revisions	On-Track	
OP2025-26-14	**Murdoch Knowledge and Health - Parking and Transport Planning Investigation**	This investigative project will assess accessibility and movement within the Murdoch Specialised Activity Centre Structure Plan area. It will evaluate how past and upcoming developments align with the plan's intended objectives.	-	$ 27,001	$ 27,001	$ 18,000	$ -	On-Track	On-Track	Design	Begin preparation of movement and place audit report	On-Track	
OP2025-26-15	**Myaree Business Area Master Plan**	This Master Plan project will provide strategic direction to enhance the Myaree Business area, supporting economic development and future investment. It aims to benefit property owners, businesses, nearby residents, and the broader community.	-			$ -	$ -	Monitor	Monitor			Monitor	Report being delayed and modified in response to stakeholder feedback and budget constraints. Presentation to Council approximately June 2026.
OP2025-26-16	**Public Open Space Strategy - Review**	This project will review relevant planning documents and assess Public Open Space (POS) provision using a multi-criteria approach, identifying shortfalls and opportunities to address them. It will consider future growth impacts, explore land repurposing and funding options, and include community engagement and reporting.	-	$ 75,000	$ 75,000	$ 75,000	$ 15,380	On-Track	On-Track	Development/Implementation	Updated POS strategy finalised and adopted	Monitor	Presented to EMES in April 2026. Strategy being modified in response to feedback. Presentation to Council approximately June 2026.
OP2025-26-17	**Local Planning Scheme 6 - Review**	This project ensures compliance with the State Planning Framework and updates the City's statutory planning framework. It aims to respond to evolving needs and deliver outcomes that benefit the broader community and district.	-	$ 171,308	$ 171,308	$ 395,308	$ 149,171	Monitor	Monitor	Design	Make relevant adjustments to draft LPS6 in response to final workshop	On-Track	Workshops held February to May 2026. Pathway provided for Council consideration of draft Scheme by December 2026.

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Outcome: Vibrant and Prosperous													
OP2025-26-18	**Tivoli Site - Investigation Consultancy**	This project will review land use and tenure options for City-owned property at 67–69 Canning Beach Road and 2 Kintail Road, Applecross. It will explore scenarios that retain the Tivoli heritage buildings and balance community, cultural, and revenue-generating uses.	-	$ 80,000	$ 80,000	$ 80,000	$ 43,942	On-Track	On-Track	Planning	Draft Council report	On-Track	Site investigation is progressing, with assessments and a draft concept complete. Preliminary design is underway. Heritage is under review, with a CMP required. Opportunities are being explored to optimise land use and align with objectives.
OP2025-26-19	**Destination Marketing Strategy**	This project will develop and implement a Destination Marketing Strategy to deliver Objective 4.2 of the Council Plan. It aims to boost the local economy, attract investment and visitors, strengthen the City's reputation, and promote sustainable, year-round tourism.	-	$ 44,325	$ 44,325	$ 44,325	$ -	On-Track	On-Track	Development/Implementation	Destination Marketing campaign evaluation at the end of Q2	On-Track	Presentation to ELT and final presentation. Final document will go to Council for adoption in May 2026.
Outcome: Good Governance and Leadership													
OP2025-26-20	**Our Future Melville Vision Campaign**	The Our Future Melville campaign supports the City's long-term transformation by fostering community awareness, advocacy, and engagement. It aims to build understanding and excitement around major projects that will shape Melville's future, create jobs, and enhance quality of life.	-	$ 27,377	$ 27,377	$ 84,113	$ 2,400	Monitor	On-Track	Development/Implementation	Rollout continues	On-Track	Design approach selected by Council. Alignment with LPS6 outcomes. Council report in June 2026.

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Operating Programs													
Outcome - Healthy, Safe and Inclusive													
OP2025-26-21	**Active Reserve Infrastructure Strategy (ARIS) Program - Preliminary Design Program**	This program includes initial technical design and investigation for several minor sport and recreation infrastructure improvements across the community as guided by the Active Reserve Infrastructure Strategy (ARIS). The work will define scope and costs, enabling the City to develop business cases and pursue external funding. Key 2025-26 projects include Mandala Tennis Court Investigation, Morris Buzzacott Reserve (Hockey and Cricket) Preliminary Floodlighting Design, Len Shearer Reserve Preliminary Lighting Design and Marmion Reserve Preliminary Lighting Design.	-	$ 60,668	$ 60,668	$ -	$ 80,668	On-Track	On-Track			On-Track	Mandala Tennis Court Investigation, consultant engaged. Morris Buzzacott Preliminary Floodlighting Design and Len Shearer Preliminary Lighting Design, consultant engaged. Marmion Reserve Preliminary Lighting Design – Stakeholder engagement progressing on design.
Outcome: Clean and Green													
OP2025-26-22	**Corporate Climate Action Plan Program**	The Corporate Climate Action Plan outlines the City's pathway to achieving carbon neutrality by 2030, following its climate emergency declaration. It includes 110 actions focused on reducing operational emissions and enhancing organisational resilience, with 2025-26 operating projects such as carbon accounting and energy monitoring, community renewable energy support, solar and battery feasibility studies, energy efficiency upgrades, electrification trials, and third-party emissions verification.	-	$ 225,787	$ 225,787	$ 225,787	$ 139,435	On-Track	On-Track			On-Track	CREST FY25/26: 5 applications assessed; 2 approved (Melville Water Polo, Kardinya Bowling), 1 reserve (Bull Creek Tennis). Community batteries at Palmyra & Winthrop progressing, with preliminary designs received from Western Power.
OP2025-26-23	**Community Climate Action Plan Program**	The Community Climate Action Plan outlines 57 actions across seven themes to help the community achieve net zero emissions by 2050, focusing on emissions reduction and climate resilience. Key 2025-26 projects include CARG 2.0, Biodiverse Backyards, Library of Things, community education initiatives, support for local groups, and the EcoHub events and education program.	-	$ 169,787	$ 169,787	$ 169,787	$ 149,835	On-Track	On-Track			On-Track	EcoHub delivered 71 programs (>1,900 attendees). LEAP youth program launched. Tales & Trails rolled out to childcare centres. Biodiversity survey work underway. Community initiatives progressing incl. ReWild, WasteSorted Palmyra and capacity-building workshops.
Outcome: Sustainable and Connected Development													
OP2025-26-24	**Planning Policies Program**	This program involves the development of local planning policies. Policy focus areas for 2025-26 include enhancing the environmental performance of new developments and protecting the City's tree canopy on private land through the creation of an Environmentally Sustainable Design Local Planning Policy and a Trees on Private Land Local Planning Policy, to drive more sustainable development outcomes across the city.	-	$ 13,500	$ 13,500	$ 13,500	$ 10,993	On-Track	On-Track			On-Track	

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Outcome: Vibrant and Prosperous													
Outcome: Good Governance and Leadership													
OP2025-26-25	**Digital Strategy Program**	The City's Digital Strategy guides ICT investments over the next five to 10 years to support transformational change, emphasising the role of information in decision-making and the importance of technology in maintaining community trust. The multi-year roadmap, regularly updated and structured across foundational, establishment, and extension phases, includes 2025-26 operating projects such as the CiAnywhere upgrade, website redevelopment, Customer Service Re-imagined (CxR), Microsoft 365 CoPilot, telephony upgrades, WHS systems, and enhancements to project management, service desk, and cybersecurity systems.	-	$ 3,704,959	$ 4,349,959	$ 4,561,959	$ 1,447,386	On-Track	On-Track			On-Track	Projects are on track and progressing well. Key projects completed include: Finance CiAnywhere upgrade and Data centre migration. Website upgrade is on track to be implemented.

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Council Plan Outcome	Objectives	#	Service	Service Statement	Status for Q1 ● On-Track ● Monitor ● Off-Track	Status for Q2 ● On-Track ● Monitor ● Off-Track	Service Status Q3 ● On-Track ● Monitor ● Off-Track	Service Comment Q3
				Healthy, Safe and Inclusive				
Healthy, Safe and Inclusive	1.1, 1.2, 1.5	1	**Community Development - People**	Lead and support initiatives that strengthen community connectedness, belonging, and active participation across Melville, with a focus on equity, rights, and inclusion. This includes delivering strategic actions from the Youth, Disability, and Age-Friendly plans, coordinating volunteering and child safety programs, and managing the Community Based Transport Service. Sub services include: • Youth Activities • Volunteer Melville • Access and Inclusion • First Nations Engagement and Reconciliation • Child Safety • Seniors	On-Track	On-Track	On-Track	Volunteer Resource Service received 424 external referrals and enabled 199 volunteers. Four Auspire Award winners were presented at the Australia Day ceremony acknowledging their work for the City of Melville community. All Abilities Expo facilitated by the Melville Chamber of Commerce. Youth Market Day with ~300 attendees. The South of the River Forum on End of Life Planning hosted in March with approx. 150 attendees.
Healthy, Safe and Inclusive	1.1, 1.2, 1.4	2	**Neighbourhoods Centres and Community Capacity Building**	Manage and activate community centres and spaces through collaborative programming, volunteer engagement, and community-led initiatives that foster connection and participation. Oversee grants, projects, financial counselling services, and provide support to license holders to enable inclusive, responsive service delivery. Sub services include: • Community Centre Management • Capacity Building – Local Not for Profit Organisations and Community Groups • Financial Counselling and Emergency Relief	On-Track	On-Track	On-Track	Neighbourhoods: partnerships with WA Disabled Sport Association and Foodbank resulting in new low cost programs. Bush Medicine Workshop and Diabetes WA Information Sessions held. 1,181 bookings across 6 comm.centres and spaces. BlueGum Community Centre re-opened - even planned for May. Community Infrastructure Framework and Social Infrastructure Plan draft ongoing and 44 Emergency Relief appointments fulfilled.
Healthy, Safe and Inclusive	1.6	04	**Libraries**	Provide inclusive, vibrant spaces, information, and activities that promote literacy, support lifelong learning, and foster social connectedness and accessibility across the community. Sub services include: • Life-long Learning Activities, Events and Programs • Reference, Information and Readers Advisory Service • Library Home Delivery Service • Library Centre Management • Library Collections	On-Track	On-Track	On-Track	Highlight: Toddler Taker event held at AH Bracks Library attracted over 600 toddlers. A family Chinese New Year event at Bull Creek Library that attracted 472 attendees. Increases in visitation by 4%, loans 2.7% and digital loans by 10%. $9,000.00 Community Cohesion Grant from the Office of Community Cohesion within the Department of Home Affairs for new and existing targeted library programs.

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Healthy, Safe and Inclusive	1.2 1.6	05	**Arts, Culture and Events**	Plan, manage, and deliver arts and cultural services, events, programs, facilities, and collections that foster lifelong learning, creativity, and community engagement. Sub services include: • Events and Cultural Programs and Services • Arts Development • Art Collection Management • Public Art Management • Cultural Infrastructure Planning and Project Management	On-Track	On-Track	On-Track	Events & Programming: A total of 30 events across 9 locations, engaging over 5707 community members and supporting more than 102 artists, including 37 First Nations artists. Arts: Public Art 9 projects completed and a further 5 underway, Key cultural infrastructure milestones were also achieved, with Atwell progressing to schematic design completion and Goolugatup Heathcote Lowerlands advancing through Stage 1 completion and Stage 2 tendering, with recommendations to Council in April.
Healthy, Safe and Inclusive	1.6	06	**Museums and Cultural Precincts**	Manage and deliver museum, gallery, and local history services to preserve and share the City's heritage, including key collections and the museum learning program. Oversee the Goolugatup Heathcote Precinct, coordinating exhibitions, events, and operations while supporting onsite artists and creative organisations. Sub services include: • Cultural Precinct Management • Goolugatup Gallery Curation • Exhibitions, Programs, Education Services and Events • Local History Services • Museum Collection Management	On-Track	On-Track	On-Track	**Cultural Precincts:** Tenants: 90. **Goolugatup**: Exhibitions & events: 7, visits: 4801, arts economy $13,551, 14 artists, 2 First Nations. **Museums Exhibitions:** 8, audience 671. **Local History**: 15 enquiries. **Museum Collections:** 12 accessions, 214 conservations, 77 items displayed **LMAC: With** Creative Spaces on planning collections displays. Cultural Heart precinct planning for alignment of programming commencing.
Healthy, Safe and Inclusive	1.3	07	**Community Safety**	Provide programs, activities, information and education about community safety to help people feel safe, secure and connected; reduce crime and preventable injuries and contribute to a safe and secure physical environment. Sub services include: • Community Safety and Crime Prevention Programs	On-Track	On-Track	On-Track	Q3 progress includes completion of the LEMC meeting (18 Feb) and delivery of community initiatives such as the Len Shearer Open Day (15 Mar) and Aged Care MelSafe Talk (31 Mar). The CCTV Rollout Plan was adopted by Council (17 Mar). Animal Management Plan quotes have been received and appointment and commencement for quarter 4. Access Control and CCTV tender documentation is being finalised for release mid-April 2026.
Healthy, Safe and Inclusive	1.3	08	**Community Safety Mobile Patrol Service**	Provide a trusted and recognisable community service that enhances public safety and compliance through a balanced approach of proactive engagement and responsive enforcement of local laws across the city. Sub services include: • Community Safety Mobile Patrol Service • Holiday Watch Program	On-Track	On-Track	On-Track	Q3 saw sustained high demand, with 815 community safety tasks and 164 holiday patrol requests completed, and the service surpassing 10,000 total jobs as a key milestone. Capability uplift continued via upgraded radios, new Civic base station/antenna, and Phase 1 duress alarm rollout. Recruitment was completed, enabling full operational staffing in Q4 since service launch. Focus now shifts to measurable performance outcomes, including response times and customer satisfaction.

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Healthy, Safe and Inclusive	1.3	09	**Ranger Services**	Deliver education and enforcement activities under relevant Local Laws and State legislation – including animal management, fire safety, parking, and emergency management – to enhance community safety and compliance.. Sub services include: • Animal Management • Fire Management • Parking Management • Emergency Management	On-Track	On-Track	On-Track	Q3 focused on sustained enforcement across animal management, parking, fire safety and compliance activities. 125 infringements and 135 cautions issued for LGA offences, with 32 dogs and 36 vehicles impounded. 1,177 parking jobs completed and 13,721 parking infringements processed. 1,999 animal renewals and 612 reminders issued. Backlog reduced, KPIs maintained, systems embedded, and proactive patrol optimisation improved compliance outcomes across the City.
Healthy, Safe and Inclusive	1.4	10	**Public Health**	Ensure a safe and healthy community by upholding high public health standards, providing access to clean water, safe food, and well-managed environments. This includes preventing disease, illness, and injury from environmental health risks such as pollution, noise, hazards, and other environmental exposures. Sub services include: • Environmental Health • Sampling and Monitoring • Mosquito Management	On-Track	On-Track	On-Track	Number of incoming EH Requests: 486 Number of Finalised EH Requests: 484 Applications Assessed: 95 Licensed Premises Inspections: 299 Sampling (Food and Water): 325 • 131 pools + 66 river • 82 food + 14 environmental + 32 other (swabs) Implementation of the City's Mosquito Management Plan Activities: 156 officer hours
Healthy, Safe and Inclusive	1.4 1.5	11	**Sport and Recreation**	Builds the capacity of sporting groups through guidance and support to enable vibrant, inclusive community offerings. Leads the planning, prioritisation, and access management of sport and recreation infrastructure, and develops policies, partnerships, and programs that promote healthy lifestyles. Sub services include: • Sport and Recreation Facilities Planning • Recreation Development and Bookings Reserves and Bookings, Fund and Grant Administration, Club Liaison and Support • Health Promotions	On-Track	On-Track	On-Track	Over 55's Disco: Feb ~170pax & positive media Healthy Melville Plan reviewed by SMHS Menstrual equity: Donation scheme implemented in Libraries/comm. Centres Active in the Park: 3 x week ~70pax per session Report submitted to council re. Alcohol & Unhealthy Food Advertising in or o City property Leeming Rec, John Connell Res Ext & Melville Bowling club Pres. @ EMES in March Len Shearer event a success. Agreements/payments for Melville & Applecross Cricket Clubs finalised.

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Healthy, Safe and Inclusive	1.4	13	**LeisureFit**	Manage LeisureFit Booragoon and LeisureFit Melville to deliver affordable, inclusive fitness, wellness, indoor sport, recreation, and swimming programs for all ages and abilities, with a focus on supporting underserved groups and improving community health and wellbeing. Oversee the hire and use of indoor meeting and function spaces at LeisureFit Melville and Shirley Strickland Sports Pavilion to enable community activities and promote healthy lifestyles. Sub services include: • LeisureFit Booragoon Centre Management • Health and Fitness Programs • LeisureFit Melville • Shirley Strickland Sports Pavilion • Aquatic Programs	On-Track	On-Track	On-Track	LeisureFit has continued membership growth, with 5,618 members as at end of March 2026, up 788 on same time last year. Health Lounge has now been re-opened. Strength for Life program has experienced highest monthly attendances 2,233 in March 2026, showing consistent increase in community uptake of seniors programs. Staff changerooms work scheduled to commence in Q4.
Healthy, Safe and Inclusive	1.4	14	**Point Walter Golf Course (A)**	• Golf Course Contract Management (Property)	On-Track	On-Track	On-Track	Compliance with the Lease and Management Agreement is actively monitored by Officers to ensure the operator meets all contractual obligations, including maintenance standards, asset care and service delivery expectations. Any non-compliance issues are documented and addressed through corrective actions and ongoing liaison to ensure standards are maintained.
Healthy, Safe and Inclusive	1.4	14	**Point Walter Golf Course (B)**	Manage and maintain a sustainable public golf course at Point Walter Reserve to promote community health, wellbeing, and social connection. Sub services include: • Golf Course Maintenance (Natural Areas and Parks)	On-Track	On-Track	On-Track	Maintenance activities are progressing to schedule both at the Golf Course and the remainder of the Point Walter Open Space. Tee box renewals have been completed.
				Clean and Green				
Clean and Green	2.1, 2.2, 2.5, 2.6	15	**Sustainability**	Lead organisational and community actions to reduce carbon emissions, aiming for organisational carbon neutrality by 2030 and net zero across the City by 2050. Deliver education, programs, and initiatives that promote sustainability, environmental stewardship, and effective waste management. Sub services include: • Corporate Climate Action • Community Climate Action	On-Track	On-Track	On-Track	Renewable energy grant procurement underway. Scope 3 modelling progressing to ELT/EM decisions (Apr–Jun). LED upgrades advancing. LEAP, CAAG and community programs ongoing incl. waste study and Bull Creek garden. Strategic comms plan in development.

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Council Plan Outcome	Objectives	#	Service	Service Statement	Status for Q1 ● On-Track ● Monitor ● Off-Track	Status for Q2 ● On-Track ● Monitor ● Off-Track	Service Status Q3 ● On-Track ● Monitor ● Off-Track	Service Comment Q3
Clean and Green	2.1, 2.2, 2.4, 2.5	16	**Natural Areas Management**	Conserve, protect, and enhance natural areas to ensure the sustainable management of wetlands, bushland, and foreshore environments for the benefit of the community and local ecosystems. Sub services include: • Bushland Management • Foreshore Management • Wetland Management	On-Track	On-Track	On-Track	Maintenance activities are progressing to schedule. Foreshore Officer recruitment completed. Continued design work underway for the Point Waylen MBS project, planting and paths to be installed in the coming winter. Winter planting to commence in the Natural Areas once the cooler months arrive. Native Plant Giveaway to be undertaken in early May.
Clean and Green	2.1, 2.2, 2.3, 2.4	17	**Parks and Streetscape Management**	Preserve and enhance parks and streetscapes to ensure they remain safe, welcoming, and sustainable spaces for the community to enjoy now and into the future. Sub services include: • Open Space Design and Project Management • Sporting Reserves and Ovals • Parks and Playspaces • Streetscapes • Urban Forest Management • Irrigation and Water Management	On-Track	On-Track	On-Track	Open space design program progressing well, highlights include the completion of The Esplanade POS and Peter Ellis hard courts. Moreau Mews detail design and tender specification nearing completion. Sports fields have been changed over from summer to winter sports. Irrigation water consumption below annual water allocation. Winter tree planting program forward works nearly completed, gearing up to commence planting in the cooler months.
Clean and Green	2.2, 2.5, 2.6	18	**Resource Recovery and Waste Management**	Deliver best-practice sustainable waste management and resource recovery to protect community amenity and the environment. This includes reducing landfill, minimising greenhouse gas emissions, promoting environmental sustainability, and ensuring compliance with environmental regulations and alignment with the State's 2030 Waste Strategy. Sub services include: • Food Organic Garden Organic (FOGO), Waste and Recycling Collection (Residential and Commercial) • Bulk Verge, Illegal Dumping and Public Litter Bin Collection • Waste Disposal and Processing - Resource Recovery Group (RRG) and Household Hazardous Waste • Waste Education	On-Track	On-Track	On-Track	Behaviour Change Program:supports improved sorting behaviours and recovery outcomes through targeted education is progressing, completion due in Jul 26. Reuse Bookable Verge Collection Trial is planned for May/June. The trial will enable charitable reuse of suitable items prior to bulk waste collection, reducing landfill and increasing recycling and employment outcomes. Digitisation of waste services continues and will deliver efficiencies in routing, reporting, and service reliability.
				Sustainable and Connected Development				
Sustainable and Connected Development	3.1, 3.2, 3.3, 3.4	19	**Building Services**	Provide a safe and compliant built environment for the community through the management of building permit applications across the City ensuring regulatory and safety standards are met. Sub services include: • Building Approvals and Assessments	Monitor	Monitor	On-Track	Building Applications Received: 541 Request for Building Plans/Documents: 161 Building Permits determined: 470 **Statistics status:** Ongoing data and system issues impacting certainty of performance outcomes. Solution now in progress with ICT.

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Sustainable and Connected Development	3.1, 3.2, 3.3, 3.4	20	**Development Compliance**	Provide a safe and compliant built environment for the community by undertaking compliance investigations and inspections ensuring relevant regulations for development (planning), building and swimming pool barriers are met. Sub services include: • Building Compliance • Swimming Pool Compliance • Planning Compliance	Monitor	Monitor	Monitor	Planning compliance cases - created: 55, closed: 39, open at end Q3:34 Building compliance cases - created: 117, closed: 87, open at end Q3:85 General Swimming Pool (SP) Inspections Q3: 1673 Mandatory SP Inspections: FY2526 - Required: 3992, undertaken: 3190, outstanding: 802 Q3 - Required: 1535, undertaken: 1240, outstanding: 295 General SP Inspections: Includes all (mandatory, follow up, new licenses and under construction) Mandatory SP Inspections: 4-year legislated inspection
Sustainable and Connected Development	3.1, 3.2, 3.3, 3.4	21	**Statutory Planning Services**	Enhance the vibrancy and amenity of our built environment by ensuring it is well planned, and developments are delivered in line with development controls, statutory applications regarding development, use and subdivision of land to support economic and community wellbeing. Sub services include: • Development and Other Applications • Planning and Development Information • Building Referrals • Policy Review and Statutory Controls	Monitor	Monitor	On-Track	Planning Applications Received: 294 (188 Development) Planning Apps. Determined: 296 (182 Development) Development Assessment Panel App. Received: 1 Development Assessment Panel App. Determined: 3 Additional planning applications include written planning advice, deemed-to-comply-checks, subdivision referral responses and Section 40 advice. **Statistics status:** Ongoing data and system issues impacting certainty of performance outcomes. Solution now in progress with ICT.
Sustainable and Connected Development	3.1, 3.2, 3.3, 3.4, 3.5, 3.6	22	**Roads and Transport Infrastructure - Roads and Carparks** (includes Transport Support Assets)	Provide, renew, and maintain roads, carparks, and transport infrastructure in line with industry standards and legislative requirements to ensure safety, quality, and functionality. This supports community outcomes and service levels as outlined in the City's Road Asset Management Plan. Sub services include: • Road and Carpark Design and Planning • Road and Carpark Construction • Road and Carpark Maintenance • Crossover and Verge Administration	On-Track	On-Track	On-Track	Road and Carpark capital program is reported in the project quarterly report. Design program is on schedule. Progressing designs for 2026/2027 road renewal program. Currently monitoring design program due to staff turnover. Ad hoc road maintenance is being delivered with 501 km of road maintained. Verge bonds and crossover applications continue to be managed.

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Sustainable and Connected Development	3.1, 3.2, 3.3, 3.4	23	**Roads and Transport Infrastructure - Stormwater and Drainage**	Provide, renew, and maintain stormwater and drainage infrastructure in line with industry standards and best practices to support safety, sustainability, and functionality. This ensures delivery of community outcomes and service levels outlined in the City's Stormwater and Drainage Asset Management Plan. Sub services include: • Stormwater and Drainage Design and Planning • Stormwater and Drainage Construction • Stormwater and Drainage Maintenance	On-Track	On-Track	On-Track	Storm water and Drainage program is progressing well as scheduled. Maintenance activities are on schedule which include pits, pipes and sumps. 2787 pits have been cleaned this year. Stormwater design reviews have been slowed due to staff turnover but this should be rectified in fourth quarter.
Sustainable and Connected Development	3.1, 3.2, 3.3, 3.4, 3.5, 3.6	24	**Paths**	Provide, renew, and maintain the City's path network in accordance with industry standards and best practices to support accessibility, safety, and connectivity. This aligns with the community outcomes and service levels defined in the City's Path Asset Management Plan. Sub services include: • Paths Design and Planning • Paths Construction • Paths Maintenance	On-Track	On-Track	On-Track	Path capital program is progressing in line with schedule. Path design program also on schedule. Surveys commenced for next years construction program. Path maintenance requests are being managed. Path condition audit defect repairs are ongoing.
Sustainable and Connected Development	3.1, 3.2, 3.3, 3.4, 3.5, 3.6	25	**Traffic, and Road Safety**	Management and monitoring of traffic and road safety and provide traffic engineering advice to internal and external stakeholders. Sub services include: • Traffic and Transport Planning • Street Lighting • Underground Power • Road Safety and Active Transport Education • Traffic and Road Safety Assessments	On-Track	On-Track	On-Track	Traffic management plans continue to be reviewed and approved. Traffic and Road Safety investigations are ongoing. DA/BA's continue to be reviewed. Area is also undertaking a business improvement project to improve customer service management. Willagee underground power project installation has commenced.
Sustainable and Connected Development	3.1, 3.2, 3.3, 3.4	26	**City Buildings Project Management**	Manage and deliver of major capital works projects in accordance with community outcomes and the City's Project Management Framework. Sub services include: • Major Projects • Minor and Internal Projects	On-Track	On-Track	On-Track	Projects are on track for Quarter 3.

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Sustainable and Connected Development	3.1, 3.2, 3.3, 3.4	27	**City Buildings Management**	Maintain City owned facilities to ensure they are fit for purpose, safe and operational and meet the diverse needs of our community and intergenerational facility user groups. Sub services include: • City Building Maintenance Planning • City Buildings Maintenance Delivery	On-Track	On-Track	On-Track	City Buildings and Maintenance Planning is on track for Quarter 3.

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Council Plan Outcome	Objectives	#	Service	Service Statement	Status for Q1 ● On-Track ● Monitor ● Off-Track	Status for Q2 ● On-Track ● Monitor ● Off-Track	Service Status Q3 ● On-Track ● Monitor ● Off-Track	Service Comment Q3
Sustainable and Connected Development	3.1, 3.2, 3.3, 3.4, 3.5, 3.6	28	**Strategic Planning**	Deliver a responsive, contemporary local planning framework that guides built form, land use, and place activation in line with State planning requirements, enhancing the city's vibrancy, amenity, and future development. Sub services include: • Land Use Strategy Preparation and Review • Activity Centres and Precinct Planning • Policy Review and Development • Urban Investigations and Analysis • Place-Based Implementations	On-Track	On-Track	On-Track	Improvements to the planning framework are progressing. The review of LPS has continued with the commencement of a series of workshops in February 2026. Review of the Riseley Centre Structure Plan has commenced with the preliminary engagement scheduled for May 2026. In February 2026, Council endorsed an approach for the review of the Booragoon Activity Centre Plan. Local Planning Policies for Tree Management on Private Property and Scheme Amendment Processing are progressing.
				Vibrant and Prosperous				
Vibrant and Prosperous	4.1, 4.3	30	**Strategic Land and Property Management**	Deliver effective and sustainable management of City freehold and managed Crown land, including strategic acquisition and disposal of properties, to support long-term intergenerational financial sustainability for the community. Sub services include: • Land and Property Management • Strategic Land Disposal and Acquisition • Property Leasing, Licencing Management and Administration	On-Track	On-Track	On-Track	Officers manage the City's land portfolio to support long-term financial sustainability through coordinated planning, acquisitions, disposals and leasing. Focus areas include accurate records, compliance and optimised land use. Underutilised assets are reviewed for divestment, acquisitions align with future needs, and leasing balances returns with community benefit. A Land Optimisation Strategy is in development to guide future decisions.
Vibrant and Prosperous	4.1, 4.2, 4.3, 4.4, 4.5	31	**Business Development**	Support the economic prosperity, vibrancy, and resilience of Melville's communities and businesses by fostering tourism and business growth, and facilitating access to vocational, literacy, and funding opportunities.. Sub services include: • Business Engagement and Support • Business Friendly Initiatives, Events and Programs • Tourism Development	On-Track	On-Track	On-Track	Discover Melville Destination and Attractions Plan has been prepared and presented to May OCM for endorsement. Small Business Award nominations opened. Parking information and customer communications provided to Canning Bridge businesses Met with the state government to prepare the closure and acquittal of the small business approvals plan from 2023.
				Good Governance and Leadership				
Good Governance and Leadership	5.4	32	**Community and Stakeholder Engagement**	Foster meaningful engagement with customers, community, and stakeholders to ensure diverse perspectives inform decision-making and that engagement principles are embedded across all aspects of strategy and project planning and delivery. Sub services include:	On-Track	On-Track	On-Track	Triennial engagement audit underway with external auditor; report to Council Oct 2025. Community Confidence Score currently 4.1. Melville Sounding Board has grown 71% this financial year. Quality Assurance Framework now embedded across all projects, with team-led engagement achieving 100% compliance.

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Council Plan Outcome	Objectives	#	Service	Service Statement	Status for Q1 ● On-Track ● Monitor ● Off-Track	Status for Q2 ● On-Track ● Monitor ● Off-Track	Service Status Q3 ● On-Track ● Monitor ● Off-Track	Service Comment Q3
Good Governance and Leadership	5.5	33	**Customer Experience**	Deliver a customer-first experience by serving as the first point of contact across multiple channels, managing feedback, and ensuring a customer-centric approach is embedded in all services to meet the diverse needs of our community. Sub services include: • Customer Relations First Point of Contact • Customer First	On-Track	On-Track	On-Track	Service performance declined in Q3, with a Grade of Service of 76.29% against the 80% target. This was driven by increased call and email volumes, including a significant rise in MelSafe enquiries following the return of outsourced calls in-house, and higher parking infringement appeals. A new forecasting and scheduling system was implemented during the quarter, with continued focus on strengthening reporting and analytics to support data driven, customer centred decision making.
Good Governance and Leadership	5.3	34	**Asset Management Planning**	Administer and maintain asset management systems to support infrastructure planning, undertake asset valuations, and contribute to the development of capital works and asset management programs. Sub services include: • Asset Management Strategic Planning • Asset Data Management • Infrastructure Asset Valuation	On-Track	On-Track	On-Track	The path and road condition audits are underway. The jetties and marine asset management plan is complete. Working on parks asset management plan. Asset data management is ongoing. Unit rates have been reviewed. The Asset Management Strategy is ready to go to Council.
Good Governance and Leadership	5.1, 5.2	35	**Corporate Strategy**	Facilitate and deliver integrated business planning, reporting, and project portfolio management to ensure organisational alignment and prioritisation with the outcomes and objectives of the City's Council Plan for the Future (Strategic Community Plans and Corporate Business Plan). Sub services include: • Integrated Strategic Planning • Reporting • Portfolio Management Office	On-Track	On-Track	On-Track	Delivered EM workshops to align FY26/27 priorities, services and budget. Advanced capital planning, including prioritisation framework and improved business case approach to support informed investment decisions and portfolio alignment.
Good Governance and Leadership	5.3, 5.4, 5.5, 5.6	36	**Communications**	Deliver contemporary, customer-centric communications to inform and connect with our community and stakeholders, promote the City's vision, people, places, and projects, highlight Melville's tourism and eco-tourism, and support greater community awareness and participation in City initiatives. Sub services include: • Marketing and Communications • Digital Marketing • Public Relations and Media	On-Track	On-Track	On-Track	The new Website CMS was launched, website governance documents approved and published on the BMS, and position descriptions for new roles updated. Scoping commenced for the Communications and Engagement Strategy, Future Melville creative direction was approved, intranet and website governance agreed with IT, Strategic plans progressed, temporary team members recruited, and Small Business Approvals moved toward formal acquittal and closure.

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Good Governance and Leadership	5.1, 5.2, 5.3, 5.5, 5.6	37	**Finance and Risk**	Provide financial planning and reporting, accounting, procurement, contract management, risk and business continuity planning, and insurance services, while ensuring compliance with all statutory and audit requirements. Sub services include: • Procurement and Contract Oversight • Financial Management and Accounting • Rating and Revenue • Risk and Insurance	On-Track	On-Track	On-Track	This quarter, Financial Services delivered all key outputs, completing month-end financial reports within statutory timeframes and supporting corporate planning and budget development targets. Rates collection remained strong at 94%, improving on the same period last year. Procurement executed 10 contracts, with 24 tenders under assessment. Investment activity complied with policy, with 16% of the portfolio allocated to approved green investments.
Good Governance and Leadership	5.3, 5.4, 5.5, 5.6	38	**Information Communication and Technology (ICT)**	Deliver modern, accessible digital customer and information management solutions, providing organisation-wide support to enable efficient service delivery and digital transformation with the customer at the centre. Sub services include: • Information Management • Technology Operations and Improvements • Strategic Projects and Innovation • Customer Enablement and Support	On-Track	On-Track	On-Track	The ICT services are on track, with the following key highlights: •Information Management service has received 80 FOI applications to date this Financial Year (FY). This is higher compared to the last FY, where the City received a total of 60 applications. •The Recordkeeping Plan has been submitted to State Records Office for approval. •Digital Strategy projects are on track and within agreed tolerances. •The operations team are at full capacity enabling post go-live support for projects as well as normal BAU support activities.
Good Governance and Leadership	5.1, 5.2, 5.4	39	**Governance**	Provide corporate oversight to ensure compliance with the Local Government Act and excellence in governance, including Council meeting administration and Elected Member support, to enable informed decision-making and deliver transparent, participatory outcomes for the community. Sub services include: • Organisational Governance • Council Support and Assistance • Civic Functions and Ceremonies	On-Track	On-Track	On-Track	AGME held with 30 residents and 6 motions received. Council endorsed a WALGA advocacy position on electoral reform. Local Law amendments (Fencing and Cats) progressed as requested by JSCDL. Extraordinary Election 2026 held with one ward contested by five candidates. Annual review of delegations and authorisations underway. Local government reform initiatives progressed, including review of Committees and CEO performance review framework. Policy Framework progressing Civic events include Auspire Citizenship Event and ANZAC Commemorative Event. Business-as-usual on track
Good Governance and Leadership	5.1, 5.2, 5.3	40	**Internal Audit**	Provide independent assessment and audit of the City's risk management, governance, and internal control processes to ensure their effectiveness, with audit findings reported to the CEO and Financial Management, Audit, Risk and Compliance Committee (MARCC) for review and approval. Sub services include: • Internal Audit	On-Track	On-Track	On-Track	Final audit findings, recommendations and proposed actioning Officers/dates are now being compiled and will be ready for submission to the next ARIC meeting.

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Council Plan Outcome	Objectives	#	Service	Service Statement	Status for Q1 ● On-Track ● Monitor ● Off-Track	Status for Q2 ● On-Track ● Monitor ● Off-Track	Service Status Q3 ● On-Track ● Monitor ● Off-Track	Service Comment Q3
Good Governance and Leadership	5.3, 5.6	41	**People and Culture**	Enhance organisational performance and capability through targeted human resources, learning, and development activities, supporting the achievement of strategic objectives while fostering a safe, inclusive, and high-performing workplace. Sub services include: • Human Resources • Payroll • Learning and Organisational Development	On-Track	On-Track	On-Track	Workforce Planning (Phase 1) is complete, establishing a validated baseline of positions, FTE and structure, improving workforce data visibility. Insights are being integrated with the IPR process, with directorate action plans being finalised. Employee engagement remains a focus, alongside leadership and accountability. The Five Strengths leadership program has concluded, with further learning planned for 2026–27.
Good Governance and Leadership	5.6	42	**Workplace Health and Safety**	Provide risk-based advice and support to ensure the health, safety, and wellbeing of all City of Melville workers, contractors, and visitors, in line with legal and ethical obligations. Manage the City's safety management system, workers' compensation claims, injury management, WHS training, inspections, and incident investigations. Sub services include: •Safety, Health and Wellbeing	On-Track	On-Track	On-Track	The WHS function has progressed to a structured five-pillar Transformation Program (Governance, Systems, Compliance, Culture, Capability), overseen by an ELT Steering Committee. Key deliverables include near-pilot of DoneSafe contractor management, a ready-to-launch Safety Culture Survey, a leader due diligence toolkit, and five-year data insights to strengthen risk-based decision-making and accountability
Good Governance and Leadership	5.3, 5.6	43	**Fleet**	Manage the City's fleet across its entire asset lifecycle, along with the inventory and operations of the City's Operations Centre yard. Sub services include: • Fleet Planning and Procurement • Fleet Maintenance	On-Track	On-Track	On-Track	The Fleet Department remains on track with procurement, vehicle and plant replacements, servicing, and disposals. Investigations into new technologies continue, with a focus on improved tracking and reporting systems and the transition to low emission vehicles and plant. Some delays have been experienced due to supply chain constraints and fuel issues, which are being actively managed.
Good Governance and Leadership	5.1, 5.2, 5.4	49	**Advocacy and Grants**	Provide specialist advocacy and grants advice to secure government support for Council priorities, influence key decision-makers, and attract external investment and funding to drive the City's long-term growth and vision. •Advocacy •Grants	On-Track	On-Track	On-Track	Member of Parliament lunch and formal briefing to present regional advocacy priorities and the City's Advocacy Book. Community Grants Framework and Policy stakeholder engagement, with ELT approval to seek EM feedback at EMES in Q4. Ongoing coordination and advice to internal stakeholders for 45 active external grants for the 2025/26 financial year. Monitored and supported delivery of 21 election commitments, including tracking progress and providing regular updates to Members of Parliament.

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Council Plan 2024-2034 Quarterly Report

Q3 2025-26 (January – March 2026)

ARIC Meeting
11 May 2026

City of Melville

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Projects and Programs

Summary

Council Plan Outcomes	#	Complete	Not Commenced	On-Track	Monitor	Off-Track
Healthy, Safe and Inclusive	28	4	-	11	10	3
Clean and Green	13	-	-	11	2	-
Sustainable and Connected Development	14	-	-	11	3	-
Vibrant and Prosperous	3	-	-	3	-	-
Good Governance and Leadership	4	-	-	4	-	-
Total	**62**	**4**	**-**	**40**	**15**	**3**

Project Performance Status Definitions

- **Not Commenced** – Project is not scheduled to have commenced this quarter
- **On-Track** – Project is tracking according to milestones
- **Monitor** – Project is not tracking according to milestones, but recoverable without intervention
- **Off-Track** – Project is not tracking according to milestones, and intervention is required
- **Complete** – Project is complete

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Projects and Programs

Capital Projects

Title	Phase	Milestone	Status
Facility Security Upgrades - Building Access Control (Phase 1)	Construction	Initial installation of solution at high priority sites, linking systems to community safety patrol services. Informing residents and businesses about the project.	Monitor
Changeroom Upgrade - Beasley Reserve	Design	Detailed design complete.	Off-Track
Changeroom Upgrade - Winnacott Reserve	Procurement	Create and advertise tender documents for Winnacott Reserve changeroom upgrade.	Monitor
Tompkins Park Redevelopment	Procurement	Tender for construction is put together and advertised.	Off-Track

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Projects and Programs

Operating Projects

Title	Phase	Milestone	Status
Fiona Stanley Hospital - New Parking Technology	Construction	Pilot testing, community education and full system activation and evaluation.	Off-Track
Active Reserve Infrastructure Strategy (ARIS) – Review	Planning	Finalise Plan.	Monitor
Changeroom Upgrade (Pre-Planning) - Alan Edwards Reserve	Planning	Continue Needs and Site-Analysis (includes stakeholder engagement).	Monitor
Changeroom Upgrade (Pre-Planning) - Gairloch Reserve	Planning	Continue Needs and Site-Analysis (includes stakeholder engagement).	Monitor
Melville Bowling Club Redevelopment - Needs Analysis and Feasibility Study	Planning	Needs and Site Analysis underway including engagement with stakeholders and presentation to Elected Members in March 2026.	Monitor
Morris Buzzacott Reserve - Site Development Plan	Planning	Council Report.	Monitor

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Projects and Programs

Operating Projects – cont.

Title	Phase	Milestone	Status
Myaree Business Area Master Plan	Development	Under refinement	Monitor
Public Open Space Strategy – Review	Development	Update Public Open Space Strategy finalised and adopted	Monitor

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Projects and Programs

Capital Programs

Title	Status
Parking Technology Program	Monitor
Community Sports and Recreation Facilities Fund Program	Monitor
Corporate Climate Action Plan Program	Monitor
Playspace Program	Monitor
Roads and Carparks Program	Monitor

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Services

Summary

Council Plan Outcomes	#	On-Track	Monitor	Off-Track
Healthy, Safe and Inclusive	12	12	-	-
Clean and Green	4	4	-	-
Sustainable and Connected Development	10	9	1	-
Vibrant and Prosperous	2	2	-	-
Good Governance and Leadership	13	13	-	-
Total	41	40	1	-

Service Performance Status Definitions

- **On Track** – Service is being delivered as planned
- **Monitor –** Service is being delivered as planned but requires monitoring
- **Off Track –** Service is not being delivered as planned and requires support and intervention

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Services

Services

Title	Status
Development Compliance	Monitor

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Next Update: July 2026

Thank You

Questions and Discussion

City of Melville

Council Plan Reference	2025-2026 Program and Project Name	Project/ Program Description	Q1 Planned Project Milestone	Q2 Planned Project Milestone	Q3 Planned Project Milestone	Q4 Planned Project Milestone
Capital Projects						
Outcome - Healthy, Safe and Inclusive						
CAP2025-26-01	**Men's Shed Modifications**	This project aims to deliver a fit-for-purpose facility for the Men's Shed at the Hayden Court property. It will accommodate current needs and allow for future membership growth.	Continue Construction	Finalise construction	Enter into 12 month Defects Liability period	Continue 12 month Defects liability period
CAP2025-26-02	**Blue Gum Community Centre Redevelopment**	This project will refurbish the Blue Gum Community Centre to meet current building compliance standards. It will also renew ageing assets and components that have reached the end of their useful life.	Continue Construction	Construction is complete and the Centre is re-opened to the public	The City enters the 12 month defects liability period	The City continues with the 12 month defects liability perion
CAP2025-26-03	**Library and Cultural Centre Development**	This project will deliver a state-of-the-art Library and Cultural Centre as part of the City's main street and cultural hub. It will include a modern library, A-Class Museum, multi-purpose meeting rooms, café, and public open space.	Detailed design on track and communicated with user groups	Detailed design complete	Tender for construction is put together and advertised	Tender is assessed and awarded for construction
CAP2025-26-04	**Atwell Gallery Redevelopment (Stage 2)**	This project will upgrade Atwell Gallery to create a fit-for-purpose facility for cultural services and community art activities. It aims to enhance functionality and support the growing needs of local arts operations.	Detailed design on track and communicated with user groups	Detailed design complete	Hold point in the contract awaiting external funding outcomes	Hold point in the contract awaiting external funding outcomes
CAP2025-26-05	**Facility Security Upgrades - Building Access Control (Phase 1)**	This project will modernise access control at key community facilities by implementing an integrated security system. It will enhance safety, improve operational efficiency, and streamline community access while reducing administrative burden.	Council approval and budget allocation	Identifying priority locations, selection of vendors and contract negotiations	Initial installation of solution at high priority sites, linking systems to community safety patrol services. Informing residents and businesses about the project	Review system effectiveness
CAP2025-26-06	**Changeroom Upgrade - Beasley Reserve**	To upgrade the Beasley Reserve changerooms, pavilion, public toilets and storage areas to meet the current and future needs of the sporting clubs.	Schematic design completed	Detailed design on track and communicated with user groups	Detailed design complete	Procurement for the construction of the Beasley Reserve Facility commences
CAP2025-26-07	**Changeroom Upgrade - Karoonda Reserve**	This project will upgrade the changerooms at Karoonda Reserve to better serve the current and future needs of local sporting clubs. It aims to enhance functionality, accessibility, and user experience.	The construction tender advertised	The construction tender is assessed and presented to Council for endorsement	Construction begins at Karoonda Reserve	Constructions finishes at Karoonda Reserve and is open for sporting clubs
CAP2025-26-08	**Changeroom Upgrade - Leeming Recreation Centre (Peter Ellis)**	This project will upgrade the changerooms at Leeming Recreation Centre to support the needs of sporting clubs at both Peter Ellis Reserve and the Centre. It aims to improve functionality, accessibility, and accommodate future growth.	The construction tender is assessed and presented to Council for endorsement	Construction begins at Leeming Recreation Centre for the users of Peter Ellis Reserve	Construction continues at Leeming Recreation Centre	Construction finishes at Leeming Recreation Centre and is open for sporting clubs
CAP2025-26-09	**Changeroom Upgrade - Troy Park**	This project will upgrade the changerooms, pavilion, public toilets, and storage areas at Troy Park to meet the current and future needs of sporting, health, and community stakeholders. It aims to enhance functionality, accessibility, and overall facility use.	Schematic design completed	Detailed design on track and communicated with user groups	Detailed design complete	Procurement for the construction of the Troy Park Community Facility commences
CAP2025-26-10	**Changeroom Upgrade - Len Shearer Reserve**	This project will deliver a new facility at Len Shearer Reserve to meet the current and future needs of local sporting clubs. The build will include four changerooms, a pavilion, kitchen storeroom, and universally accessible toilets.	Finalise construction	Occupation and Stakeholder move into the new facility. Transition into the 12 month defect liability period	Remain in the defect liability period	Remain in the defect liability period
CAP2025-26-11	**Changeroom Upgrade - Winnacot Reserve**	This project will refurbish the Winnacott Reserve changerooms to meet the current and future needs of local sporting clubs. The upgrade will deliver contemporary, functional, and universally accessible facilities for the sporting community.	Finalise concept drawings	Move to schematic and detailed design	Create and advertise tender documents for Winnacott Reserve changeroom upgrade	Assess and award tender for Winnacott Reserve changerooms
CAP2025-26-12	**Tompkins Park Redevelopment**	This project will refurbish the Tompkins Park Facility to meet current building compliance standards and renew ageing assets. It also includes upgrades to the eastern carpark and southern laneway to enhance access and safety.	Detailed design on track and communicated with user groups	Detailed design complete	Tender for construction is put together and advertised	Tender is assessed and awarded for construction. Construction commencement will be subject to seasonal restrictions
Outcome: Clean and Green						

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CAP2025-26-13	**Attadale Alfred Cove Masterplan**	The Attadale Alfred Cove Foreshore Masterplan sets a 20-year vision to guide future investment and decision-making for this unique foreshore area. Key projects will be implemented through the annual budget process and long-term financial planning. 2025-26 projects will be focused on Point Waylen to support the Melville Bird Sanctuary.	Plans finalised with stakeholders	Obtain contractors to conduct work	Works commenced	Works completed
CAP2025-26-14	**Goolugatup Heathcote Lower Development**	This project will create a revitalised natural and recreational space with fit-for-purpose assets, upgraded parking, and interpretive signage and artworks. It will also stabilise the foreshore and escarpment through a collaborative and respectful development approach.	Stake 1 under procurement	Planning commences once funding secured	Secure contractors to undertake funded work	Commence construction of funded works
Outcome: Sustainable and Connected Development						
CAP2025-26-15	**Majestic Boardwalk Refurbishment**	This project focuses on refurbishment following a structural audit that identified the need to replace critical supporting infrastructure at the Boardwalk. This project will ensure the boardwalk remains safe, functional, and accessible for public use.	N/A	Construction will commence. Community will be notified of the boardwalk closure	Construction continues	Construction is finalised and the City transitions into the 12 month defects liability period. Boardwalk is reopened to community
Outcome: Vibrant and Prosperous						
CAP2025-26-16	**Holiday Lighting Installation**	This project delivers the City's annual holiday lighting program, including festive tree lighting and permanent programmable uplighting at key locations. It enhances public spaces year-round while enabling themed displays for significant events, with future corporate sponsorship opportunities to offset costs.	Procurement of contractors	Install electrical connections and lighting	Removal of fairy lights and evaluation of outcomes	Planning for 2026-27

Operating Projects

Outcome - Healthy, Safe and Inclusive						
OP2025-26-01	**Museum Collection Management System**	This project will implement a purpose-built Collection Management System (CMS) to improve the care, documentation, and accessibility of the City's Museum collections. It will replace the current inadequate library-based system, with funding covering software, data migration, installation, and staff training.	Scoping complete by August 2025	System requirements/design complete by October 2025	System procured/supplier contracted by December 2025	System implemented/fully operational by April 2026. Old CMS systems/storage decommissioned by June 2026
OP2025-26-02	**Fiona Stanley Hospital - New Parking Technology**	This project involves installing fixed License Plate Recognition (LPR) cameras and in-ground sensors within the Fiona Stanley Hospital precinct to improve parking compliance. It targets ongoing issues such as overstays, illegal footpath parking, and obstructive or unsafe parking.	Procurement for vendor selection	System installation and integration	Pilot testing, community education and full system activation and evaluation	N/A
OP2025-26-03	**Active Reserve Infrastructure Strategy (ARIS) - Review**	This project will review the 2020 Active Reserve Infrastructure Strategy and expand its scope to develop a comprehensive Sport and Recreation Infrastructure Plan. It aims to guide future planning and investment for all sport and recreation infrastructure across the City of Melville.	Community engagement, draft plan	Draft plan to Ordinary Meeting of Council, community engagement, draft plan	Finalise plan	Final plan to Ordinary Meeting of Council
OP2025-26-04	**Leeming Recreation Centre - Needs analysis and pre-feasibility study**	With the Leeming Recreation Centre nearing the end of its useful life, this project will explore future options for its provision and management. It will also consider integration opportunities with the nearby town centre and Leeming Senior High School.	Draft pre-feasibility study	Present draft Needs and Site Analysis and Pre-Feasibility Study to Council	N/A	N/A
OP2025-26-05	**Changeroom Upgrade (Pre-Planning) - Alan Edwards Reserve**	This project will deliver a Needs and Site Analysis, Concept Design, and Feasibility Study for the Alan Edwards Reserve changerooms, including stakeholder engagement. It will define the upgrade scope, identify future needs, and present concept options, budget, and funding pathways to Council for decision-making.	Develop Project Plan	Undertake Needs and Site-Analysis (includes stakeholder engagement)	Continue Needs and Site-Analysis (includes stakeholder engagement)	Undertake Concept Design and Feasibility. Prepare CSRFF application (subject to Council endorsement of concept)
OP2025-26-06	**Changeroom Upgrade (Pre-Planning) - Gairloch Reserve**	This project involves a Needs and Site Analysis, Concept Design, and Feasibility Study for the Gairloch Reserve changerooms, including stakeholder engagement. It will define the upgrade scope, highlight future needs, and provide Council with concept options, budget, and funding recommendations.	Develop Project Plan	Undertake Needs and Site-Analysis (includes stakeholder engagement)	Continue Needs and Site-Analysis (includes stakeholder engagement)	Undertake Concept Design and Feasibility. Prepare CSRFF application (subject to Council endorsement of concept)
OP2025-26-07	**Melville Bowling Club Redevelopment - Needs Analysis and Feasibility Study**	This project will deliver a comprehensive needs analysis, site analysis, concept design, and feasibility study for the proposed redevelopment of the Melville Bowling Club. It will explore integrated planning opportunities with Atwell House to support a coordinated precinct approach.	Procurement - Consultancy	Needs and site analysis	Concept Design	Feasibility study

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OP2025-26-08	**Morris Buzzacott Reserve - Site Development Plan**	This project will develop a coordinated Site Development Plan for Morris Buzzacott Reserve to prioritise proposed renewals, capital works, and group requests. It will guide future investment and support external funding opportunities for this key district-level sporting and community precinct.	Draft Open Space concept plan	Stakeholder and community engagement, cost estimate	Council report	N/A
OP2025-26-09	**Morris Buzzacot Reserve - Tennis Court (Kardinya) Planning and Design Investigations**	This project involves planning and design investigations to assess the cost of renewing the deteriorating tennis courts at Morris Buzzacott Reserve. It will also consider alternative management models, as current renewal responsibilities sit with the Kardinya Tennis Club under the existing licence.	Design and cost estimate	Management Model review	Council report	N/A
OP2025-26-10	**John Connell Reserve - Sports Field Extension and Offset Revegetation Planning**	This project will prepare detailed designs and costings for the John Connell Reserve sports field extension, along with offset revegetation planning for Ken Hurst Park, as required by the approved native vegetation clearing permit. The outcomes will inform a Business Case for Council consideration.	Project plan, consultations	Concept, cost estimate, business case	Council report	N/A
Outcome: Sustainable and Connected Development						
OP2025-26-11	**Booragoon (Melville City Centre) Activity Centre Plan - Review**	This project involves preparing an updated Structure Plan for the Booragoon City Centre in line with legislative requirements. It will guide future development and activation of the City's designated Secondary Centre under State Planning Policy 4.2.	Council consideration of preliminary engagement	Finalise scope/RFQ for Precinct Structure Plan (PCP) and Master Plan	Procure consultants and commence PSP/Master Plan preparations	Draft PSP and Master Plan and associated stakeholder engagement
OP2025-26-12	**Canning Bridge Activity Centre Plan - Review**	This project will update the Canning Bridge Activity Centre Plan to address legislative requirements and stakeholder concerns around built form, development transitions, and bonus height provisions. The revised plan will strengthen guidance on future development, enhance vibrancy, and support improved community and economic outcomes.	Completion of FIR work and provision to WAPC	Determination and endorsement of revised Canning Bridge Activity Centre Plan (CPACP) by WAPC	Post CPACP review projects commenced	N/A
OP2025-26-13	**Riseley Activity Centre Plan - Review**	This project will update the Riseley Activity Centre Plan to meet State Planning Framework requirements and strengthen development guidance. The revised plan will support improved built form, accessibility, vibrancy, and economic outcomes.	Review and refine technical input, engagement with state agencies. Council briefing on project scope and technical findings	System installation and integration	Preparation of draft Riseley Structure Plan revisions	ELT and EMES input on draft Riseley Structure Plan
OP2025-26-14	**Murdoch Knowledge and Health - Parking and Transport Planning Investigation**	This investigative project will assess accessibility and movement within the Murdoch Specialised Activity Centre Structure Plan area. It will evaluate how past and upcoming developments align with the plan's intended objectives.	Desktop study, literature review and site audit	Meetings with relevant stakeholders, namely DPLH, PTA, Main Roads, DoH, Development WA, St John of God	Begin preparation of movement and place audit report	N/A
OP2025-26-15	**Myaree Business Area Master Plan**	This Master Plan project will provide strategic direction to enhance the Myaree Business area, supporting economic development and future investment. It aims to benefit property owners, businesses, nearby residents, and the broader community.	Master plan finalised by July 2025	N/A	N/A	N/A
OP2025-26-16	**Public Open Space Strategy - Review**	This project will review relevant planning documents and assess Public Open Space (POS) provision using a multi-criteria approach, identifying shortfalls and opportunities to address them. It will consider future growth impacts, explore land repurposing and funding options, and include community engagement and reporting.	Phase 2 Opportunities and directions assessment undertaken	Phase 3 draft strategy completed and community engagement undertaken	Updated POS strategy finalised and adopted	N/A
OP2025-26-17	**Local Planning Scheme 6 - Review**	This project ensures compliance with the State Planning Framework and updates the City's statutory planning framework. It aims to respond to evolving needs and deliver outcomes that benefit the broader community and district.	Anticipated workshops to commence and continue through to end of Q4	Elected Member workshops to continue through to end of year	Make relevant adjustments to draft LPS6 in response to final workshop recommendations. Present draft to	Seek approval from Council to submit the draft scheme to WAPC/Minister for permission to advertise the draft scheme.
Outcome: Vibrant and Prosperous						
OP2025-26-18	**Tivoli Site - Investigation Consultancy**	This project will review land use and tenure options for City-owned property at 67–69 Canning Beach Road and 2 Kintail Road, Applecross. It will explore scenarios that retain the Tivoli heritage buildings and balance community, cultural, and revenue-generating uses.	Release consultants brief and select preferred consultant	Draft report	Draft Council report	June OMC
OP2025-26-19	**Destination Marketing Strategy**	This project will develop and implement a Destination Marketing Strategy to deliver Objective 4.2 of the Council Plan. It aims to boost the local economy, attract investment and visitors, strengthen the City's reputation, and promote sustainable, year-round tourism	Rollout of Destination Marketing Strategy marketing activity	Rollout continues	Destination Marketing campaign evaluation at the end of Q2	N/A
Outcome: Good Governance and Leadership						

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OP2025-26-20	**Our Future Melville Vision Campaign**	The Our Future Melville campaign supports the City's long-term transformation by fostering community awareness, advocacy, and engagement. It aims to build understanding and excitement around major projects that will shape Melville's future, create jobs, and enhance quality of life.	Rollout of Our Future Melville Vision marketing activity	Rollout continues	Rollout continues	Rollout of Our Future Melville Vision marketing activity and evaluation

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