

minutes

Audit and Risk Committee

MEETING HELD ON

MONDAY 9 MARCH 2026

Acknowledgement of Traditional Custodians

The City of Joondalup acknowledges the traditional custodians of the land, the Whadjuk people of the Noongar nation, and recognises the culture of the Noongar people and the unique contribution they make to the Joondalup region and Australia. The City of Joondalup pays its respects to their Elders past and present and extends that respect to all Aboriginal and Torres Strait Islander peoples.

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TABLE OF CONTENTS

1	DECLARATION OF OPENING	4
2	DECLARATIONS OF FINANCIAL INTEREST / PROXIMITY INTEREST / INTEREST THAT MAY AFFECT IMPARTIALITY.....	6
3	APOLOGIES AND LEAVE OF ABSENCE	8
4	CONFIRMATION OF MINUTES	9
5	ANNOUNCEMENTS BY PRESIDING MEMBER WITHOUT DISCUSSION.....	9
6	IDENTIFICATION OF MATTERS FOR WHICH THE MEETING MAY BE CLOSED TO THE PUBLIC	9
7	PETITIONS AND DEPUTATIONS	9
8	REPORTS	10
8.1	APPOINTMENT OF INDEPENDENT MEMBERS TO THE AUDIT, RISK AND IMPROVEMENT COMMITTEE (WARD - ALL)	10
8.2	IMPACTS OF PAYING EXTERNAL MEMBERS (WARD - ALL)	24
8.3	STATUS UPDATE ON IMPLEMENTATION OF INTERNAL AUDIT RECOMMENDATIONS (WARD - ALL)	33
8.4	NORTH METROPOLITAN TAFE HUMANOID ROBOT (WARD - ALL).....	37
8.5	SETTING OF MEETING DATES - AUDIT AND RISK COMMITTEE (WARD - ALL)	43
8.6	ANNUAL CORPORATE COMPLIANCE CALENDAR (WARD – ALL)	47
8.7	SERVICE, REWARD AND AWARD RECOGNITION (WARD - ALL).....	51
8.8	CUSTOMER COMPLIMENTS AND COMPLAINTS - QUARTER 2 - 2025-26 (WARD - ALL).....	58
8.9	BENEFITS REALISATION REPORT MARCH 2026 (WARD - ALL)	65
8.10	PERFORMANCE MEASURES REPORTING - PROGRESS REPORT (WARD - ALL).....	70
8.11	ELECTED MEMBER DINNER REPORT QUARTER 2 - OCTOBER TO DECEMBER 2025 (WARD - ALL)	77
8.12	REVIEW OF LIST OF PAYMENTS ENQUIRY (WARD - ALL).....	81
8.13	HALF YEARLY REPORT: WRITE-OFF OF MONIES - 1 JULY 2025 TO 31 DECEMBER 2025 (WARD - ALL)	86

8.14	CONTRACT EXTENSIONS - 1 JULY 2025 TO 31 DECEMBER 2025 (WARD - ALL).....	90
8.15	TENDER EXEMPTIONS REPORT - 1 SEPTEMBER 2025 TO 31 DECEMBER 2025 (WARD - ALL)	93
8.16	CONFIDENTIAL - CORPORATE CREDIT CARD STATEMENTS (WARD - ALL).....	97
8.17	CONFIDENTIAL - INTERNAL AUDIT OUTCOMES – HUMAN RESOURCES (WARD – ALL).....	100
8.18	CONFIDENTIAL - ALLEGATIONS OF MISCONDUCT (WARD - ALL).....	102
9	URGENT BUSINESS.....	104
10	MOTIONS OF WHICH PREVIOUS NOTICE HAS BEEN GIVEN.....	104
11	REQUESTS FOR REPORTS FOR FUTURE CONSIDERATION	104
12	CLOSURE.....	104

Note:

Clause 15.10 of the City's *Meeting Procedures Local Law 2013* states:

This local law applies generally to committee meetings except for clause 7.1 in respect of members seating and clause 7.8 in respect of limitation on members speaking.

CITY OF JOONDALUP

MINUTES OF THE AUDIT AND RISK COMMITTEE MEETING HELD IN CONFERENCE ROOM 1, JOONDALUP CIVIC CENTRE, BOAS AVENUE, JOONDALUP ON MONDAY 9 MARCH 2026.

1 DECLARATION OF OPENING

1.1 DECLARATION OF OPENING AND ANNOUNCEMENT OF VISITORS

The Presiding Member declared the meeting open at 6.01pm.

ATTENDANCE

Committee Members:

Cr John Raftis	<i>Presiding Member</i>	
Mayor Daniel Kingston		<i>absent from 8.10pm to 8.12pm</i>
Cr Adrian Hill		
Cr Denise Mercer		
Cr Matthew Count		

Observer:

Cr Phillip Vinciullo		<i>absent from 6.37pm to 6.47pm</i>
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Officers:

Mr Jamie Parry	Acting Chief Executive Officer	
Mrs Rebecca Maccario	Acting Director Governance and Strategy	
Mr Mat Humfrey	Director Corporate Services	<i>to 8.11pm</i>
Mr Nico Claassen	Director Infrastructure Services	
Ms Christine Robinson	Manager Audit, Risk and Executive Services	
Mr Luke Willcock	Manager Economic Development and Advocacy	<i>to 6.47pm</i>
Mr Peter McGuckin	Internal Auditor	
Ms Samer Al Janabi	General Counsel	<i>from 7.56pm</i>
Mrs Kylie Bergmann	Manager Governance	
Miss Caitlin Wood	Governance Officer	<i>to 8.11pm</i>

There was one member of the public and no members of the press in attendance.

1.2 REQUESTS FOR ELECTRONIC ATTENDANCE

Nil.

2 DECLARATIONS OF FINANCIAL INTEREST / PROXIMITY INTEREST / INTEREST THAT MAY AFFECT IMPARTIALITY

2.1 DISCLOSURES OF FINANCIAL INTEREST / PROXIMITY INTEREST

A declaration under this section requires that the nature of the interest must be disclosed. Consequently, a member who has made a declaration must not preside, participate in, or be present during any discussion or decision-making procedure relating to the matter the subject of the declaration. An employee is required to disclose their financial interest and if required to do so by the Council must disclose the extent of the interest. Employees are required to disclose their financial interests where they are required to present verbal or written reports to the Council. Employees are able to continue to provide advice to the Council in the decision-making process if they have disclosed their interest.

Name / Position	Cr Phillip Vinciullo.
Meeting Type	Audit and Risk Committee.
Meeting Date	9 March 2026.
Item No. / Subject	Item 8.4 - North Metropolitan Tafe Humanoid Robot (Ward - All).
Nature of Interest	Financial Interest.
Extent of Interest	Cr Vinciullo is an employee of North Metropolitan Tafe.

Name / Position	Mr Jamie Parry, Acting Chief Executive Officer.
Meeting Type	Audit and Risk Committee.
Meeting Date	9 March 2026.
Item No. / Subject	Item 8.17 - Confidential - Internal Audit Outcomes - Human Resources (Ward – All)
Nature of Interest	Financial Interest.
Extent of Interest	An employee subject of the audit.

Name / Position	Mr Mat Humfrey, Director Corporate Services.
Meeting Type	Audit and Risk Committee.
Meeting Date	9 March 2026.
Item No. / Subject	Item 8.17 - Confidential - Internal Audit Outcomes - Human Resources (Ward – All)
Nature of Interest	Financial Interest.
Extent of Interest	The audit examined timesheets and entitlements relating to Mr Humfrey's employment.

Name / Position	Mr Nico Claassen, Director Infrastructure Services.
Meeting Type	Audit and Risk Committee.
Meeting Date	9 March 2026.
Item No. / Subject	Item 8.17 - Confidential - Internal Audit Outcomes - Human Resources (Ward – All)
Nature of Interest	Financial Interest.
Extent of Interest	An employee subject of the audit.

Name / Position	Mrs Kylie Bergmann, Manager Governance.
Meeting Type	Audit and Risk Committee.
Meeting Date	9 March 2026.
Item No. / Subject	Item 8.17 - Confidential - Internal Audit Outcomes - Human Resources (Ward – All)
Nature of Interest	Financial Interest.
Extent of Interest	An employee subject of the audit.

Name / Position	Ms Christine Robinson, Manager Audit, Risk and Executive Services.
Meeting Type	Audit and Risk Committee.
Meeting Date	9 March 2026.
Item No. / Subject	Item 8.17 - Confidential - Internal Audit Outcomes - Human Resources (Ward – All)
Nature of Interest	Financial Interest.
Extent of Interest	Ms Robinson is an employee subject of the audit, and an employee who wrote the committee report which was based on an internal audit report prepared by the City's Internal Auditor.

2.2 DISCLOSURES OF INTEREST AFFECTING IMPARTIALITY

Elected Members (in accordance with clause 22 of Schedule 1 of the *Local Government [Model Code of Conduct] Regulations 2021*) and employees (in accordance with the Code of Conduct) are required to declare any interest that may affect their impartiality in considering a matter. This declaration does not restrict any right to participate in or be present during the decision-making process. The Elected Member / employee is also encouraged to disclose the nature of their interest.

Name / Position	Cr Phillip Vinciullo.
Meeting Type	Audit and Risk Committee.
Meeting Date	9 March 2026.
Item No. / Subject	Item 8.4 - North Metropolitan Tafe Humanoid Robot (Ward - All).
Nature of Interest	Interest that may affect impartiality.
Extent of Interest	Cr Vinciullo is an employee of North Metropolitan Tafe.

Name / Position	Ms Christine Robinson, Manager Audit, Risk and Executive Services.
Meeting Type	Audit and Risk Committee.
Meeting Date	9 March 2026.
Item No. / Subject	Item 8.17 - Confidential - Internal Audit Outcomes - Human Resources (Ward – All)
Nature of Interest	Interest that may affect impartiality.
Extent of Interest	Ms Robinson is an employee subject of the audit, and an employee who wrote the committee report which was based on an internal audit report prepared by the City's Internal Auditor.

Name / Position	Mr Peter McGuckin, Internal Auditor.
Meeting Type	Audit and Risk Committee.
Meeting Date	9 March 2026.
Item No. / Subject	Item 8.17 - Confidential - Internal Audit Outcomes - Human Resources (Ward – All)
Nature of Interest	Interest that may affect impartiality.
Extent of Interest	Due to Mr McGuckin's working relationship with the Manager Audit, Risk and Executive Services (MARES) who authored the report, the content was based on my Internal Audit report, which included MARES as an auditee.

3 APOLOGIES AND LEAVE OF ABSENCE

3.1 LEAVE OF ABSENCE PREVIOUSLY APPROVED

Cr John Raftis	9 March to 13 March 2026 inclusive.
Cr Denise Mercer	15 March to 28 March 2026 inclusive.
Cr Rohan O'Neill	4 August to 6 August 2026 inclusive.

3.2 APOLOGIES

Cr Christopher May, JP.
Cr Rohan O'Neill.

4 CONFIRMATION OF MINUTES

4.1 MINUTES OF THE AUDIT AND RISK COMMITTEE HELD ON 10 NOVEMBER 2025 AND 24 NOVEMBER 2025

MOVED Cr Raftis, SECONDED Mayor Kingston that the Minutes of the following meetings of the Audit and Risk Committee be CONFIRMED as a true and correct record:

- 1 Audit and Risk Committee meeting held on 10 November 2025;**
- 2 Special Audit and Risk Committee meeting held on 24 November 2025.**

The Motion was Put and CARRIED (5/0)

In favour of the Motion: Cr Raftis, Mayor Kingston, Cr Count, Cr Hill and Cr Mercer.
Against the Motion: Nil.

5 ANNOUNCEMENTS BY PRESIDING MEMBER WITHOUT DISCUSSION

Nil.

6 IDENTIFICATION OF MATTERS FOR WHICH THE MEETING MAY BE CLOSED TO THE PUBLIC

- Item 8.16 - Confidential - Corporate Credit Card Statements (Ward - All);
- Item 8.17 - Confidential Internal Audit Outcomes - Human Resources (Ward - All);
- Item 8.18 - Confidential - Allegations of Misconduct (Ward - All).

7 PETITIONS AND DEPUTATIONS

Nil.

8 REPORTS

8.1 APPOINTMENT OF INDEPENDENT MEMBERS TO THE AUDIT, RISK AND IMPROVEMENT COMMITTEE (WARD - ALL)

WARD	All
RESPONSIBLE DIRECTOR	Mr Jamie Parry Acting Chief Executive Officer
FILE NUMBER	107022, 101515
AUTHORITY / DISCRETION	Executive - The substantial direction setting and oversight role of Council, such as adopting plans and reports, accepting tenders, directing operations, setting and amending budgets.

PURPOSE

For Council to endorse the process for the selection and appointment of independent audit, risk and improvement committee members.

EXECUTIVE SUMMARY

At its meeting held on 9 December 2025 (CJ355-12/25 refers), Council resolved:

- 1 *NOTES the current composition of the Audit and Risk Committee only includes elected members of the City of Joondalup; and*
- 2 *AGREES that the Chief Executive Officer will prepare a process for the selection and appointment of the independent presiding member and independent deputy presiding member, including a recommendation as to remuneration for the independent member(s), for consideration by the Council once the proclamation of the reforms is confirmed.*

As part of the current local government reforms, the *Local Government Act 1995* has been amended to include:

- *Division 1A — Audit, risk and improvement committee*
 - *Section 7.1A (1) – A local government must establish a committee of its council under section 5.8 to be called the audit, risk and improvement committee.*
 - *Section 7.1A (3) – The presiding member of the audit, risk and improvement committee cannot be a council member of the local government or of any other local government.*
 - *Section 7.1A (4) – Any deputy presiding member of the audit, risk and improvement committee cannot be a council member of the local government or of any other local government.*

- *Section 7.1B (1) – The local government must appoint a person under section 5.11A to be a deputy of the presiding member of the audit, risk and improvement committee.*
- *Section 7.1B (2) – In addition to the requirement of section 5.11A(2)(c), the deputy of the presiding member cannot be a council member of any other local government.*
- *Section 7.1B (4) – If the local government appoints a person under section 5.11A to be a deputy of the deputy presiding member of the audit, risk and improvement committee, in addition to the requirement of section 5.11A(2)(c), the appointed deputy cannot be a council member of any other local government.*

Part 6.4A of the *Salaries and Allowances Tribunal Determination* of 19 December 2025 – effective from 1 January 2026 – provides for meeting attendance fees for independent audit, risk and improvement committee members; for Band 1 to 4 local governments the fee is a minimum of \$105 and a maximum of \$1,215 per meeting (Attachment 1 refers).

As outlined in this report, the Chief Executive Officer has prepared a process for the selection and appointment of the independent audit, risk and improvement committee members.

It is therefore recommended that Council:

- 1 *ENDORSES the process for the selection and appointment of independent audit, risk and improvement committee members outlined in this Report;*
- 2 *ENDORSES that the selection and appointment of independent audit, risk and improvement committee members will be for:*
 - *One independent presiding member;*
 - *One independent deputy of the presiding member;*
- 3 *NOTES that the meeting attendance fees of independent audit, risk and improvement committee members will be dependent on the skills and experience of the preferred candidates, and is not to exceed \$1,215 per meeting attended;*
- 4 *NOTES that an amendment to the 2026-27 annual budget may be required for the allocation of meeting attendance fees of independent audit, risk and improvement committee members;*
- 5 *NOTES that a future report will be presented to Council to establish a new audit, risk and improvement committee, appoint committee members, endorse the meeting attendance fees of the independent committee members, and to update the committee's terms of reference.*

BACKGROUND

The *Local Government Act 1995* (Act) and the *Local Government (Audit) Regulations 1996* (Regulations) require local governments to establish an audit committee with certain roles and responsibilities. Members of the audit committee of a local government are to be appointed by the local government (absolute majority) and at least three of the members, and the majority of the members, are to be council members.

Amendments to the Act which commenced 1 January 2025 now require changes to the committee name and membership as outlined below – commencing 1 July 2026:

- *Division 1A — Audit, risk and improvement committee*
 - *Section 7.1A (1) – A local government must establish a committee of its council under section 5.8 to be called the audit, risk and improvement committee.*
 - *Section 7.1A (3) – The presiding member of the audit, risk and improvement committee cannot be a council member of the local government or of any other local government.*
 - *Section 7.1A (4) – Any deputy presiding member of the audit, risk and improvement committee cannot be a council member of the local government or of any other local government.*
 - *Section 7.1B (1) – The local government must appoint a person under section 5.11A to be a deputy of the presiding member of the audit, risk and improvement committee.*

Section 5.11A of the Act states:

5.11A. Deputy committee members

- (1) *The local government may appoint* a person to be a deputy of a member of a committee and may terminate such an appointment* at any time.*

** Absolute majority required.*
- (2) *A person who is appointed as a deputy of a member of a committee is to be –*
 - (a) *if the member of the committee is a council member – a council member; or*
 - (b) *if the member of the committee is an employee – an employee; or*
 - (c) *if the member of the committee is not a council member or an employee – a person who is not a council member or an employee; or*
 - (d) *if the member of the committee is a person appointed under section 5.10(5) – a person nominated by the CEO.*
- (3) *A deputy of a member of a committee may perform the functions of the member when the member is unable to do so by reason of illness, absence or other cause.*
- (4) *A deputy of a member of a committee, while acting as a member, has all the functions of and all the protection given to a member.*

- *Section 7.1B (2) – In addition to the requirement of section 5.11A(2)(c), the deputy of the presiding member cannot be a council member of any other local government.*

Section 5.11A(2)(c) of the Act states:

5.11A. Deputy committee members

- (2) *A person who is appointed as a deputy of a member of a committee is to be –*
 - (c) *if the member of the committee is not a council member or an employee – a person who is not a council member or an employee; or*
- *Section 7.1B (4) – If the local government appoints a person under section 5.11A to be a deputy of the deputy presiding member of the audit, risk and improvement committee, in addition to the requirement of section 5.11A(2)(c), the appointed deputy cannot be a council member of any other local government.*

Fees paid and expenses reimbursed to independent committee members are governed by:

- Section 5.100 of Act which relates to fees paid and expenses reimbursed to committee members, who are neither a council member nor an employee.
- Part 6.4A of the *Salaries and Allowances Tribunal Determination* of 19 December 2025 – effective from 1 January 2026 – provides for meeting attendance fees for independent audit, risk and improvement committee members; for Band 1 to 4 local governments the fee is a minimum of \$105 and a maximum of \$1,215 per meeting (Attachment 1 refers).

DETAILS

Process for the selection and appointment of independent committee members

To assist with the recruitment of independent members, WALGA has assembled a pool of suitably qualified and experienced independent persons who are available for consideration for appointment to audit, risk, and improvement committees; currently 19 pool members from the WALGA North Metropolitan Zone – being the Cities of Wanneroo, Joondalup and Stirling – have indicated that they may be available.

Each local government will be responsible for undertaking their own assessment and due diligence as WALGA has not verified the information provided by the candidate/s and does not endorse any candidate/s. Pool members have been advised that local governments may seek further information from them as part of their selection processes.

The WALGA expression of interest invitation is attached for information (Attachment 2 refers).

The selection of independent committee members will also be guided by the *Department of Local Government's Local Government Operational Guidelines Number 09 – Audit in Local Government*, which states under Membership that:

“... local governments may decide to appoint a committee involving only elected members or they may appoint one or more persons who are external to the Council. If a Council considers it appropriate, the whole Council can be appointed to the audit committee. If the local government wishes to appoint one or more persons other than elected members to the committee, which is recommended, it should ensure that they have the requisite knowledge and skills to provide benefit to the committee.”

It is proposed that:

- The following employees shortlist the 19 pool members:
 - CEO.
 - Director Governance and Strategy and/or Manager Governance.
 - Manager Audit, Risk and Executive Services
 - Manager Financial Services.
 - Internal Auditor.

- The shortlisting is based on the following criteria and weightings:

Experience in presiding at local government council or committee meetings and / or meetings conducted in accordance with formal rules for conduct, participation and voting.	10
Have current qualifications and/or demonstrate extensive senior experience relevant to one or more of the following: <ul style="list-style-type: none"> a. Financial management b. Audit and assurance c. Governance, compliance d. Risk Management e. Fraud, cyber security, internal controls 	10
Demonstrate knowledge and/or experience in working in or with local government.	10
Demonstrate experience in working with government and/or institutional governing bodies responsible for diverse and complex legislative functions.	3
Have demonstrated leadership, facilitation and communication skills, in complex compliance environments.	3

- The weightings are scored as:

Critical – critical to success in the role and essential for a presiding member, or a deputy of the presiding member to be proficient in skilfully demonstrating this criteria; this is non-negotiable and someone who could not perform this would most likely fail.	10
Very important – it would be very difficult for a person to achieve the expected role outcomes/results without skilfully demonstrating this.	3
Fairly important – this criteria is among the most important for achieving expected role outcomes/results, but if lacking, a lesser skill could be tolerated. Steps would however need to be put in place for improvement of competence.	2
Important – the criteria is important but would have less impact on role outcomes/results if the presiding member, or a deputy of the presiding member was not proficient in it. Therefore, a lesser skill can be accepted.	1

- The results of the shortlisting – and expression of interest applications – be presented to an Audit and Risk Committee meeting, to select the preferred candidates for interview by:
 - Presiding Member of the Audit and Risk Committee
 - One other member of the Audit and Risk Committee
 - CEO
 - Director Governance and Strategy
 - Manager Governance and/or Manager Audit, Risk and Executive Services.
- Following a due diligence review of the preferred candidates, a report to Council be presented on the appointment of the preferred candidates, for induction of the independent committee members in readiness for the first meeting of the new audit, risk and improvement committee scheduled for 3 August 2026.

Composition of committee

The current composition of the Audit and Risk Committee is as follows:

- Mayor.
- One elected member representative from each of the City's six wards (with corresponding deputy member).

Past compositions of the Audit and Risk Committee included an external member appointed during:

- February 2009 to January 2013
- October 2018 to August 2023
- February 2024 to October 2025.

The composition of the new audit, risk and improvement committee must include the following:

- An independent presiding member.

7.1A. Establishment of audit, risk and improvement committee

- (3) *The presiding member of the audit, risk and improvement committee cannot be a council member of the local government or of any other local government.*

- An independent deputy of the presiding member. The deputy of the presiding member acts when the presiding member is unavailable.

7.1B. Deputy of presiding member or of deputy presiding member

- (1) *The local government must appoint a person under section 5.11A to be a deputy of the presiding member of the audit, risk and improvement committee.*

Section 5.11A(2)(c) (Deputy committee members) of the Act states:

A person who is appointed as a deputy of a member of a committee is to be – if the member of the committee is not a council member or an employee – a person who is not a council member or an employee;

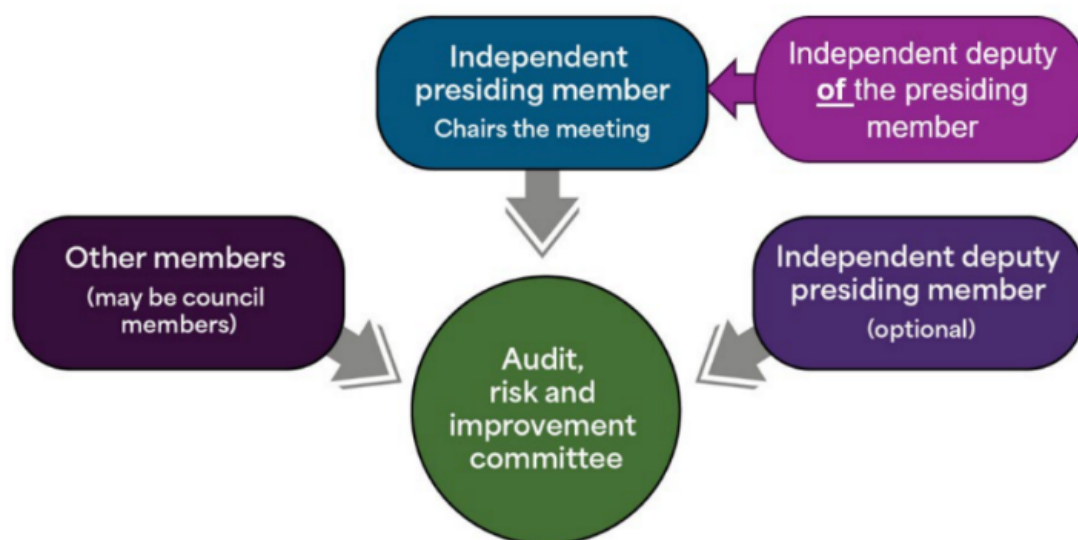
- (2) *In addition to the requirement of section 5.11A(2)(c), the deputy of the presiding member cannot be a council member of any other local government.*

It is optional for Council to appoint an independent deputy presiding member; however, they cannot be a council member of the local government or of any other local government, or the same person as the independent deputy of the presiding member:

7.1A. *Establishment of audit, risk and improvement committee*

- (4) *Any deputy presiding member of the audit, risk and improvement committee cannot be a council member of the local government or of any other local government.*

It has been normal practice at the City that whenever a committee is formed, that an Elected Member representative from each of the City's six wards, plus the Mayor, is a member on that committee. Under the Act the Mayor is entitled to be on a committee (where there is Elected Member representation and the Mayor so desires to be on the committee) and each Councillor is entitled to be on at least one committee.



Recommended composition of committee

It is recommended that the composition of the committee be as follows:

- One independent presiding member.
- One independent deputy of the presiding member to act in the role when the presiding member is unavailable.
- Mayor.
- One elected member representative from each of the City's six wards (with corresponding deputy member).

Under section 7.1B of the Act, the person appointed as the deputy of the presiding member cannot also be appointed as an ordinary member of the committee. This is because the deputy of the presiding member is appointed under section 5.11A of the Act as a deputy committee member, and the same person cannot, at the same time, hold the statutory office of committee member and the statutory office of a deputy committee member.

The deputy of the presiding member is only required to attend meetings in the absence of the presiding member; however, it is recommended that as part of establishing the new committee, Council invites the deputy of the presiding member to attend all committee meetings as an observer; this will maintain continuity and oversight of committee matters.

Remuneration and reimbursements

External committee members

Section 5.100 of the Act allows for meeting attendance fees to be paid, and expenses reimbursed to committee members, who are neither a council member nor an employee.

The *Salaries and Allowances Tribunal Determination* of 19 December 2025 provides meeting attendance fees for independent audit, risk and improvement committee members – for Band 1 to 4 local governments the fee is a minimum of \$105 and a maximum of \$1,215 per meeting.

The *Salaries and Allowances Tribunal Determination* also states that “*Local government bodies should seek their own professional advice in regard to whether or not independent committee members are to be paid superannuation*”.

The revised audit, risk and improvement committee, including the independent committee members, will be required from 1 July 2026. Each financial year, the Committee meets on four or five occasions.

The Council can decide to appropriately compensate independent committee members depending on the skills and expertise they bring to the committee, ranging from \$105 to \$1,215.

No meeting attendance fees or reimbursements have been made to past external members.

There is no current budget allocation for the payment of meeting attendance fees or reimbursements.

Current Terms of Reference and Charter

A future report will be presented to Council to establish a new audit, risk and improvement committee, appoint committee members, endorse the meeting attendance fees of the independent committee members, and to update the committee’s terms of reference. The current charter will also be updated and included in this report.

Issues and options considered

Council can either:

- adopt the recommendations
- replace the recommendations with an alternate course of action
or
- amend the recommendations.

Legislation / Strategic Community Plan / Policy implications

Legislation *Local Government (Audit) Regulations 1996.*
Local Government Act 1995.

10-Year Strategic Community Plan

Key theme 5. Leadership.

Outcome 5-1 Capable and effective - you have an informed and capable Council backed by a highly skilled workforce.

Policy Not applicable.

Risk management considerations

Risk management considerations in reports to Council consider the relevant strategic risk(s).

This category of risk requires input from Council and is managed by the Chief Executive Officer and relevant Director(s).

Strategic risks are external or internal risks that affect the achievement of the City’s long-term objectives.

Strategic Risk Relationship

Risk	DECISIONS
Risk Event Description	Ineffective / improper decision making
Risk Responsibility	Director Governance and Strategy
Residual Risk	High
Control Effectiveness	Strong
Risk Appetite	High risk requires close monitoring with assurance of the highest levels of controls – strong – including plans for improving effectiveness levels.
Risk Control	The relevant control, to mitigate risk, is the provision of a report that includes relevant details and information required for Council to make an informed decision relating to the appointment of, and remuneration for, independent committee members of the new audit, risk and improvement committee. The establishment of committees assists Council in performing some of its legislative responsibilities and functions. If Council does not establish committees this may hinder the overall decision-making process, place an onerous burden on Council as a whole, and would be a breach of legislation.

Other risk information

Previous external members added value to the Audit and Risk Committee’s role through their experience, qualifications and independence. The inclusion of external members offers an independent view of the City’s systems of internal control, risk management, legislative compliance and internal and external audit reporting, and reduces risks associated with being perceived as non-objective or non-independent.

Financial / budget implications

Section 5.100 of the Act relates to fees paid and expenses reimbursed to committee members, who are neither a council member nor an employee, and provides that:

- (2) *A committee member who attends a meeting of the committee is entitled to be paid –*
 - (a) *the fee determined for attending a committee meeting; or*
 - (b) *if the local government has set a fee within the range determined for committee meeting attendance fees – that fee.*
- (3) *A committee member who attends a meeting of a prescribed type at the request of the council is entitled to be paid –*
 - (a) *the fee determined for attending a meeting of that type; or*
 - (b) *if the local government has set a fee within the range determined for meetings of that type – that fee.*
- (4) *Subsection (5) applies if a committee member incurs –*
 - (a) *an expense that is of a kind prescribed as being an expense to be reimbursed by all local governments; or*
 - (b) *an expense –*
 - (i) *that is of a kind prescribed as being an expense which may be approved by any local government for reimbursement by the local government; and*
 - (ii) *which has been approved by the local government for reimbursement.*
- (5) *The committee member must be reimbursed for the expense –*
 - (a) *if the extent of reimbursement for the expense has been determined – to that extent; or*
 - (b) *if the local government has set the extent to which the expense can be reimbursed and that extent is within the range determined for reimbursement – to that extent.*
- (6) *If an expense is of a kind that may be approved by a local government for reimbursement, the local government may approve reimbursement of the expense either generally or in a particular case but nothing in this subsection limits the application of subsection (5) if the local government has approved reimbursement of the expense in a particular case.*

Part 6.4A of the *Salaries and Allowances Tribunal Determination* of 19 December 2025 provides for meeting attendance fees for independent audit, risk and improvement committee members, per meeting:

- (1) *In accordance with section 5.100(1)(b) of the LG Act, the fee payable by a local government or regional local government council to an Independent Audit, Risk and Improvement Committee (ARIC) Member (whether Presiding Member, Deputy Presiding Member, Deputy Member or Member) for attendance at an ARIC meeting must be set within the range provided in table 8A. The fees provided in table 8A are exclusive of superannuation. Local government bodies should seek their own professional advice in regard to whether or not independent committee members are to be paid superannuation.*
- (2) *The range in table 8A is provided to enable local governments to appropriately compensate independent ARIC members depending on the skills and expertise required to undertake the roles. The local government must resolve that the fee 2 represents value for money. The State Government's Audit and Financial Advisory Services Common Use Agreement (CUAFA2024) may be used as guide.*

Table 8A: per meeting fees for independent ARIC members – local government and regional local governments

Independent ARIC per meeting fees		
Bands	Independent ARIC Member	
1 – 4	Min	Max
	\$105	\$1,215

- (3) *In accordance with sections 5.100(4), (5) and (6) of the LG Act, an independent ARIC member can be reimbursed for attending ARIC meetings.*
- (4) *The extent to which an independent committee member can be reimbursed for expenses attending ARIC meetings is the actual travel and associated costs incurred by the independent member demonstrated to the satisfaction of the local government.*

The revised audit, risk and improvement committee, including the independent committee members, will be required from 1 July 2026. Each financial year, the Committee meets on four or five occasions.

The Council can decide to appropriately compensate independent committee members depending on the skills and expertise they bring to the committee, ranging from \$105 to \$1,215.

No meeting attendance fees or reimbursements have been made to past external members.

There is no current budget allocation for the payment of meeting attendance fees or reimbursements.

Regional significance

The requirement to have an independent presiding member, and independent deputy of the presiding member chair, will ensure a level of independence and impartial oversight; and aims to increase community confidence in a local government's financial and risk management. Local government operations may also benefit through appointing an independent person with risk and financial management expertise. This enhances the City's capability to deliver services to the district, and beyond, as required.

Sustainability implications

The requirement to have an independent presiding member, and independent deputy of the presiding member chair, will ensure a level of independence and impartial oversight; and aims to increase community confidence in a local government's financial and risk management. Local government operations may also benefit through appointing an independent person with risk and financial management expertise. This enhances the City's capability to operate sustainably.

Consultation

Not applicable.

COMMENT

Not applicable.

VOTING REQUIREMENTS

Simple Majority.

OFFICER'S RECOMMENDATION

That Council:

- 1 ENDORSES the process for the selection and appointment of independent audit, risk and improvement committee members outlined in this Report;
- 2 ENDORSES that the selection and appointment of independent audit, risk and improvement committee members will be for:
 - One independent presiding member;
 - One independent deputy of the presiding member;
- 3 NOTES that the meeting attendance fees of independent audit, risk and improvement committee members will be dependent on the skills and experience of the preferred candidates, and is not to exceed \$1,215 per meeting attended;
- 4 NOTES that an amendment to the 2026-27 annual budget may be required for the allocation of meeting attendance fees of independent audit, risk and improvement committee members;
- 5 NOTES that a future report will be presented to Council to establish a new audit, risk and improvement committee, appoint committee members, endorse the meeting attendance fees of the independent committee members, and to update the committee's terms of reference.

ALTERNATE MOVED Cr Raftis, SECONDED Mayor Kingston that Council:

- 1 ENDORSES the following process for the selection and appointment of independent audit, risk and improvement committee members outlined in this Report;**
 - 1.1 REQUESTS the Chief Executive Officer to provide access to all expressions of interest from the WALGA (North Metropolitan Zone) Audit, Risk and Improvement Committee Presiding Members Pool for the Audit and Risk Committee to short-list candidates for interview;**
 - 1.2 NOTES that the short-list of candidates for interview must be presented to the next meeting of the Audit and Risk Committee, tentatively scheduled for 11 May 2026, for Council endorsement at its meeting on 26 May 2026;**
 - 1.3 AUTHORISES the current Presiding Member, Mayor and one other member of the Audit and Risk Committee to interview the preferred candidate/s for the appointment of independent audit, risk and improvement committee members;**
 - 1.4 NOTES that a report on the preferred candidates must be presented to Council for endorsement at its meeting on 23 June 2026;**
- 2 ENDORSES that the selection and appointment of independent audit, risk and improvement committee members will be for:**
 - One independent presiding member;
 - One independent deputy of the presiding member;
- 3 NOTES that the meeting attendance fees of independent audit, risk and improvement committee members will be dependent on the skills and experience of the preferred candidates, and is not to exceed \$1,215 per meeting attended;**
- 4 NOTES that an amendment to the 2026-27 annual budget may be required for the allocation of meeting attendance fees of independent audit, risk and improvement committee members;**
- 5 NOTES that a future report will be presented to Council to establish a new audit, risk and improvement committee, appoint committee members, endorse the meeting attendance fees of the independent committee members, and to update the committee's terms of reference.**

AMENDMENT MOVED Cr Mercer, SECONDED Cr Raftis that Part 1.3 of the Motion BE AMENDED to read as follows:

"1.3 AUTHORISES the current Presiding Member, Mayor and Cr Count of the Audit and Risk Committee to interview the preferred candidate/s for the appointment of independent audit, risk and improvement committee members;"

The Amendment was Put and

CARRIED (5/0)

In favour of the Motion: Cr Raftis, Mayor Kingston, Cr Count, Cr Hill and Cr Mercer.
Against the Motion: Nil.

ALTERNATE MOVED Cr Raftis, SECONDED Mayor Kingston that Council:

- 1 ENDORSES the following process for the selection and appointment of independent audit, risk and improvement committee members outlined in this Report;**
 - 1.1 REQUESTS the Chief Executive Officer to provide access to all expressions of interest from the WALGA (North Metropolitan Zone) Audit, Risk and Improvement Committee Presiding Members Pool for the Audit and Risk Committee to short-list candidates for interview;**
 - 1.2 NOTES that the short-list of candidates for interview must be presented to the next meeting of the Audit and Risk Committee, tentatively scheduled for 11 May 2026, for Council endorsement at its meeting on 26 May 2026;**
 - 1.3 AUTHORISES the current Presiding Member, Mayor and Cr Count of the Audit and Risk Committee to interview the preferred candidate/s for the appointment of independent audit, risk and improvement committee members;**
 - 1.4 NOTES that a report on the preferred candidates must be presented to Council for endorsement at its meeting on 23 June 2026;**
- 2 ENDORSES that the selection and appointment of independent audit, risk and improvement committee members will be for:**
 - One independent presiding member;**
 - One independent deputy of the presiding member;**
- 3 NOTES that the meeting attendance fees of independent audit, risk and improvement committee members will be dependent on the skills and experience of the preferred candidates, and is not to exceed \$1,215 per meeting attended;**
- 4 NOTES that an amendment to the 2026-27 annual budget may be required for the allocation of meeting attendance fees of independent audit, risk and improvement committee members;**
- 5 NOTES that a future report will be presented to Council to establish a new audit, risk and improvement committee, appoint committee members, endorse the meeting attendance fees of the independent committee members, and to update the committee's terms of reference.**

The Alternate Motion was Put and

CARRIED (5/0)

In favour of the Motion: Cr Raftis, Mayor Kingston, Cr Count, Cr Hill and Cr Mercer.

Against the Motion: Nil.

ATTACHMENTS

- 1. SAT Determination of 19 December 2025 [8.1.1 - 2 pages]**
- 2. WALGA Expression of Interest Invitation [8.1.2 - 12 pages]**

8.2 IMPACTS OF PAYING EXTERNAL MEMBERS (WARD - ALL)

WARD	All
RESPONSIBLE DIRECTOR	Mr Jamie Parry Acting Chief Executive Officer
FILE NUMBER	107022, 101515
AUTHORITY / DISCRETION	Executive - The substantial direction setting and oversight role of Council, such as adopting plans and reports, accepting tenders, directing operations, setting and amending budgets.

PURPOSE

To provide Council with information relating to the impact of paying external members of the Audit and Risk Committee, and other committees, panels and reference groups undertaken by the City.

EXECUTIVE SUMMARY

At its meeting held on 27 February 2024 (CJ031-02-24 refers), Council requested the Chief Executive Officer to prepare a report on the impacts of recognising payments for members of Committees and any other panels or reference groups undertaken by the City.

Council has established the following committees and panels to guide and assist the City in carrying out its functions:

- Audit and Risk Committee.
- Chief Executive Officer Performance Review Committee.
- Chief Executive Officer Selection Panel.
- Major Projects and Finance Committee.
- Policy Committee.

Audit and Risk Committee

The Audit and Risk Committee is the only committee that previously had an external member as part of its membership.

Section 5.100 of the *Local Government Act 1995* allows the City to pay a committee member, who is neither a council member nor an employee, a fee for attending a committee meeting, as well as reimbursement for expenditure incurred relating to attending the committee meeting.

Part 6.3 of the *Salaries and Allowances Tribunal Determination* of 23 October 2023 applied to past external members; the meeting fees for an independent member of committees for Band 1 local governments was a minimum of \$0 and a maximum of \$415 per meeting.

No meeting attendance fees or reimbursements have been made to external members.

Part 6.4A of the *Salaries and Allowances Tribunal Determination* of 19 December 2025, effective from 1 January 2026, provides for meeting attendance fees for independent audit, risk and improvement committee members; for Band 1 to 4 local governments the fee is a minimum of \$105 and a maximum of \$1,215 per meeting (Attachment 1 refers).

Chief Executive Officer Selection Panel

The Chief Executive Officer Selection Panel is the only panel that currently has an external independent person.

Part 6.4 of the *Salaries and Allowances Tribunal Determination* of 4 April 2025 provides meeting fees for an independent member of committees, for Band 1 local governments the fee is a minimum of \$0 and a maximum of \$450 per meeting. At its meeting held on 3 November 2025, Council endorsed payment of \$450 per session/meeting attendance by the external independent person.

It has been anticipated that there will be eight sessions/meetings of the panel, costing \$3,600.

Community Reference Groups

Council has also established the following community reference groups to provide guidance on issue-specific projects and strategic items:

- Coastal Hazard Risk Management and Adaption Plan Community Reference Group.
- Reconciliation Action Plan Community Reference Group.
- Strategic Community Reference Group.

The Terms of Reference for these reference groups do not include payment to community member representatives, organisational representatives or invited subject matter experts.

Council Appointed Representatives

This Report does not include reference to Council appointed representatives, being Elected Members, to various Council created groups and panels, as well as other external committees or boards where the City has representation.

It is therefore recommended that Council:

- 1 *NOTES that the Audit and Risk Committee previously had an external member as part of its membership, with no meeting attendance fees or reimbursements being made to past external members;*
- 2 *NOTES that the Chief Executive Officer Selection Panel currently has an external independent person as part of its membership, with a Council endorsed fee of \$450 being made per session/meeting attendance;*
- 3 *NOTES that community member representatives, organisational representatives and subject matter experts attend Council formed reference group meetings on a voluntary basis, with no remuneration being paid;*

- 4 *NOTES that Part 6.4A of the Salaries and Allowances Tribunal Determination of 19 December 2025 provides for the payment of meeting attendance fees for independent members of audit, risk and improvement committees for Band 1 to 4 local governments being a minimum fee of \$105 and a maximum fee of \$1,215;*
- 5 *NOTES that a future report will be presented to Council for consideration of the appointment of the independent committee members of the revised audit, risk and improvement committee, including the meeting attendance fee.*

BACKGROUND

Section 5.100 of the *Local Government Act 1995* relates to fees paid and expenses reimbursed to committee members, who are neither a council member nor an employee.

There are no current legislative or Council policy mechanisms for the payment of members of community reference groups; and current Terms of Reference do not include payment to community member representatives, organisational representatives or invited subject matter experts, as participation is on a voluntary basis.

Paying external members of committees, panels and reference groups could strengthen the decision-making process by attracting diverse and skilled participants and recognising their contributions. With appropriate safeguards and a clear policy framework, this represents inclusive and effective local governance.

The introduction of payments has budgetary implications; it could be considered that the costs could be justified by the anticipated benefits.

DETAILS

Committees, panels and reference groups undertaken by the City

Council has established the following committees and panels to guide and assist the City in carrying out its functions:

- Audit and Risk Committee – previously included one external member.
- Chief Executive Officer Performance Review Committee.
- Chief Executive Officer Selection Panel – includes one external independent person.
- Major Projects and Finance Committee.
- Policy Committee.

Council has also established the following reference groups to provide guidance on issue specific projects and strategic items:

- Strategic Community Reference Group – includes a maximum of 16 community member representatives.
- Coastal Hazard Risk Management and Adaption Plan Community Reference Group – includes a maximum of 10 community member representatives.
- Reconciliation Action Plan Community Reference Group – includes a maximum of eight community member representatives and a maximum of four organisational representatives.

Community member representatives and organisational representatives nominate to participate, with the membership being endorsed by Council. Where external subject matter experts are invited to attend reference groups meetings, these invited guests participate due to their current role in an external organisation or stakeholder group.

The Terms of Reference for these reference groups do not include payment to community member representatives, organisational representatives or invited subject matter experts, as participation is on a voluntary basis.

Benchmarking

Many councils involve external members, such as subject matter experts, community representatives, and industry professionals, to support and enhance decision making. While these roles have traditionally been voluntary, there is increasing interest in offering financial remuneration to attract and retain high-calibre contributors.

A review of other Band 1 local governments revealed that, of the 13 surveyed, 70% provide payments to external members on committees in accordance with past determinations of the *Salaries and Allowances Tribunal*.

Financial impacts

- External committee / panel members

Section 5.100 of the *Local Government Act 1995* relates to fees paid and expenses reimbursed to committee members, who are neither a council member nor an employee, and provides that:

- (2) *A committee member who attends a meeting of the committee is entitled to be paid –*
 - (a) *the fee determined for attending a committee meeting; or*
 - (b) *if the local government has set a fee within the range determined for committee meeting attendance fees – that fee.*
- (3) *A committee member who attends a meeting of a prescribed type at the request of the council is entitled to be paid –*
 - (a) *the fee determined for attending a meeting of that type; or*
 - (b) *if the local government has set a fee within the range determined for meetings of that type – that fee.*

Part 6.4 of the *Salaries and Allowances Tribunal Determination* of 4 April 2025 provides for meeting attendance fees for **independent committee members** – per meeting:

- (1) *The range of fees in table 8 apply where a local government or regional local government decides to pay an independent committee member a fee referred to in:*
 - (a) *section 5.100(2)(b) of the LG Act for attendance at a committee meeting; or*
 - (b) *section 5.100(3)(a) of the LG Act for attendance at a meeting of a type prescribed in regulation 30(3A) of the LG Regulations.*

- (2) *The range is provided to enable local governments to appropriately compensate independent committee members depending on the skills and expertise they bring to the committee.*

Table 8: Committee meeting and prescribed meeting fees per meeting for independent committee members – local government and regional local governments

Independent Committee Member		
Bands	Minimum	Maximum
1 – 4	\$0	\$450

- (3) *In accordance with sections 5.100(4), (5) and (6) of the LG Act, an independent committee member can be reimbursed for attending committee meetings referred to in 6.4(1) above.*
- (4) *The extent to which an independent committee member can be reimbursed for attending committee meetings is the actual travel and associated costs incurred by the independent member demonstrated to the satisfaction of the local government.*

For the Chief Executive Officer Selection Panel, it has been anticipated that there will be eight sessions/meetings of the panel, costing \$3,600.

Part 6.4A of the *Salaries and Allowances Tribunal Determination* of 19 December 2025 provides for meeting attendance fees for **independent audit, risk and improvement committee members**, per meeting:

- (1) *In accordance with section 5.100(1)(b) of the LG Act, the fee payable by a local government or regional local government council to an Independent Audit, Risk and Improvement Committee (ARIC) Member (whether Presiding Member, Deputy Presiding Member, Deputy Member or Member) for attendance at an ARIC meeting must be set within the range provided in table 8A. The fees provided in table 8A are exclusive of superannuation. Local government bodies should seek their own professional advice in regard to whether or not independent committee members are to be paid superannuation.*
- (2) *The range in table 8A is provided to enable local governments to appropriately compensate independent ARIC members depending on the skills and expertise required to undertake the roles. The local government must resolve that the fee 2 represents value for money. The State Government’s Audit and Financial Advisory Services Common Use Agreement (CUAFA2024) may be used as guide.*

Table 8A: per meeting fees for independent ARIC members – local government and regional local governments

Independent ARIC per meeting fees		
Bands	Independent ARIC Member	
1 – 4	Min	Max
	\$105	\$1,215

- (3) *In accordance with sections 5.100(4), (5) and (6) of the LG Act, an independent ARIC member can be reimbursed for attending ARIC meetings.*
- (4) *The extent to which an independent committee member can be reimbursed for expenses attending ARIC meetings is the actual travel and associated costs incurred by the independent member demonstrated to the satisfaction of the local government.*

Each financial year, the Audit and Risk Committee is scheduled to meet on at least four occasions.

Part of the current local government reforms require a revised audit, risk and improvement committee, which includes having an independent presiding member to ensure a level of neutrality and impartial oversight in chairing meetings. The independent presiding member, and the independent deputy of the presiding member must be a person who is not a council member of any local government or an employee of the local government.

The revised committee, including the independent committee members, will be required from 1 July 2026. A future report will be presented to Council for consideration of the appointment of the independent members of the audit, risk and improvement committee, including the meeting attendance fee.

- Community reference groups

There are no current legislative or Council policy mechanisms for the payment of members of community reference groups; and current Terms of Reference do not include payment to community member representatives, organisational representatives or invited subject matter experts, as participation is on a voluntary basis. There is also no budget allocation for such payments.

Using the maximum of \$450 per meeting of the *Salaries and Allowances Tribunal Determination* of 4 April 2025, the maximum annual cost could be \$75,600 for 100% attendance at all meetings:

- Strategic Community Reference Group includes a maximum of 16 community member representatives who are required to meet up to four times a year. This could result in 56 payments being made, at a cost of \$28,800.
- The Coastal Hazard Risk Management and Adaption Plan Community Reference Group includes a maximum of 10 community member representatives who are required to meet up to four times a year. This could result in 40 payments being made, at a cost of \$18,000.
- The Reconciliation Action Plan Community Reference Group includes a maximum of eight community member representatives and a maximum of four organisational representatives who are required to meet approximately every two months. This could result in 72 payments being made, at a cost of \$32,400.

Other impacts

From a governance perspective, paid participation may enhance professionalism and accountability. Operationally, offering payment could improve the diversity and calibre of external members. Individuals who might otherwise be unable to volunteer due to financial or time constraints may be more willing to participate. This could lead to more robust discussions and better-informed decisions. Furthermore, paid roles may reduce turnover and improve continuity across committee terms.

Legislation / Strategic Community Plan / Policy implications

Legislation *Local Government (Audit) Regulations 1996.
 Local Government Act 1995.*

10-Year Strategic Community Plan

Key theme 5. Leadership.

Outcome 5-1 Capable and effective - you have an informed and capable Council backed by a highly-skilled workforce.

Policy Not applicable.

Risk management considerations

Risk management considerations in reports to Council consider the relevant strategic risk(s).

This category of risk requires input from Council and is managed by the Chief Executive Officer and relevant Director(s).

Strategic risks are external or internal risks that affect the achievement of the City's long-term objectives.

Strategic Risk Relationship

Risk	DECISIONS
Risk Event Description	Ineffective / improper decision making
Risk Responsibility	Director Governance and Strategy
Residual Risk	High
Control Effectiveness	Strong
Risk Appetite	High risk requires close monitoring with assurance of the highest levels of controls – strong – including plans for improving effectiveness levels.
Risk Control	The relevant control, to mitigate risk, is the provision of a report that includes relevant details and information required for Council to make an informed decision relating to the impacts of paying external members of the Audit and Risk Committee, and other committees, panels and reference groups undertaken by the City.

Other risk information

External members on committees, panels and reference groups provide an independent view and reduces risks associated with being perceived as non-objective or non-independent.

Financial / budget implications

Section 5.100 of the *Local Government Act 1995* allows for meeting attendance fees to be paid, and expenses reimbursed to committee members, who are neither a council member nor an employee.

The *Salaries and Allowances Tribunal Determination* of 4 April 2025 provides meeting fees for an **independent member of committees** – for Band 1 local governments the fee is a minimum of \$0 and a maximum of \$450 per meeting. At its meeting held on 3 November 2025, Council endorsed payment of \$450 per session/meeting attendance by the independent external person. There is a budget allocation for the payment of this fee.

The *Salaries and Allowances Tribunal Determination* of 19 December 2025 provides meeting attendance fees for **independent audit, risk and improvement committee members** – for Band 1 to 4 local governments the fee is a minimum of \$105 and a maximum of \$1,215 per meeting.

The revised audit, risk and improvement committee, including the independent committee members, will be required from 1 July 2026. A future report will be presented to Council for consideration of the appointment of the independent members of the audit, risk and improvement committee, including the meeting attendance fee. There is no current budget allocation for the payment of meeting attendance fees.

Regional significance

The inclusion of external members on committees, panels and reference groups adds value through their experience, qualifications and independence; this enhances the City's capability to deliver services to the district, and beyond, as required.

Sustainability implications

The inclusion of external members on committees, panels and reference groups adds value through their experience, qualifications and independence; this enhances the City's capability to operate sustainably.

Consultation

Not applicable.

COMMENT

Not applicable.

VOTING REQUIREMENTS

Simple Majority.

OFFICER'S RECOMMENDATION MOVED Cr Count, SECONDED Cr Mercer that Council:

- 1 NOTES that the Audit and Risk Committee previously had an external member as part of its membership, with no meeting attendance fees or reimbursements being made to past external members;**
- 2 NOTES that the Chief Executive Officer Selection Panel currently has an external independent person as part of its membership, with a Council endorsed fee of \$450 per session/meeting attendance;**
- 3 NOTES that community member representatives, organisational representatives and subject matter experts attend Council formed reference group meetings on a voluntary basis, with no remuneration being paid;**
- 4 NOTES that Part 6.4A of the Salaries and Allowances Tribunal Determination of 19 December 2025 provides for the payment of meeting attendance fees for independent members of audit, risk and improvement committees for Band 1 to 4 local governments being a minimum fee of \$105 and a maximum fee of \$1,215; and**
- 5 NOTES that a future report will be presented to Council for consideration of the appointment of the independent committee members of the revised audit, risk and improvement committee, including the meeting attendance fee.**

The Motion was Put and

CARRIED (5/0)

In favour of the Motion: Cr Raftis, Mayor Kingston, Cr Count, Cr Hill and Cr Mercer.

Against the Motion: Nil.

ATTACHMENTS

1. SAT Determination of 19 December 2025 [8.2.1 - 2 pages]

8.3 STATUS UPDATE ON IMPLEMENTATION OF INTERNAL AUDIT RECOMMENDATIONS (WARD - ALL)

WARD	All
RESPONSIBLE DIRECTOR	Mr Jamie Parry Acting Chief Executive Officer
FILE NUMBER	89528, 101515
AUTHORITY / DISCRETION	Information – includes items provided to Council for information purposes only that do not require a decision of Council (that is for ‘noting’).

PURPOSE

For the Audit and Risk Committee to note the status update of internal audit recommendations.

EXECUTIVE SUMMARY

A register of internal audit recommendations is maintained to ensure actions are implemented in a timely manner. This Report presents an update on the progress of implementation.

It is therefore recommended that the Audit and Risk Committee NOTES the status update of the implementation of internal audit recommendations.

BACKGROUND

Internal audit is an independent and objective appraisal service designed to add value and assist an organisation achieve its objectives through a systematic, disciplined approach to evaluate and improve the effectiveness of internal controls, legislative compliance and risk management processes.

The WA Auditor General recognises that there are four lines of defence which underpin a strong governance framework, of which internal audit is the third line of defence:

- First line of defence – internal control measures.
- Second line of defence – internal oversight, monitoring and reporting.
- Third line of defence – internal audit and review.
- Fourth line of defence – external audit, investigations and reviews.

The monitoring of improvements, referred to as internal audit recommendations, is vital to provide assurance that internal controls are designed effectively and are operating as intended.

DETAILS

The outcomes of the following internal audits have previously been reported to the Audit and Risk Committee; this Report provides a status update on the implementation of the internal audit recommendations.

21 August 2023

- Employee use of fleet vehicles.
- Payments made after employee has left the City.

28 October 2024

- Recruitment (internally advertised positions).
- Review of payments made to Western Irrigation during March 2024.
- Potential duplicate invoices and/or payments.

10 November 2025

- Recovery of long service leave contributions.
- Supplier to supplier relationships.

Legislation / Strategic Community Plan / Policy implications

Legislation *Local Government (Audit) Regulations 1996.*

10-Year Strategic Community Plan

Key theme 5. Leadership.

Outcome 5-1 Capable and effective - you have an informed and capable Council backed by a highly-skilled workforce.

Policy Not applicable.

Risk management considerations

Risk management considerations in reports to Council consider the relevant strategic risk(s).

This category of risk requires input from Council and is managed by the Chief Executive Officer and relevant Director(s).

Strategic risks are external or internal risks that affect the achievement of the City's long-term objectives.

Strategic Risk Relationship

Risk	DECISIONS	EXPECTATIONS
Risk Event Description	Ineffective / improper decision making	Loss of community trust
Risk Responsibility	Director Governance and Strategy	Chief Executive Officer
Residual Risk	High	
Control Effectiveness	Strong	
Risk Appetite	High risk requires close monitoring with assurance of the highest levels of controls – strong – including plans for improving effectiveness levels.	
Risk Control	<p>A relevant control, to mitigate risk, is to ensure the City's Administration operational structure includes an independent internal audit service to provide objective review and assurance on risks associated with the City's systems, governance, and compliance processes.</p> <p>A further control, is to ensure budgeted resources are available, for external audits.</p> <p>Positive findings of audits provide evidence of the appropriateness and effectiveness of systems and procedures regarding risk management, internal control and legislative compliance, as required by the <i>Local Government (Audit) Regulations 1996</i>.</p> <p>The Office of the Auditor General places reliance on internal audit activities when conducting their annual financial audit of the City.</p>	

Other risk information

The City has controls in place which mitigate the risk exposures in the areas subject to audit. The controls must be consistently applied and regularly reviewed to ensure they remain relevant and robust.

A lack of controls, or inconsistent application of controls, by the City within the areas subject to audit increases the risks of significant reputational damage and/or financial losses being incurred through error or fraudulent activity.

Process and continuous improvements ensure any weaknesses identified can be rectified within a timely manner.

Financial / budget implications

The internal audit activities were carried out using existing budgeted resources.

Regional significance

Ensuring compliance with legislative requirements and strong internal controls provides oversight which enhances the City's capability to deliver services to the district, and beyond, as relevant.

Sustainability implications

The financial, environmental and social sustainability of the City's operations depends on complying with legislation and ensuring effective controls and procedures are implemented for this to occur. Being accountable and transparent is part of the goals of the City's *Strategic Community Plan*.

Consultation

Internal consultation, where relevant, occurs with Managers and Directors for each audit activity.

COMMENT

The Office of the Auditor General places reliance on internal audit activities when conducting their annual financial audit of the City; timely monitoring of internal audit recommendations ensures continuous reduction of risk and documented evidence of process improvements.

VOTING REQUIREMENTS

Simple Majority.

OFFICER'S RECOMMENDATION

MOVED Cr Mercer, SECONDED Cr Raftis that the Audit and Risk Committee NOTES the status update of the implementation of internal audit recommendations.

The Motion was Put and

CARRIED (5/0)

In favour of the Motion: Cr Raftis, Mayor Kingston, Cr Count, Cr Hill and Cr Mercer.

Against the Motion: Nil.

ATTACHMENTS

1. Status Update [8.3.1 - 7 pages]

Disclosures of Financial Interest

Name / Position	Cr Phillip Vinciullo.
Meeting Type	Audit and Risk Committee.
Meeting Date	9 March 2026.
Item No. / Subject	Item 8.4 - North Metropolitan Tafe Humanoid Robot (Ward - All).
Nature of Interest	Financial Interest.
Extent of Interest	Cr Vinciullo is an employee of North Metropolitan Tafe.

Disclosure of Interest affecting Impartiality

Name / Position	Cr Phillip Vinciullo.
Meeting Type	Audit and Risk Committee.
Meeting Date	9 March 2026.
Item No. / Subject	Item 8.4 - North Metropolitan Tafe Humanoid Robot (Ward - All).
Nature of Interest	Interest that may affect impartiality.
Extent of Interest	Cr Vinciullo is an employee of North Metropolitan Tafe.

8.4 NORTH METROPOLITAN TAFE HUMANOID ROBOT (WARD - ALL)

WARD	All
RESPONSIBLE DIRECTOR	Mr Jamie Parry Acting Chief Executive Officer
FILE NUMBER	43458, 101515
AUTHORITY / DISCRETION	Information – includes items provided to Council for information purposes only that do not require a decision of Council (that is for ‘noting’).

PURPOSE

To present a report as requested at the Audit and Risk Committee Meeting of 24 February 2025 on the ongoing costs associated with the City’s agreement with North Metropolitan TAFE for the Humanoid Robot Project, specifically relating to security and transport.

EXECUTIVE SUMMARY

The City of Joondalup entered into an agreement with North Metropolitan TAFE (NMTAFE) to support the acquisition and use of a Humanoid Ari V1 robot (the robot). As part of the arrangement, it was agreed the City would have access to the robot for promotional and exhibition use and NMTAFE would utilise the robot for programming skill development as part of specific NMTAFE course, thereby benefitting from improved educational outcomes for students.

Since its acquisition, the robot has attended various City led events and initiatives, supported by NMTAFE students and lecturers, to demonstrate the City’s support for regional educational opportunities, enhance visitor engagement and promote Joondalup’s digital and destination economy.

NMTAFE has provided feedback that the robot has been hugely beneficial to their students and have advised that they intend to purchase additional robots to expand the training of students in robotics programs at the Joondalup TAFE campus.

This report outlines the financial contribution on the associated ongoing costs for transport and security when the robot is used by the City, which are in the order of \$150 to \$400 per event.

It is therefore recommended that the Audit and Risk Committee NOTES the ongoing costs associated with the Humanoid Robot Project.

BACKGROUND

In progressing the Humanoid Robot Project (the Project) agreement with NMTAFE, consideration was given to the benefits the project would provide to the local economy and community. These benefits include business capability and visitor attraction within the knowledge, digital and destination economies and expected increase in student attraction and student skill development. The project addressed a gap in robotics education and digital engagement, enhancing student learning through real-world robotics experience while showcasing Joondalup's innovation credentials. The initial cost to the City was \$20,000.

Advice to Elected Members was provided on this cost as part of questions taken on notice in December 2024, including the cost benefit analysis which promoted the \$20,000 expenditure relating to the humanoid robot, details of which are included in this Report.

The purchase of, and ongoing collaboration with NMTAFE on, the humanoid robot directly supports the decision of Council to support the development of an innovation precinct in Joondalup. In particular alignment is part 2 of the recommendation to drive innovation in the digital economy endorsed by Council at its meeting on 16 August 2022 (CJ121-08/22 refers):

- 2 *INVESTIGATE and ADVOCATE for the development of an innovation precinct in Joondalup for new and emerging technology and industries, such as but not limited to robotics, automation, artificial intelligence, data science, space, health and med tech, defence, cyber security and critical infrastructure.*

Benefits include:

- Knowledge economy

The project strengthens Joondalup's role in supporting the knowledge economy by partnering with NMTAFE to equip students with necessary skills for future employment. With access to such an asset, students can work with world-class technology to learn and apply their skills in areas like robotics, software development and programming, making Joondalup an attractive place to study. The project also enhances collaboration within the Joondalup Learning and Innovation Precinct, reinforcing Joondalup's position as a hub for education and innovation.

- Digital economy

The project underscores Joondalup's commitment to advancing the digital economy by showcasing leadership in innovation and technology. By supporting this project, the City is contributing to capacity building in robotics and automation, aligning with broader State Government initiatives such as the Diversify WA Strategy, the 10 Year Science and Technology Plan and the Australian Automation and Robotics Precinct (AARP), fostering engagement and reinforcing Joondalup's position as a supporter of digital transformation and innovation.

- Destination economy

A key factor in the decision to support the project was the opportunity to leverage the robot's unique appeal to enhance visitor experiences at selected events and locations throughout the City. By incorporating dynamic, interactive and unique experiences, the robot can attract and engage residents, visitors and businesses and build awareness of Joondalup's innovative digital strengths and encourage stakeholders and visitors to spend more time within the City of Joondalup.

The robot can be programmed by students to provide information, promotions and directions at community events like Joondalup Festival and business events like Business Forums.

By creating unique, memorable interactions, the robot will add value to Joondalup's offerings as a destination. The initiative also positions the City as a leader in contemporary visitor servicing and innovation.

- Collaboration and clustering

The City recognises the importance of collaboration, partnerships and cluster development to economic development and advocacy outcomes for Joondalup. NMTAFE is a strategic partner in a range of formal collaborative groups such as the Joint Economic Development Initiative, Joondalup Innovation Precinct and Joondalup Learning Precinct (JLP).

The project aligns with the Joondalup Learning Precinct Charter which includes the following key focus areas with the intent to deliver mutual and community benefits through strategic, innovative initiatives.

- 1 Collaboration

The project is an innovative collaboration between the City and NMTAFE, leveraging their unique strengths to attract resources and drive mutual benefits, such as advancing digital skills and enhancing Joondalup's reputation as a hub for innovation.

- 2 Advocacy

By showcasing Joondalup's leadership in robotics and technology, the project supports the advocacy goal of promoting Joondalup as a Learning City. It attracts attention from government, researchers, businesses and prospective students, aligning with efforts to attract investment, skilled talent and visitors.

- 3 Resource Sharing

The partnership between the City and NMTAFE maximises resource efficiency through shared funding, expertise and infrastructure. The robot serves many purposes across education, digital economy development and tourism, reducing costs while amplifying collective impact.

Key Educational Outcomes

As a direct result of the initiative, NMTAFE developed and launched new courses, including as follows:

- ICT50220 Diploma of Information Technology (Games and Intelligent Systems).
- An option for a dual qualification, allowing students to also graduate with the Diploma of Information Technology (Advanced Programming).

These courses are designed to build skills in robotics, software development and intelligent systems areas directly aligned with the capabilities of the humanoid robot.

Career Pathways and Job Outcomes

Students involved in the project gain hands-on experience that supports career readiness in roles such as:

- Digital Programmer
- Software Developer
- Applications Support
- Mobile and Desktop Applications Developer
- Games and VR Developer
- IoT/Robotics Specialist

These outcomes demonstrate the initiative’s contribution to workforce development and the digital economy.

Legislation / Strategic Community Plan / Policy implications

Legislation Not applicable.

10-Year Strategic Community Plan

Key theme 4. Economy.

Outcome 4-2 Innovative and confident - you are attracted to the City’s unique characteristics and potential and feel confident in investing.

Policy Not applicable.

Strategic Risk Relationship

Risk	DECISIONS
Risk Event Description	Ineffective / improper decision making
Risk Responsibility	Director Governance and Strategy
Residual Risk	High
Control Effectiveness	Strong
Risk Appetite	High risk requires close monitoring with assurance of the highest levels of controls – strong – including plans for improving effectiveness levels.
Risk Control	The relevant control, to mitigate risk, is the provision of a report that includes details that inform of activities and to ensure transparency. This project has been guided by strategic priorities detailed in the City’s Economic Development Strategy: Expanding Horizons 2033.

DETAILS

Financial Contribution

Upfront Payment: \$20,000 (ex GST) to NMTAFE for robot acquisition and programming. This payment was made to NMTAFE in November 2024.

Transport Costs

Initially the City was responsible for transportation costs for the robot when seeking to access the robot for its own uses. The City hired a truck to NMTAFE specifications to transport the robot to and from the City's Business Forum event with Premier Roger Cook in December 2024. This was the robot's first outing at a total cost of \$770.

Since this event, NMTAFE has purchased a van and custom crate that enables NMTAFE to transport the robot to and from events as needed. This is now at no cost to the City.

Ongoing costs: approximately \$150 to \$400 per event.

- Transport Costs – NIL
 - The robot weighs approximately 100kg and stands 1.73m tall.
 - Transport is arranged by NMTAFE in consultation with City staff depending on the event.
 - NMTAFE have purchased a vehicle that transports the robot which has eliminated transport costs.
- Security Costs
 - Security is not required at all events but may be necessary for large public gatherings. Estimated Security Cost per event (if applicable): \$200–\$500 depending on duration and risk assessment. Note this has not been required to date.
- Robot supervision
 - NMTAFE provides staff members or students to support the robots' attendance at events. NMTAFE have requested the City to provide student robot minders with minor compensation, in the form of gift vouchers, on occasion for certain events, depending on event time, location and duration. The total amount spent on gift vouchers for this purpose to date is estimated to be approximately \$500. Average cost per event: \$150–\$400 depending on student time.
 - City staff are briefed on handling and safeguarding the robot during events where applicable and appropriate.

Note: if the Robot does not attend City events, there is no ongoing cost to the City for this project.

COMMENT

This project has delivered value across education, innovation, and tourism. While the upfront cost was fixed, ongoing costs are minor and vary depending on event type and duration.

These operational costs are managed within existing budgets and the City continues to monitor usage and impact of the Robot.

Results and Impact

The robot, known as Isabella, has become a recognisable ambassador for Joondalup's educational opportunities, with her presence at major events enhancing the City's profile as a forward-thinking, digitally engaged destination. Through advocacy and interactive engagement, the City leverages the robot to promote the Joondalup Learning Precinct and opportunities for emerging technologies and skills development. These efforts directly support the *City's Economic Development Strategy – Expanding Horizons 2033*.

A further outcome of the humanoid robot initiative has been NM TAFE's strengthened engagement with the Australian Automation and Robotics Precinct (AARP), leading to its participation in global robotics event Robopalooza 2025. This event provided a platform for NMTAFE students to showcase their work alongside other cutting-edge robotics projects, enabling the Joondalup Learning Precinct to be showcased and further demonstrating the region's commitment to fostering innovation through education.

The City submitted an award submission for the project under the Partnership category for the 2025 National Economic Development Australia Awards. The City was selected as a national finalist for this submission, resulting in the project being showcased alongside other finalist projects at the National Economic Development Conference held in October 2025.

VOTING REQUIREMENTS

Simple Majority.

Cr Vinciullo left the Room at 6.37pm.

OFFICER'S RECOMMENDATION

MOVED Cr Count, SECONDED Mayor Kingston that the Audit and Risk Committee NOTES the ongoing costs associated with the Humanoid Robot Project.

The Motion was Put and

CARRIED (5/0)

In favour of the Motion: Cr Raftis, Mayor Kingston, Cr Count, Cr Hill and Cr Mercer.

Against the Motion: Nil.

ATTACHMENTS

1. Humanoid Robot Event Attendance [8.4.1 - 2 pages]

8.5 SETTING OF MEETING DATES - AUDIT AND RISK COMMITTEE (WARD - ALL)

WARD	All
RESPONSIBLE DIRECTOR	Mrs Rebecca Maccario Acting Director Governance and Strategy
FILE NUMBER	107022, 02153, 101515
AUTHORITY / DISCRETION	Executive - The substantial direction setting and oversight role of Council, such as adopting plans and reports, accepting tenders, directing operations, setting and amending budgets.

PURPOSE

For the Audit and Risk Committee to consider setting a committee meeting date for May 2026.

EXECUTIVE SUMMARY

In order to assist with forward planning for all Elected Members, management and staff, a schedule of meeting dates has been prepared for the Audit and Risk Committee, ensuring synergy between meeting dates and critical statutory audit operations.

At the Audit and Risk Committee meeting held on 10 November 2025, the Committee adopted the following meeting dates and times for the Audit and Risk Committee to be held at the Joondalup Civic Centre (Conference Room 1), Boas Avenue, Joondalup:

- 1 Monday 9 March 2026, commencing at 6.00pm;
- 2 Monday 3 August 2026, commencing at 6:00pm;
- 3 Monday 23 November 2026, commencing at 6:00pm.

The Officer's recommendation had also proposed a meeting date for Tuesday 30 June 2026, commencing at 6:00pm however, the Committee had requested the Administration to look at a date in May.

It is therefore recommended that the Audit and Risk Committee ADOPTS the following meeting date and time for the Audit and Risk Committee of the City of Joondalup to be held at the Joondalup Civic Centre (Conference Room 1), Boas Avenue, Joondalup:

- 1 Monday 11 May 2026, commencing at 6.00pm.

BACKGROUND

The Audit and Risk Committee was re-established at the Special Council meeting held on 3 November 2025 (CJ303-11/25 refers), and the Audit and Risk Committee's Terms of Reference were adopted at that time.

- 1 guide and assist the City in carrying out its functions:
 - 1.1 under Part 6 - Financial Management, of the *Local Government Act 1995*;
 - 1.2 in relation to audits conducted under Part 7 - Audit, of the *Local Government Act 1995*;
 - 1.3 relating to other audits and other matters related to financial management;
- 2 review the Chief Executive Officer's report into the appropriateness and effectiveness of the City's systems and procedures in relation to risk management, internal control and legislative compliance, presented to it by the Chief Executive Officer under regulation 17 of the *Local Government (Audit) Regulations 1996* and:
 - 2.1 report to the Council the results of that review;
 - 2.2 give the Council a copy of the Chief Executive Officer's report;
- 3 review the Chief Executive Officer's report into the appropriateness and effectiveness of the City's financial management systems and procedures under regulation 5(2)(c) of the *Local Government (Financial Management) Regulations 1996* and:
 - 3.1 report to the Council the results of that review;
 - 3.2 give the Council a copy of the Chief Executive Officer's report;
- 4 support the auditor of the City to conduct an audit and carry out the auditor's other duties under the *Local Government Act 1995* in respect of the City and to oversee the implementation of any actions in accordance with regulation 16(f) of the *Local Government (Audit) Regulations 1996*;
- 5 consider the adequacy and effectiveness of internal controls by reviewing reports from the Internal Auditor, the Administration, Office of the Auditor General, consultants and other external oversight agencies as appropriate;
- 6 enquiring with the Internal Auditor or the Administration about processes to detect and prevent fraud or corruption and to their awareness of any suspected, alleged or actual fraud or corruption and the City's response to it (subject to confidentiality considerations);
- 7 assessing the adequacy of the annual internal audit plan and the three-year internal audit plan;
- 8 identify and refer specific projects or investigations deemed necessary through the Chief Executive Officer, the Internal Auditor and the Council if appropriate and receive any reports detailing the results of those investigations;
- 9 review the strategic risks to the City and the plans to minimise or respond to those risks. This includes assessing whether risks that may prevent the City from achieving its objectives or maintaining its reputation have been identified.

DETAILS

The Audit and Risk Committee is required to be established in accordance with the *Local Government Act 1995* and associated regulations. It is responsible for matters associated with all aspects of financial auditing, legislative compliance, risk management and reviewing the efficiency of the City's use of resources.

Meetings of this committee are usually associated with statutory reporting requirements, including endorsement of the Annual Compliance Audit Return, appointment of the City's Auditor, and adoption of the Audited Financial Statements and Annual Report.

Issues and options considered

The Audit and Risk Committee can either:

- adopt the meeting dates as proposed in this Report
or
- amend the meeting dates.

Legislation / Strategic Community Plan / Policy implications

Legislation *City of Joondalup Meeting Procedures Local Law 2013.*
Local Government Act 1995.
Local Government (Audit) Regulations 1996.
Local Government (Administration) Regulations 1996.
Local Government (Financial Management) Regulations 1996.

10-Year Strategic Community Plan

Key theme 5. Leadership.

Outcome 5-1 Capable and effective - you have an informed and capable Council backed by a highly-skilled workforce.

5-4 Responsible and financially sustainable - you are provided with a range of City services which are delivered in a financially responsible manner.

Policy Not applicable.

Risk management considerations

Should forward planning of committee meetings not be identified, then there is a risk for meetings to be held on an ad-hoc basis, lacking coordination with other key meetings and corporate planning processes.

Financial / budget implications

Not applicable.

Regional significance

Not applicable.

Sustainability implications

Not applicable.

Consultation

Not applicable.

COMMENT

The proposed dates have been based on the statutory reporting outcomes required of the Audit and Risk Committee, the broader monthly meeting cycle of Council, as well as being cognisant of proposed meeting dates for a variety of other committees and civic events.

VOTING REQUIREMENTS

Simple Majority.

Cr Vinciullo entered the Room at 6.47pm.

The Manager Economic Development and Advocacy left the Room at 6.47pm.

OFFICER'S RECOMMENDATION

MOVED Cr Raftis, SECONDED Mayor Kingston that the Audit and Risk Committee ADOPTS the following meeting date and time for the Audit and Risk Committee of the City of Joondalup to be held at the Joondalup Civic Centre (Conference Room 1), Boas Avenue, Joondalup:

1 Monday 11 May 2026, commencing at 6.00pm.

The Motion was Put and

CARRIED (5/0)

In favour of the Motion: Cr Raftis, Mayor Kingston, Cr Count, Cr Hill and Cr Mercer.

Against the Motion: Nil.

ATTACHMENTS

Nil

8.6 ANNUAL CORPORATE COMPLIANCE CALENDAR (WARD – ALL)

WARD	All
RESPONSIBLE DIRECTOR	Mrs Rebecca Maccario Acting Director Governance and Strategy
FILE NUMBER	110921, 101515
AUTHORITY / DISCRETION	Information – includes items provided to Council for information purposes only that do not require a decision of Council (that is for ‘noting’).

PURPOSE

For the Audit and Risk Committee to note the updated Annual Corporate Compliance Calendar.

EXECUTIVE SUMMARY

Local government operations and day-to-day business are governed and regulated by a vast array of legislation. The broad nature of this legislation requires the City to maintain a high degree of monitoring and oversight to ensure the City is complying with its legislative responsibilities and reporting requirements. As part of the City’s corporate risk oversight, the City’s Corporate Compliance Calendar was developed and endorsed in 2014 as a mechanism to monitor the City’s legislative reporting and compliance regime.

The Corporate Compliance Calendar (Attachment 1 refers) has been reviewed through an assessment of the legislative responsibilities affecting local governments, against the Western Australian Local Government Association (WALGA) template, and in consultation with Business Unit Managers and Directors. The calendar is not a static tool and can be added to or changed, as and when the need arises.

It is therefore recommended that the Audit and Risk Committee notes the updated Annual Corporate Compliance Calendar as provided in Attachment 1 to this Report.

BACKGROUND

At its meeting held on 24 September 2013 (CJ190-09/13 refers), Council adopted a *Risk Management Policy* and endorsed the City’s *Risk Management Framework* as a mechanism to raise the profile of risk, improve the City’s approach to risk and embed risk management across all the City’s systems and processes.

As part of the framework’s implementation, a Corporate Risk Register was developed which included the identification of a number of actions to monitor and minimise risk across a range of the City’s organisational activities. One control action was the need to develop a Corporate Compliance Calendar to monitor the City’s compliance with legislative obligations and respond to new legislation that places obligations on the City.

At the Executive Leadership Team (ELT) meeting held on 28 July 2014, the Chief Executive Officer (CEO) endorsed the City's inaugural Corporate Compliance Calendar.

As part of the CEO's four yearly review of risk management, internal control and legislative compliance, the City's Auditor has recommended that the City updates and actively uses the Annual Corporate Compliance Calendar to ensure that compliance with legislative requirements are met in a timely manner.

The Corporate Compliance Calendar (Attachment 1 refers) has been reviewed through an assessment of the legislative responsibilities affecting local governments, against the WALGA template, and in consultation with Business Unit Managers and Directors. The calendar is not a static tool and can be added to, as and when the need arises.

The calendar is updated on a monthly basis and reported through to the CEO on a monthly basis to monitor the City's legislative obligations as well as to identify areas of upcoming legislative responsibility that may need to commence.

DETAILS

At its meeting held on 19 September 2023 (CJ186-09/23 refers), Council resolved, in part, to:

"2.3 present the updated Risk Registers and Corporate Compliance Calendar to a future Audit and Risk Committee meeting, prior to the end of 2023, for consideration."

At the Audit and Risk Committee meeting held on 13 November 2023, the Committee resolved as follows:

"That the Audit and Risk Committee:

- 1 NOTES the Annual Corporate Compliance Calendar as provided in Attachment 1 to this Report;*
- 2 RECEIVES the updated Annual Corporate Compliance Calendar at each Ordinary Committee meeting, for noting."*

This report is presented to the Audit and Risk Committee in accordance with the Committee's decision of 13 November 2023.

Issues and options considered

The Council may choose to:

- note the Corporate Compliance Calendar
- accept the Corporate Compliance Calendar on an annual basis for noting
or
- accept the Corporate Compliance Calendar on a quarterly basis for noting.

Legislation / Strategic Community Plan / Policy implications

Legislation *Local Government Act 1995.*

10-Year Strategic Community Plan

Key theme 5. Leadership.

Outcome 5-1 Capable and effective - you have an informed and capable Council backed by a highly-skilled workforce.

Policy Not applicable.

Risk management considerations

The Corporate Compliance Calendar is a useful tool to ensure that the City's legislative responsibilities are being met.

Financial / budget implications

Not applicable.

Regional significance

Not applicable.

Sustainability implications

Not applicable.

Consultation

The revised Corporate Compliance Calendar was developed in consultation with all Directors and Business Unit Managers, as well as using the WALGA template and other resources as a guide.

COMMENT

The Corporate Compliance Calendar offers a simple but effective way for the City and the CEO to monitor a local government's legislative reporting responsibilities. Items in the Corporate Compliance Calendar can be added to as and when the need arises and will require the cooperation of Business Units to ensure that accurate information is recorded.

VOTING REQUIREMENTS

Simple Majority.

OFFICER'S RECOMMENDATION

MOVED Cr Raftis, SECONDED Cr Mercer that the Audit and Risk Committee NOTES the Annual Corporate Compliance Calendar as provided in Attachment 1 to this Report.

The Motion was Put and

CARRIED (5/0)

In favour of the Motion: Cr Raftis, Mayor Kingston, Cr Count, Cr Hill and Cr Mercer.

Against the Motion: Nil.

ATTACHMENTS

1. 2026 Corporate Compliance Calendar [**8.6.1** - 24 pages]

8.7 SERVICE, REWARD AND AWARD RECOGNITION (WARD - ALL)

WARD	All
RESPONSIBLE DIRECTOR	Mrs Rebecca Maccario Acting Director Governance and Strategy
FILE NUMBER	32308, 101515
AUTHORITY / DISCRETION	Information – includes items provided to Council for information purposes only that do not require a decision of Council (that is for 'noting').

PURPOSE

For the Audit and Risk Committee to note the City's protocols related to service recognition; on the spot rewards; and the City's customer excellence program.

EXECUTIVE SUMMARY

At the Audit and Risk Committee meeting on 28 October 2024 it was requested that a report be prepared in relation to the City's *Service Recognition Protocol* and *On the Spot Rewards Protocol*, and how the protocols operate. On 22 November 2024 copies of the two Protocols were forwarded to all Elected Members.

This report provides an overview of the protocols and their purpose in employment-related matters. All City Protocols are endorsed by the Chief Executive Officer.

The City also conducts an employee excellence awards program which is detailed within the report.

It is therefore recommended that the Audit and Risk Committee NOTES the City of Joondalup's Service Recognition and On the Spot Rewards Programs, and Employee Excellence Awards Program.

BACKGROUND

s5.41 of the *Local Government Act 1995* provides that the functions of the CEO include:

- (d) manage the day-to-day operations of the local government.
- (g) be responsible for the employment, management supervision, direction and dismissal of other employees.

To this end it is considered important that the organisation provide programs that recognise and acknowledge the efforts of employees for their workplace achievements, accomplishments and service. A key objective of such programs is also to improve and sustain a high-performing organisational culture. Employee reward and recognition programs provide a structured approach to acknowledging and appreciating employees' contributions, achievements, and behaviours that align with organisational values and goals. These programs can include morning teas, monetary rewards, public recognition, career development opportunities, and non-monetary incentives. Organisations that neglect recognition risk losing talent, morale and a competitive edge.

Also of importance is that these protocols and programs are referenced within all of the City's various negotiated Workforce Industrial Agreements, and have been for some time, therefore they are an integral part of the City's negotiated working conditions and are highly valued by the employees and the Unions that the City negotiates its employee agreements with.

At the Audit and Risk Committee meeting on 28 October 2024 it was requested that a report be prepared in relation to the City's *Service Recognition Protocol* and *On the Spot Rewards Protocol*, and how the protocols operate.

DETAILS

The Protocols in summary provide the following:

Service Recognition Protocol

A copy of the City's *Service Recognition Protocol* is provided as Attachment 1.

The key objective of the Protocol is *to recognise and reward employee contribution commitment and long-term continuous service to the City of Joondalup.*

The Protocol is available to existing employees and is referenced in the City's various negotiated Workforce Industrial Agreements.

Service Milestone and Service Recognition awards provide a formal recognition and reward to employees for length of continuous services and Service Recognition for exiting employees of five, ten, fifteen and twenty years, plus every five years thereafter, which a voucher is a component.

There are restrictions and delegation approvals required, as detailed within the Protocol.

The City's negotiated Workforce Agreements each contain provisions related to service recognition which reflect the amounts referenced in the Protocol.

On the Spot Rewards Protocol

A copy of the City's *On the Spot Rewards Protocol* is provided as Attachment 2.

The key objective of the Protocol is *to encourage a consistent, equitable and accountable process for the recognition and acknowledgement of employees for their workplace achievements, initiatives and accomplishments.*

Usually, such "accomplishments or achievements" means:

- *performance of a current role and responsibility above and beyond what is generally expected.*
- *demonstrated initiative or idea that exceeds expectation and that may have significant positive impact on the operation of a Business Unit, Directorate, or the City.*
- *exceptional contribution to the operation of the unit/team, that enables the unit to achieve desired outcomes (such as project completion).*

The Protocol covers the awarding of both monetary and non-monetary awards to employees for accomplishments and achievements while performing their duties at the City, of which a voucher may be a component. This Protocol is also referenced in the City's various negotiated Workforce Industrial Agreements.

There are restrictions and delegation approvals required. Managers are required to budget each year for service recognition and On the Spot Awards. Employees can be presented with various forms of recognition through this program as per the protocol both monetary and non-monetary or a combination of both. Employees are also recognised via news items to further recognise contributions and instil a culture of high performance and continuous improvement. Alcohol cannot form any part of the On the Spot Award Program.

The City's expenditure for the On the Spot Rewards and Service Recognition program in 2024-25 was \$42,224.39.

Employee Excellence Awards

In addition to the above two Protocols the City also conducts a program to recognise employee excellence (both individual and teams) for innovation and continual improvement; and customer service. This program is run every two months and is aimed at recognising high performance.

Prior to finalisation of the submissions all nominations are reviewed and endorsed by the supervisor of the nominee.

A rotating panel has been established to assess the nominations against the criteria and the selected winner/s are recommended for further endorsement by the CEO. Where a nomination was not successful in winning the panel may recommend that an On the Spot Award be provided by the Business Unit Manager. The recipients receive their awards from the CEO at a recognition event. The recipients of the award are invited to attend the presentation and receive their award from the CEO. Winners are also recognised via CEO communications, news items and on the dedicated intranet page for the awards.

Individual winners receive \$500. Team winners receive \$900 equally distributed amongst team members. For team winners, a minimum prize amount of \$100 per team member applies.

The following provides a summary of the award objectives (refer to Attachment 3):

Innovation and Continual Improvement Award

The Award aims to:

- Recognise and share successful innovation, continual improvement ideas and best practice initiatives implemented at the City.
- Promote innovative approaches to local government industry challenges through the identification and exhibiting of examples of effective solutions.
- Encourage a culture of innovation and continual improvement at the City.
- Increase awareness of innovation and the potential benefits to employees, customers and stakeholders.

Some examples of those that have been recognised with this award include (names removed):

- *The Waste Services team successfully collected 6,800 containers from City events in their first year of waste diversification, with \$680 donated to the Joondalup Christmas Lunch. The team planned to continue collecting to contribute to those who may spend time alone and can't afford a Christmas meal.*
- *The team played a pivotal role in the successful upgrade of the Joondalup Drive and Lakeside Drive roundabout, one of the City's most significant recent infrastructure projects. (Officer) developed an innovative design addressing complex gradients, optimised traffic flow and improved pedestrian and cyclist safety, while (Officer) led construction and project management, coordinating with multiple stakeholders to ensure efficiency, safety and minimal disruption. Delivered entirely in-house, this project saved the City an estimated \$200,000 to \$300,000, with their collaborative, innovative approach, technical expertise and commitment, setting a benchmark for City projects.*
- *(Officer) has streamlined processes, eliminated duplication and created efficiencies that benefit not just her team, but the entire organisation. Some of her many achievements include simplifying the distribution of ELT reports, revamping the Desk of the CEO process through a smarter SharePoint system, consolidating inboxes and calendars to reduce confusion and improving Council's questions taken on notice process. (Officer) also developed clear ELT reporting guidelines and is now leading the creation of new ELT and EMT portals to make information more accessible across the organisation.*

Customer Service Excellence Award

The Award aims to:

- Recognise excellence, best practice and innovation in customer service and to highlight their importance in today's business and economic climate.
- Promote customer service and to continually improve the level of its practitioners' professionalism through recognition, thus improving the pride, motivation and self-esteem of City employees as customer service professionals.
- Promote the Customer Service standards of the City, including the Customer Service Charter, to develop and sustain a customer service excellence ethos through improvements to the design, delivery, quality and effectiveness of customer service strategies, policies and systems.
- Improve knowledge and awareness of the components of customer service excellence in local government and the benefits to employees, customers and stakeholders.

Some examples of those that have been recognised with this award include (names removed):

- *The Department of Fire and Emergency Services attended a fatal car versus bus traffic accident on Warwick Road. As part of a complex incident, three of the City's Field Officers assisted firefighters in locating and transporting three large mastiff dogs belonging to one of the families involved. Sadly, the driver of the vehicle and one dog were pronounced deceased later that day. Under difficult circumstances, the three Field Officers worked collaboratively and professionally with emergency services to assist with the incident.*
- *A patron at Craigie Leisure Centre experienced a medical emergency. The City's lifeguards demonstrated remarkable composure and expertise in providing first aid while coordinating with emergency services. Additionally, other team members all played crucial roles in ensuring a seamless response, showcasing the City's teamwork and dedication.*

- *On a 40-degree day, two of the City's employees came across a couple stranded with a flat tyre on the side of the road. The couple were on their way to visit a terminally ill family member, and the RAC wait time was two hours. Without hesitation, they stopped, assessed the situation, and had them back on the road. The couple later wrote to the City, deeply grateful for the support and moved by the selflessness shown by "two very happy kind men".*
- *An employee, while on duty, intervened when noticing a distressed man threatening self-harm. She called for police and offered water and sustenance, sat with him remaining engaged to ensure his safety until police arrived. Their great communication skills, empathy and ability to connect may have saved his life and prevented community distress.*

The City's expenditure for the Employee Excellence Awards program in 2024-25 was \$7,068.05. It is important to note that the program is by nomination from peers and is adjudicated by Managers/Coordinators who assess each application against the general criteria. The CEO endorses the final recommendations of those proposed to be recognised. Not all rounds result in awards being given due to the high standard expected in relation to the award criteria.

Issues and options considered

A review of the Employee Excellence Awards is currently underway as a continual improvement initiative and following feedback during negotiations for workforce agreements. Initial employee consultation has been conducted, and recommendations will be provided for improvement to the CEO once finalised. The review and any outcomes have been planned and incorporated into the business unit planning for financial year 2026-27.

Legislation / Strategic Community Plan / Policy implications

Legislation S5.41 of the *Local Government Act 1995*.

10-Year Strategic Community Plan

Key theme 5. Leadership.

Outcome 5-4 Responsible and financially sustainable - you are provided with a range of City services which are delivered in a financially responsible manner.

Policy Not applicable.

Risk management considerations

Risk management considerations in reports to Council consider the relevant strategic risk(s).

This category of risk requires input from Council and is managed by the Chief Executive Officer and relevant Director(s).

Strategic risks are external or internal risks that affect the achievement of the City's long-term objectives.

Strategic Risk Relationship

Risk	DECISIONS
Risk Event Description	Ineffective / improper decision making
Risk Responsibility	Director Governance and Strategy
Residual Risk	High
Control Effectiveness	Strong
Risk Appetite	High risk requires close monitoring with assurance of the highest levels of controls – strong – including plans for improving effectiveness levels.
Risk Control	The relevant control, to mitigate risk, is the provision of information in response to a request that can be considered in future decision making.

Other risk information

It is important that the organisation provide programs that recognise and acknowledge the efforts of employees for their workplace achievements, accomplishments and service. A key objective of such programs is also to improve and sustain a high-performing organisational culture.

The risks of not conducting programs which recognise service and performance include, but is not limited to:

- *Increased Employee Turnover:* Employees who feel undervalued are more likely to leave. Organisations without recognition programs often experience higher turnover rates, which can be costly and disruptive.
- *Decreased Employee Engagement:* Without recognition, employees may feel less motivated and engaged. This can result in lower productivity and a lack of enthusiasm for their work.
- *Negative Workplace Culture:* A lack of recognition can contribute to a negative workplace culture. Employees may feel that their efforts go unnoticed, leading to decreased morale and a less collaborative environment.
- *Inconsistent Performance:* Without regular recognition, employees may not have clear incentives to maintain high performance levels. This can lead to inconsistent performance and a lack of alignment with organisational values and goals.
- *Attraction of Talent:* A lack of recognition and rewards programs can impact the reputation of the City in terms of valuing employees and make the City less attractive to talent; this is very pertinent in a market where the City competes for applicants with the resources sector where we cannot compete on salary.
- *Increased Overtime:* An organisational culture where there is a purposeful lack of recognition for additional effort might lead to an inability to meet project timeframes without additional overtime having to be incurred by the City.

Having service recognition and rewards programs can help mitigate these risks by fostering a positive work environment, improving employee satisfaction, and enhancing overall organisational performance.

Financial / budget implications

The City's expenditure in 2024-25 for its rewards and recognition programs was as follows:

- Service Recognition and On the Spot awards - \$42,224.39.
- Employee excellence awards - \$7,068.05.

All amounts quoted in this report are exclusive of GST.

Regional significance

Not applicable.

Sustainability implications

Not applicable.

Consultation

Not applicable.

COMMENT

It is the role of the Chief Executive Officer to not only manage the day-to-day operations of the City of Joondalup but to be responsible for the employment, management supervision, direction and dismissal of other employees.

The implementation of service recognition and rewards programs can help foster a positive work environment, improve employee satisfaction, and enhance overall organisational performance.

VOTING REQUIREMENTS

Simple Majority.

OFFICER'S RECOMMENDATION

MOVED Cr Mercer, SECONDED Cr Count that the Audit and Risk Committee NOTES the City of Joondalup's Service Recognition and On the Spot Rewards Programs, and Employee Excellence Awards Program.

The Motion was Put and

CARRIED (5/0)

In favour of the Motion: Cr Raftis, Mayor Kingston, Cr Count, Cr Hill and Cr Mercer.

Against the Motion: Nil.

ATTACHMENTS

1. Service Recognition Protocol October 2023 [8.7.1 - 3 pages]
2. On the Spot Award Protocol October 2023 [8.7.2 - 4 pages]
3. Employee Excellence Awards Program [8.7.3 - 1 page]

8.8 CUSTOMER COMPLIMENTS AND COMPLAINTS - QUARTER 2 - 2025-26 (WARD - ALL)

WARD	All
RESPONSIBLE DIRECTOR	Mrs Rebecca Maccario Acting Director Governance and Strategy
FILE NUMBER	48420,101515
AUTHORITY / DISCRETION	Information – includes items provided to Council for information purposes only that do not require a decision of Council (that is for ‘noting’).

PURPOSE

To provide the Audit and Risk Committee with a summary of compliments and complaints received by the City for Quarter 2 of FY2025-26 (Q2 FY25-26).

BACKGROUND

At the Ordinary Council Meeting held on 28 November 2023 (CJ227-11/23 refers), Council approved the structure, scope and reporting frequency for a quarterly complaints and feedback report. This ongoing report is provided to the Audit and Risk Committee and includes analysis of customer complaints and feedback, identifying emerging themes, trends and matters of community interest.

The report examines customer feedback to provide insight into community sentiment and performance, supporting organisational oversight and continuous improvement.

EXECUTIVE SUMMARY

During Q2 FY2025–26, the City recorded 153 customer feedback interactions, comprising 150 feedback matters, two mediation referrals and one Ombudsman enquiry. This included 68 complaints and 82 compliments. Compliments exceeded complaints during the reporting period, indicating continued positive community recognition of City services.

Feedback was received across all Directorates, with the highest proportion relating to Infrastructure Services, reflecting the visibility and demand associated with frontline operational delivery.

Complaint volumes were consistent across October and November, with an uplift observed in December, consistent with increased seasonal demand and operational pressures over the Christmas and New Year period.

Analysis indicates that the majority of complaints related to operational service delivery matters, including contractor-delivered services and service delivery standards. These are managed through established operational review and contract management oversight processes.

Waste services accounted for 35 complaints during the quarter. These matters were distributed relatively evenly across all electorates - North (11), North-Central (5), Central (3), South (3), South-East (3) and South-West (3) - indicating a broad service impact rather than a localised issue. The concerns raised have been discussed with the contractor, service expectations reinforced, operational practices reviewed where required, and ongoing performance monitoring will continue to address any recurring or systemic issues.

Mediation referrals represented a small proportion of total feedback and related to civil or neighbour disputes outside the City’s regulatory authority. These matters are managed through established operational review and contract management oversight processes.

Opportunities to strengthen service delivery continue to be progressed through contractor engagement, operational review and internal process improvement.

As the City transitions to a new customer relationship management system, reporting structures and data classification are being reviewed to support data integrity and reporting consistency. Comparative trend analysis will be progressively introduced as baseline data sets are established.

It is therefore recommended that the Audit and Risk Committee NOTES the Report on customer compliments, complaints and feedback for Quarter 2 of FY2025–26.

COMPLAINTS MANAGEMENT AND GOVERNANCE FRAMEWORK

Definition and clarification of complaints and compliments

Complaint	<p>A statement of dissatisfaction from an individual or group relating to the products, quality of service, actions, or inactions of the City, its employees, or contractors.</p> <p>A complaint is not:</p> <ul style="list-style-type: none"> ▪ A request for service. ▪ A comment, suggestion or opinion without a request for action or expression of dissatisfaction. ▪ A complaint against another resident, business or group. ▪ A Petition.
Compliment	<p>An expression of praise, appreciation, or congratulations on the quality of products, services, and decisions offered or provided by the City, its employees or contractors.</p>

Complaint Management and Governance

Effective complaint management is a critical component of service delivery, organisational accountability and community trust. The City receives customer feedback through multiple accessible channels, including email, the online customer portal, telephone, written correspondence and in-person contact. Matters meeting the definition of a complaint are recorded in the City’s customer relationship management system and managed in accordance with the *Customer Service Charter*, AS/NZS 10002:2022 and relevant guidance issued by the Ombudsman Western Australia.

Where appropriate, frontline staff resolve matters at the point of service. More complex or cross-service complaints are coordinated by the Customer Relations Advocate and allocated to the relevant business unit for investigation and response. Governance oversight of the complaints management framework is provided by the Senior Team Leader, Customer Relations and Insights to ensure compliance with organisational policy, legislative requirements and principles of administrative fairness.

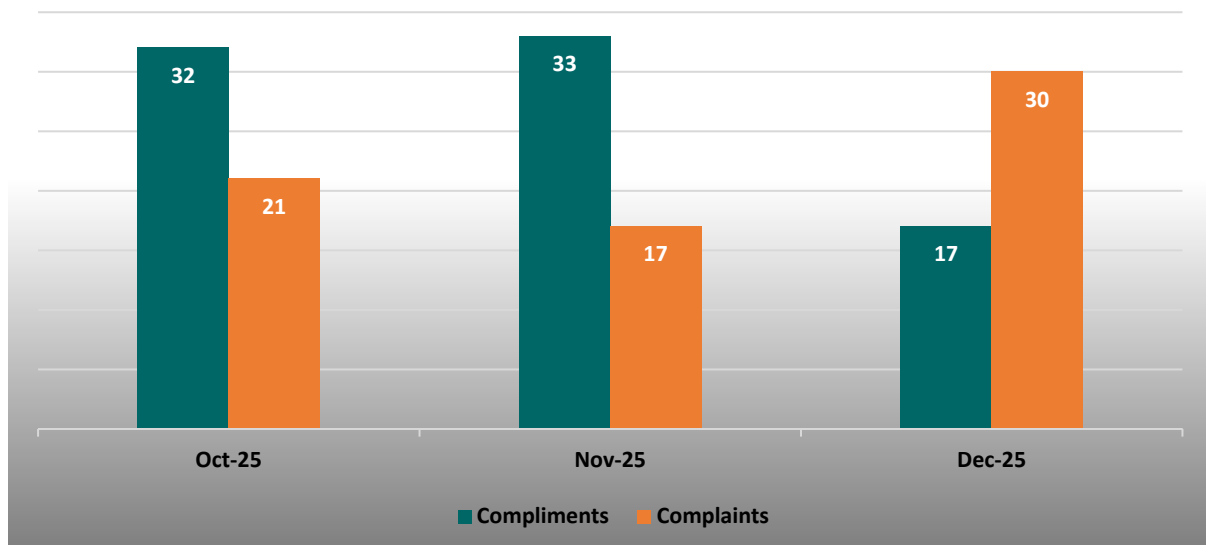
Complaint data is centrally recorded and analysed to identify trends and systemic issues. Aggregated reporting is provided monthly through the Communications and Stakeholder Relations business unit report and quarterly to the Audit and Risk Committee.

DETAILS

A total of 153 customer feedback interactions were recorded during Q2 FY2025–26, inclusive of compliments, complaints, Ombudsman enquiries and mediation referrals. The monthly distribution is outlined below.

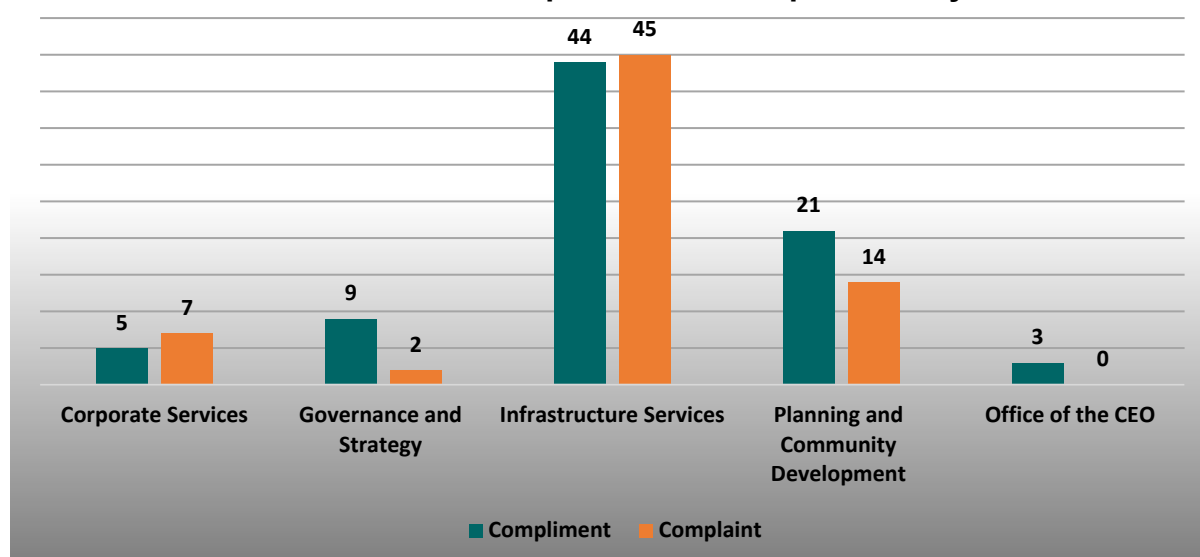
Complaint volumes increased in December, largely driven by City contractor-related matters. This uplift is likely influenced by seasonal service pressures associated with the Christmas period.

Complaints and compliments by month



	Oct 2025	Nov 2025	Dec 2025	Total
Compliments	32	33	17	82
Complaints	21	17	30	68
Ombudsman	1	0	0	1
Mediations	0	0	2	2
TOTAL	54	50	49	153

Complaints and compliments by Directorate



Directorate	Oct 2025		Nov 2025		Dec 2025		Quarter Total	
	Compliment	Complaint	Compliment	Complaint	Compliment	Complaint	Compliment	Complaint
Corporate Services	0	1	3	3	2	3	5	7
Governance and Strategy	4	0	5	0	0	2	9	2
Infrastructure Services	20	14	14	9	10	22	44	45
Planning and Community Development	8	6	8	5	5	3	21	14
Office of the CEO	0	0	3	0	0	0	3	0
TOTAL	32	21	33	17	17	30	82	68

Complaints by category

Category	Oct 2025	Nov 2025	Dec 2025
City contractors	6	4	13
City services	1	1	6
City staff	2	1	4
Complaint about City facility or asset	2	2	-
Lack of communication	1	-	-
Policy or procedure	1	5	4
Other complaints	8	4	4

Ombudsman Western Australia (OWA)

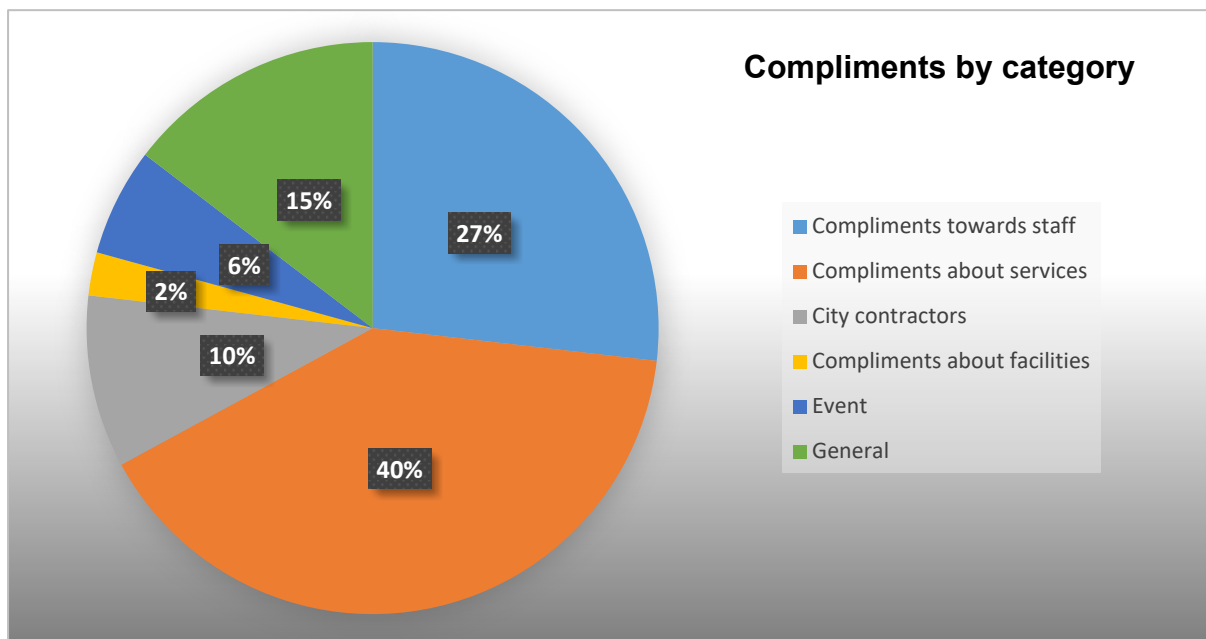
One request for information was received from Ombudsman Western Australia (OWA) during Q2 FY2025–26 in relation to a complaint concerning the City’s handling of a building approval and an associated boundary retaining wall matter between private properties.

- The information requested was provided, and OWA has confirmed the investigation is finalised and closed. No further action from the City required.

Mediation

During Q2 FY2025–26, two neighbour dispute matters were referred to the Citizens Advice Bureau. Both matters related to boundary and retaining wall issues.

Appreciation



Category	Oct 2025	Nov 2025	Dec 2025
Compliments towards staff	8	8	6
Compliments about services	15	13	5
City contractors	4	3	1
Compliments about facilities	1	-	1
Event	1	4	-
General	3	5	4

Legislation / Strategic Community Plan / Policy implications

Legislation Not applicable.

10-Year Strategic Community Plan

Key theme 5. Leadership.

Outcome 5-1 Capable and effective - you have an informed and capable Council backed by a highly skilled workforce.

Policy Not applicable.

Risk management considerations

Risk management considerations in reports to Council consider the relevant strategic risk(s).

This category of risk requires input from Council and is managed by the Chief Executive Officer and relevant Director(s).

Strategic risks are external or internal risks that affect the achievement of the City's long-term objectives.

Strategic Risk Relationship

Risk	DECISIONS	EXPECTATIONS	REPUTATION
Risk Event Description	Ineffective / improper decision making	Inability to understand community expectations	Loss of community trust
Risk Responsibility	Director Governance and Strategy		Chief Executive Officer
Residual Risk	High		
Control Effectiveness	Strong		
Risk Appetite	High risk requires close monitoring with assurance of the highest levels of controls – strong – including plans for improving effectiveness levels.		
Risk Control	The relevant control, to mitigate risk, is the reporting of compliments and complaints that can identify trends that may assist in the management of City operations.		

Financial / budget implications

Not applicable.

Regional significance

Not applicable.

Sustainability implications

Not applicable.

Consultation

Not applicable.

COMMENT

Customer feedback provides meaningful insight into service performance and supports continuous monitoring and improvement across City operations. Review of complaint activity for Q2 FY2025–26 has not identified any systemic governance or control deficiencies. Complaints continue to function as an early indicator of emerging service pressures rather than as a reputational risk.

VOTING REQUIREMENTS

Simple Majority.

OFFICER'S RECOMMENDATION

MOVED Mayor Kingston, **SECONDED** Cr Raftis that the Audit and Risk Committee **NOTES** the report on customer compliments, complaints and feedback for Quarter 2 of FY25-26.

The Motion was Put and

CARRIED (5/0)

In favour of the Motion: Cr Raftis, Mayor Kingston, Cr Count, Cr Hill and Cr Mercer.

Against the Motion: Nil.

ATTACHMENTS

Nil

8.9 BENEFITS REALISATION REPORT MARCH 2026 (WARD - ALL)

WARD	All
RESPONSIBLE DIRECTOR	Mrs Rebecca Maccario Acting Director Governance and Strategy
FILE NUMBER	111020, 101515
AUTHORITY / DISCRETION	Information – includes items provided to Council for information purposes only that do not require a decision of Council (that is for 'noting').

PURPOSE

To provide an update to the Audit and Risk Committee on the *Benefits Realisation Framework* and summarise business improvement benefits reported FY 2025-26 to date.

EXECUTIVE SUMMARY

Following a review of the City's Benefits Management Program, a *Benefits Realisation Framework* was developed to articulate best practice principles and processes for reporting the value of internal business improvement activities.

The Audit and Risk Committee noted the City's new *Benefits Realisation Framework*, included as Attachment 1, at the August 2023 meeting.

Following endorsement of the Framework by the Chief Executive Officer in August 2023, it became operational in January 2025. An internal communications plan, and provision of staff training, have commenced to support staff to effectively identify, measure and report on benefits arising from internal improvement activities.

A data dashboard has been developed to summarise internal business improvement benefits reported to date, including data demonstrating tangible benefits reported.

BACKGROUND

The former Benefits Management Program was initiated in August 2019 (referred to as Service Efficiency and Effectiveness Review Program prior to this date). The intent was to monitor and report on financial benefits resulting from operational improvements. An annual report was presented to the Audit and Risk Committee, which outlined benefits from changes in organisational services, activities, and programs in the financial year. Non-financial benefits were generally not reported.

In June 2022, a review of the Benefits Management Program was recommended following concerns regarding the lack of clarity on the definition of benefits and how benefits were reported within the program. Following the review, an updated *Benefits Realisation Framework* was developed and presented to the Audit and Risk Committee at the August 2023 meeting.

The *Benefits Realisation Framework* and associated processes are intended to capture benefits arising from internal business improvement activities undertaken in line with the City's continuous improvement culture.

The Framework is not intended to measure benefits from external projects such as Capital Works Program construction projects or infrastructure upgrades, although this may be considered in scope in the future.

The two overarching objectives of the *Benefits Realisation Framework* are as follows:

- To embed the principles of benefits realisation across the organisation, including outlining the value of monitoring and reporting on benefits.
- To implement a clear and consistent process for the identification, categorisation, measurement, and reporting of the benefits arising from internal business improvement activities.

The Framework provides staff with the following:

- Contextual and practical information on the City's new approach to benefits realisation.
- An outline of the process for identifying, categorising, measuring and reporting business improvement benefits.
- Tools to assist staff with benefits realisation.

During the project implementation of the Framework, regular reports were provided to the Audit and Risk Committee to outline progress, summarise key activities and provide examples of internal business improvement projects and both tangible and intangible benefits realised.

DETAILS

The *Benefits Realisation Framework* was launched in January 2025 and is now in the operational phase.

Key activities at this phase are as follows:

- Continuing to implement the Internal Communications plan to promote awareness of the Framework and prompt staff to engage with information materials and training.
- Delivery of benefits realisation training to business units.
- Incorporation of benefits identification in the updated Project Management Framework and supporting templates.
- Assisting staff to identify, realise and report internal business improvement benefits.
- Ongoing reporting to Audit and Risk Committee.

Summary of benefits reported:

For the period FY2025/26 to date, the following has been reported:

Number of internal business improvements	13
Total benefits	61
Tangible benefits	13
Intangible benefits	48

The following tangible benefits data has been reported:

Benefits category	Benefits subcategory	Total
Financial	Reduced costs	\$77,340
	Costs avoided	\$43,920
	Increased Revenue	\$186,000
Improved performance	Improved processes	4,042 hours officer time saved
	Improved processes	\$197,225* soft savings

**Soft savings represents the added value to the organisation when a process takes less time to complete, resulting in a productivity gain. Staff can use this time to work on other tasks which add value to the organisation, which can be expressed as a 'soft savings'.*

Further details of the current status and reporting of the *Benefits Realisation Framework* are provided in Attachment 2. A list of improvements and the associated benefits reported are provided in Attachment 3.

Legislation / Strategic Community Plan / Policy implications

Legislation Not applicable.

10-Year Strategic Community Plan

Key theme 5. Leadership.

Outcome 5-1 Capable and effective - you have an informed and capable Council backed by a highly-skilled workforce.
 5-4 Responsible and financially sustainable - you are provided with a range of City services which are delivered in a financially responsible manner.

Policy *Australian Business Excellence Framework Council Policy.*

Risk management considerations

Risk management considerations in reports to Council consider the relevant strategic risk(s).

This category of risk requires input from Council and is managed by the Chief Executive Officer and relevant Director(s).

Strategic risks are external or internal risks that affect the achievement of the City's long-term objectives.

Strategic Risk Relationship

Risk	DECISIONS	FINANCIAL
Risk Event Description	Ineffective/improper decision making	Lack of financial sustainability
Risk Responsibility	Director Governance and Strategy	Director Corporate Services
Residual Risk	High	Medium
Control Effectiveness	Strong	Strong
Risk Appetite	High risk requires close monitoring with assurance of the highest levels of controls – strong – including plans for improving effectiveness levels.	Medium risk is acceptable without variation to existing control activities.
Risk Control	The relevant control, to mitigate risk, is the provision of a half yearly report demonstrating benefits realised through business improvement.	

Other risk information

A *Benefits Realisation Framework* provides a mechanism for monitoring and reporting on benefits of internal business improvements and provides greater transparency of organisational performance. A consistent approach and auditing of data and information on benefits captured will provide greater rigour and accountability.

Financial / budget implications

Not applicable.

Regional significance

Not applicable.

Sustainability implications

The improvement projects and initiatives will be aligned to the key themes in *Joondalup 2032* which have been developed to ensure the sustainability of the City. It is anticipated that some improvement initiatives may lead to greater organisational sustainability and environmental sustainability.

Consultation

Not applicable.

COMMENT

Implementation of the *Benefits Realisation Framework* has progressed and continues to be embedded as a regular part of business operations.

It is expected that implementation will include regular reviews and refinement over time as the processes are tested, and the City's knowledge and expertise in the practice of measuring and reporting benefits matures.

Implementation of the Framework aligns with the *Australian Business Excellence Framework* and *ISO 9001:2015*, which the City use to monitor and drive continuous improvement.

A further report on the progress of the implementation of the *Benefits Realisation Framework* will be provided to the Audit and Risk Committee in Q1 2026-27.

VOTING REQUIREMENTS

Simple Majority.

OFFICER'S RECOMMENDATION

MOVED Cr Mercer, **SECONDED** Cr Count that the Audit and Risk Committee **NOTES** the progress made in implementing the City's revised approach to benefits management and reporting through the *Benefits Realisation Framework*.

The Motion was Put and

CARRIED (5/0)

In favour of the Motion: Cr Raftis, Mayor Kingston, Cr Count, Cr Hill and Cr Mercer.

Against the Motion: Nil.

ATTACHMENTS

1. Benefits Realisation Framework [**8.9.1** - 12 pages]
2. Business Improvement Benefits Realisation Report March 2026 [**8.9.2** - 9 pages]
3. Benefits Table Extract 2025-26 [**8.9.3** - 5 pages]

8.10 PERFORMANCE MEASURES REPORTING - PROGRESS REPORT (WARD - ALL)

WARD	All
RESPONSIBLE DIRECTOR	Mrs Rebecca Maccario Acting Director Governance and Strategy
FILE NUMBER	111193, 101515
AUTHORITY / DISCRETION	Information – includes items provided to Council for information purposes only that do not require a decision of Council (that is for ‘noting’).

PURPOSE

To provide an update to the Audit and Risk Committee on progress towards embedding Council-endorsed performance measures into the City’s operations, including implementation activities relating to data collection, reporting and integration with existing planning and performance management processes.

EXECUTIVE SUMMARY

In November 2023, Council resolved to initiate the Performance Measures Project for implementation in the 2024–25 financial year. The development of two comprehensive sets of performance measures has progressed through extensive consultation with Elected Members and internal stakeholders.

At its meeting on 24 June 2025, Council endorsed a suite of measures designed to assess both the efficiency and effectiveness of the City’s 10 Year Strategic Community Plan and organisational operations. These measures distinguish between effectiveness, is about doing the right things, and efficiency, is about doing the things right. Together, they provide a more complete and robust view of organisational performance.

The endorsement of these measures represents a significant milestone in enhancing transparency, accountability, and evidence-based decision making across the City. With the measures approved, the project enters its critical implementation phase. This next stage will focus on embedding the measures into day-to-day business operations through structured data collection, ongoing performance reporting and monitoring, and alignment with existing internal planning and performance management frameworks.

Successful implementation will ensure both the community and the organisation benefit from clear, consistent, and reliable insights into performance over time, strengthening confidence in the City’s strategic direction and operational delivery.

BACKGROUND

A report presented to Council in November 2023 (CJ226-11/23) outlined the need for a consolidated and strategic approach to performance measurement, resulting in Council’s resolution to undertake the Performance Measures Project in the 2024–25 financial year.

Throughout the year, two sets of performance measures—focused on effectiveness and efficiency were developed in collaboration with Elected Members and internal stakeholders. These measures were designed to track progress against the *10 Year Strategic Community Plan* as well as the organisation's internal performance.

On 24 June 2025, Council endorsed the proposed measures, recognising their value in enhancing the City's accountability, transparency, and ability to make informed, data driven decisions.

Following endorsement, the focus of the project has shifted to implementation. This phase involves integrating the measures into the City's operating environment through systematic data collection, consistent reporting, and incorporation into existing planning and performance management processes. Successfully embedding these measures will provide a reliable and cohesive framework for monitoring performance over time.

DETAILS

Implementation of the Performance Measure Reporting Project has commenced, supported by the development of a comprehensive Performance Measure Framework that establishes the processes, tools, standards and methodologies required for consistent performance reporting across the City.

Initial implementation activity has focused on identifying and designing appropriate performance reporting processes, tools and templates that align with the framework. As this project represents a new and more structured approach to performance reporting, staff across the organisation will require considerable guidance to ensure future reporting to the community and the Audit and Risk Committee is robust, comprehensive and consistently applied.

To support staff through this transition, documented Performance Measure Reporting processes, standardised data collection, monitoring and reporting templates, guidance materials will be provided. Ongoing support will also be provided by the Organisational Development team to ensure capability building and consistent application of the framework.

As part of the implementation of the Performance Measure Reporting Project, progress updates are being provided to the Audit and Risk Committee twice yearly.

Key components of the Performance Measure Framework

1. Target thresholds and categorisation

A key component of the framework is the establishment of the following three threshold categories used to assess actual results against targets:

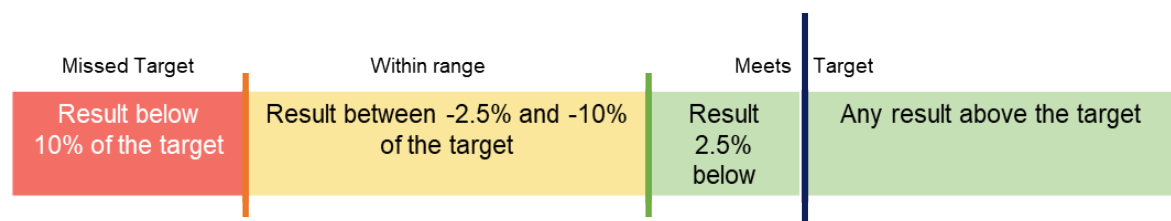
- Meets Target.
- Within Range.
- Missed Target.

These thresholds are applied differently for measures with expected increasing or decreasing trends.

Expecting Increasing-Trend Measure

These measures relate to areas where improvement is demonstrated through an upward trend (for example, satisfaction, participation, service delivery). Performance is assessed as follows:

- Meets Target: Result is above the target, or up to 2.5% below it.
- Within Range: Result is below the target but within the acceptable range.
- Missed Target: Result is below both the target and the acceptable range.

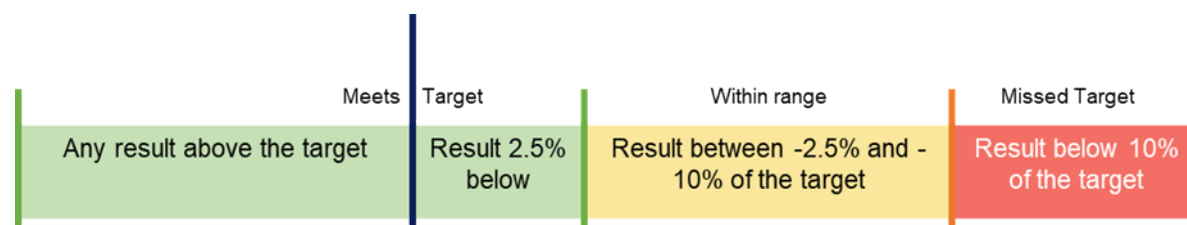


This approach reflects the assumption that increasing results represent improved performance.

Expecting Decreasing-Trend Measure

These measures relate to areas where reduced occurrences signify improvement (for example, incident frequency, response times). Results are classified as follows:

- Meets Target: Result is equal to or above the set target, or up to 2.5% below it.
- Within Range: Result is below the target but within the acceptable range
- Missed Target: Result is below both the target and the acceptable range



This ensures that reductions are recognised and that increases trigger review and corrective action.

2. Performance Measure Reporting Cycle

The framework outlines a full end-to-end reporting cycle covering planning, data collection, monitoring, analysis and review.

Key components include the following:

- Planning: Definition of measures, target setting, and identification of data sources and owners.
- Monitoring: Regular data collection (monthly, quarterly, annually) and trend analysis.
- Reporting: Formal performance reporting biannually and annually, including categorisation against thresholds.
- Review and Action: Analysis of variances, identification of improvement actions, and escalation of significant issues.
- Target Refresh: Annual review and adjustment following strategic shifts or major operational changes. This cycle supports continuous improvement and ensures that performance measures remain relevant over time.

3. Principles for setting targets

The framework is underpinned by four core principles to ensure that performance targets are meaningful and reliable:

- **Informed:** Supported by historical trends, comparative data, forecasts, and relevant budget considerations.
- **Transparent:** Clearly defined and consistently communicated across the organisation.
- **Achievable:** Realistic targets developed in consultation with service areas and reflective of operational risks.
- **Supported:** Supported through collaboration with service areas and alignment to current programs and planning framework.

These principles ensure that performance targets are realistic, evidence-based and clearly communicated across the organisation.

4. Performance Measures Reporting

Strategic Community Plan performance measures will be reported annually through the City's Annual Report and once implemented, through a Community Dashboard which will be developed in Phase 2. Reporting will show previous years' actuals (where available), targets and current-year results, with commentary to explain performance outcomes.

Several Strategic Community Plan measures are new and will require the establishment of baselines during the first year of reporting.

Organisational measures will be reported to the Audit and Risk Committee twice yearly using a dashboard and traffic light status system. Reporting the organisational measures to the Audit and Risk Committee aligns with the revised purpose of the Committee under the Local Government Reforms where an Audit, Risk and Improvement Committee model is being implemented.

Further details on the Performance Measure Framework are provided in Attachment 1 to this Report.

Legislation / Strategic Community Plan / Policy implications

Legislation *Local Government (Administration) Regulations 1996.*
Local Government Act 1995.

10-Year Strategic Community Plan

Key theme 1. Community.

Outcome 1-1 Healthy and safe - you feel healthy and safe in your local community.
1-2 Inclusive and connected - you enjoy local services and programs that cater for different ages, abilities and backgrounds.
1-3 Active and social - you enjoy quality local activities and programs for sport, learning and recreation.
1-4 Artistic and creative - you celebrate, support and participate in art and events in your local area.
1-5 Cultural and diverse - you understand, value and celebrate the City's unique Aboriginal and other diverse cultures and histories.

Key theme	2. Environment.
Outcome	2-1 Managed and protected - you value and enjoy the biodiversity in local bushland, wetland and coastal areas. 2-2 Clean and sustainable - you are supported to minimise waste and live sustainably in a clean environment. 2-3 Responsible and efficient - you benefit from a responsible and efficient use of natural resources. 2-4 Resilient and prepared - you understand and are prepared for the impacts of climate change and natural disasters.
Key theme	3. Place.
Outcome	3-1 Connected and convenient - you have access to a range of interconnected transport options. 3-2 Well-planned and adaptable - you enjoy well-designed, quality buildings and have access to diverse housing options in your neighbourhood. 3-3 Attractive and leafy - you have access to quality public open spaces and enjoy appealing streetscapes. 3-4 Functional and accessible - you have access to quality community facilities that are functional and adaptable.
Key theme	4. Economy.
Outcome	4-1 Prosperous and local - you feel supported to grow your business in the City. 4-2 Innovative and confident - you are attracted to the City's unique characteristics and potential and feel confident in investing. 4-3 Appealing and welcoming - you welcome residents, and local and international visitors to the City.
Key theme	5. Leadership.
Outcome	5-1 Capable and effective - you have an informed and capable Council backed by a highly-skilled workforce. 5-2 Proactive and represented- you are confident that the City is advocating on your behalf for initiatives that benefit the community. 5-3 Engaged and informed - you are able to actively engage with the City and have input into decision-making. 5-4 Responsible and financially sustainable - you are provided with a range of City services which are delivered in a financially responsible manner.
Policy	Not applicable.

Risk management considerations

Risk management considerations in reports to Council consider the relevant strategic risk(s).

This category of risk requires input from Council and is managed by the Chief Executive Officer and relevant Director(s).

Strategic risks are external or internal risks that affect the achievement of the City's long-term objectives.

Strategic Risk Relationship

Risk	DECISIONS
Risk Event Description	Ineffective / improper decision making
Risk Responsibility	Director Governance and Strategy
Residual Risk	High
Control Effectiveness	Strong
Risk Appetite	High risk requires close monitoring with assurance of the highest levels of controls – strong – including plans for improving effectiveness levels.
Risk Control	The relevant control, to mitigate this risk, is the provision of details and current status of a structured performance reporting framework to provide effective and transparent performance monitoring through reporting.

Other risk information

Key risks associated with the implementation include the following:

- Data quality risk: mitigated through strong governance structures including clear data owners and validated data sources.
- Operational capacity risk: managed through phased implementation and support from Strategic and Organisational Development business unit.

Financial / budget implications

The Performance Measures Project is being delivered within approved operational budgets but to enable accurate reporting on the proposed performance measures, there are costs associated with data collection through key surveys. Estimated costs are as follows:

- Customer Satisfaction Survey (biennial) – approximately \$50,000 every two years.
- Customer Perception Survey (biennial) – approximately \$50,000 every two years.
- Business Perception Survey (biennial) – approximately \$30,000 every two years.

These costs are indicative and subject to annual budget approval and compliance with the City's procurement processes. Securing this data is essential to ensure robust, evidence-based performance reporting aligned with strategic objectives.

Regional significance

Not applicable.

Sustainability implications

The services, projects, and activities reported under the City's performance measures are aligned to the key themes in Joondalup 2032, developed to ensure the sustainability of the City.

The key themes are as follows:

- Community.
- Environment.
- Place.
- Economy.
- Leadership.

Consultation

The development of the two sets of performance measures has progressed throughout the 2024-25 financial year in consultation with Elected Members, Executive Leadership Team (ELT) and Executive Management Team (EMT).

COMMENT

Substantial progress has been made in the implementation of the Performance Measure Reporting Project including the development of processes, tools, templates and testing the reporting capabilities.

As a newly developed initiative, it is expected that implementation will also include refinements over time as the processes are tested and the City's knowledge and expertise in the practice of measuring and reporting performance matures.

Implementation of the performance measures aligns with the Australian Business Excellence Framework, which the City uses to monitor and drive continuous improvement. A further report on the progress of the implementation of the Performance Measure Reporting project will be provided to the Audit and Risk Committee in November 2026.

VOTING REQUIREMENTS

Simple Majority.

OFFICER'S RECOMMENDATION

MOVED Mayor Kingston, SECONDED Cr Mercer that Council NOTES the progress made towards the implementation of the Council endorsed performance measures.

The Motion was Put and

CARRIED (5/0)

In favour of the Motion: Cr Raftis, Mayor Kingston, Cr Count, Cr Hill and Cr Mercer.

Against the Motion: Nil.

ATTACHMENTS

1. Performance Measure Framework Presentation to Audit and Risk Committee - March 2026 [**8.10.1** - 10 pages]
2. Organisational Measures - June 2025 [**8.10.2** - 2 pages]
3. SCP Measures - June 2025 [**8.10.3** - 3 pages]

8.11 ELECTED MEMBER DINNER REPORT QUARTER 2 - OCTOBER TO DECEMBER 2025 (WARD - ALL)

WARD	All
RESPONSIBLE DIRECTOR	Mrs Rebecca Maccario Acting Director Governance and Strategy
FILE NUMBER	110756, 101515
AUTHORITY / DISCRETION	Information – includes items provided to Council for information purposes only that do not require a decision of Council (that is for ‘noting’).

PURPOSE

For the Audit and Risk Committee to note attendees to Elected Member dinners as per Clause 10 of the *Elected Members’ Entitlements Council Policy*, which provides that: “*details of invited guests that attend elected member dinners are to be reported to the Audit and Risk Committee on a quarterly basis*”.

EXECUTIVE SUMMARY

Elected Members are entitled under the *Elected Members’ Entitlement Council Policy* (the Policy) to host up to six dinners per financial year and invite up to nine guests to each dinner.

Clause 10 of the Policy provides that: “*details of invited guests that attend elected member dinners are to be reported to the Audit and Risk Committee on a quarterly basis*”.

For an Elected Member dinner to proceed, a minimum of three Elected Members must elect to host a table. In Quarter 2 of the financial year 2025-26 no Elected Member Dinners were held.

It is therefore recommended that the Audit and Risk Committee NOTES no Elected Member Dinners were held in Quarter 2 FY2025-26.

BACKGROUND

Elected Member dinners are a provision within the *Elected Members’ Entitlement Council Policy*. At its meeting held on 18 May 2021 (CJ072-05/21 refers), Council reviewed and endorsed the policy with clause 10.1 identifying the parameters relating to Elected Member dinners as follows:

- a *To provide an avenue to facilitate networking possibilities and for elected members to undertake discussions with various representatives of the community, the Council has agreed to host Elected Member dinners.*
- b *The Mayor is entitled to host six dinners per calendar year, and each Ward a total of 12 each year, based on six dinners per Ward Councillor.*
- c *Each table will allow for the Elected Member as host, plus up to a maximum of nine guests. Except for the Elected Member’s spouse or partner, all guests invited are to have a relationship with the City or be a stakeholder of the City. Prior to an Elected Member dinner, elected members are to advise the City the details of their invited guests and their relationship with the City. Details of invited guests that attend elected member dinners are to be reported to the Audit and Risk Committee on a quarterly basis.”*

DETAILS

Elected Members are entitled, under the *Elected Members' Entitlement Council Policy* (the Policy), to host up to six dinners per financial year and invite up to nine guests to each dinner.

Clause 10 of the *Elected Members' Entitlements Council Policy* provides that: “*details of invited guests that attend elected member dinners are to be reported to the Audit and Risk Committee on a quarterly basis.*”.

Issues and options considered

The Committee may accept the report as presented or request further information.

Legislation / Strategic Community Plan / Policy implications

Legislation *Local Government Act 1995.*

10-Year Strategic Community Plan

Key theme 5. Leadership.

Outcome 5-2 Proactive and represented- you are confident that the City is advocating on your behalf for initiatives that benefit the community.

Policy *Elected Members' Entitlements Council Policy.*

Risk management considerations

Risk management considerations in reports to Council consider the relevant strategic risk(s).

This category of risk requires input from Council and is managed by the Chief Executive Officer and relevant Director(s).

Strategic risks are external or internal risks that affect the achievement of the City's long-term objectives.

Strategic Risk Relationship

Risk	DECISIONS	EXPECTATIONS	REPUTATION
Risk Description Event	Ineffective / improper decision making	Inability to understand community expectations	Loss of community trust
Risk Responsibility	Director Governance and Strategy		Chief Executive Officer
Residual Risk	Medium		
Control Effectiveness	Strong		
Risk Appetite	Medium risk is acceptable without variation to existing control activities.		
Risk Control	The relevant control, to mitigate risk, is the provision of a report detailing activities that contribute to compliance with the <i>Elected Members' Entitlements Council Policy</i> .		

Risk	ATTRACTION
Risk Event Description	Lack of desirability as a place to visit live, work, invest and do business
Risk Responsibility	Director Planning and Community Development
Residual Risk	Medium
Control Effectiveness	Strong
Risk Appetite	Medium risk is acceptable without variation to existing control activities.
Risk Control	The relevant control, to mitigate risk, is the provision of a report detailing activities that contribute to compliance with the <i>Elected Members' Entitlements Council Policy</i> .

Financial / budget implications

The 2025-26 budget for Elected Member dinners is \$15,000 (excluding staffing costs).

All amounts quoted in this report are exclusive of GST.

Regional significance

Not applicable.

Sustainability implications

Not applicable.

Consultation

Not applicable.

COMMENT

Elected Members are entitled, under the *Elected Members' Entitlement Council Policy*, to host up to six dinners per financial year and invite up to nine guests to each dinner.

Clause 10 of the *Elected Members' Entitlements Council Policy* provides that "details of invited guests that attend elected member dinners are to be reported to the Audit and Risk Committee on a quarterly basis".

No Elected Member Dinners were held in Quarter 2 FY25-26.

VOTING REQUIREMENTS

Simple Majority.

OFFICER'S RECOMMENDATION

MOVED Cr Raftis, SECONDED Mayor Kingston that the Audit and Risk Committee NOTES no Elected Member Dinners were held in Quarter 2 FY2025-26.

The Motion was Put and

CARRIED (5/0)

In favour of the Motion: Cr Raftis, Mayor Kingston, Cr Count, Cr Hill and Cr Mercer.

Against the Motion: Nil.

ATTACHMENTS

Nil

8.12 REVIEW OF LIST OF PAYMENTS ENQUIRY (WARD - ALL)

WARD	All
RESPONSIBLE DIRECTOR	Mrs Rebecca Maccario Acting Director Governance and Strategy
FILE NUMBER	09882, 101515
AUTHORITY / DISCRETION	Information – includes items provided to Council for information purposes only that do not require a decision of Council (that is for 'noting').

PURPOSE

For the Audit and Risk Committee to note payments EF132670 and EF132981 related to former Cr Nige Jones.

EXECUTIVE SUMMARY

At the Council meeting held on 25 November 2025 (CJ322-11/25 refers) it was requested that the Chief Executive Officer review payments EF132670 and EF132981 and present a report to the next Audit and Risk Committee meeting on any findings.

This report provides details of payments EF132670 and EF132981 related to former Cr Nige Jones.

BACKGROUND

At the Council meeting held on 25 November 2025 (CJ322-11/25 refers) the following was resolved in part, when consideration was given to the List of Payments made during the month of September 2025:

That Council:

- 3 REQUESTS the Chief Executive Officer review payments EF132670 and EF132981 and present a report to the next Audit and Risk Committee meeting on any findings.*

This report provides details of the payments presented to the Council at the November meeting.

It is recommended that the Audit and Risk Committee NOTES the details of payments EF132670 and EF132981 as presented in the report.

DETAILS

At the Council meeting held on 25 November 2025 (CJ322-11/25 refers) the List of Payments report for the month of September 2025 was presented.

The report detailed the list of payments made under delegated authority during September 2025 and the card transactions incurred during the month of September 2025, comprising of corporate credit card and fuel card transactions.

Council has delegated, to the Chief Executive Officer, the exercise of its power to make payments from the City's Municipal and Trust funds. In accordance with Regulation 13 and Regulation 13A of the *Local Government (Financial Management) Regulations 1996* a list of accounts and payments made by credit, debit, purchasing or other cards by employees paid by the Chief Executive Officer is to be provided to Council, where such delegation is made.

At the November meeting the following was resolved in part, when consideration was given to the List of Payments made during the month of September 2025:

That Council:

- 3 **REQUESTS** the Chief Executive Officer review payments EF132670 and EF132981 and present a report to the next Audit and Risk Committee meeting on any findings.

The following information is provided with regard the payments:

Payment EF132670

Payment EF132670 included the following:

Payee: Cr Nige Jones

Invoice Description: Conference Acquittal - \$630.97 relates to expense reimbursement for attendance at the Developing Northern Australia Conference from 22 July to 24 July 2025.

The Developing Northern Australia Conference acquittal (Attachment 3 refers) was assessed against the provisions of Clause 7 of the *Elected Members' Entitlements Council Policy*.

The Committee will note that there were a number of claims submitted which were not approved by the Chief Executive Officer as it was considered they did not meet the definition of 'normally accepted' living costs, as per the requirements of Clause 7.6.6 of the Policy.

Invoice Description: Expense reimbursement – August - \$312.44 relates to mileage, parking, uber rides and refreshments for the period 9 July 2025 to 26 August 2025.

The monthly expense reimbursement (Attachment 4 refers) was assessed against the provisions of Clause 10 of the *Elected Members' Entitlements Council Policy*. It is important to note that it is a requirement of all claims made that the Elected Member declare:

- The information provided in support of the claim for reimbursement is true and correct.
- Tax invoices and supporting documentation in relation to all items claimed are attached.
- All expenses claimed were incurred in the course of Council business.

Further, Elected Members must adhere to the provisions of the *Code of Conduct for Council Members, Committee Members and Candidates*.

Payment EF132981

Payment EF132981 included the following:

Payee: Cr Nige Jones

Invoice Description: Expense reimbursement – September - \$214.16 relates to mileage, refreshments for the period 27 August to 9 September 2025 and reimbursement of ticket for attendance at the Community Achievement Awards – Gala Presentation Dinner.

The monthly expense reimbursement (Attachment 5 refers) was assessed against the provisions of Clause 10 of the *Elected Members' Entitlements Council Policy* and the *Attendance at Events Council Policy*. It is important to note that it is a requirement of all claims made that the Elected Member declare:

- The information provided in support of the claim for reimbursement is true and correct.
- Tax invoices and supporting documentation in relation to all items claimed are attached.
- All expenses claimed were incurred in the course of Council business.

Further, Elected Members must adhere to the provisions of the *Code of Conduct for Council Members, Committee Members and Candidates*.

Invoice Description: Meeting fee September - \$2,956.66 relates to monthly meeting fee payment for September.

The meeting fee (Attachment 6 refers) was paid in accordance with the provisions of the *Local Government Act 1995* and Clause 5 of the *Elected Members' Entitlements Council Policy*.

Issues and options considered

The Committee may choose to note the details of payments EF132670 and EF132981 as presented in the report or request further enquiries.

Legislation / Strategic Community Plan / Policy implications

Legislation *Local Government (Financial Management) Regulations 1996.*

10-Year Strategic Community Plan

Key theme 5. Leadership.

Outcome 5-4 Responsible and financially sustainable - you are provided with a range of City services which are delivered in a financially responsible manner.

Policy *Code of Conduct for Council Members, Committee Members and Candidates*
Elected Members' Entitlements Council Policy
Attendance at Events Council Policy.

Risk management considerations

Risk management considerations in reports to Council consider the relevant strategic risk(s).

This category of risk requires input from Council and is managed by the Chief Executive Officer and relevant Director(s).

Strategic risks are external or internal risks that affect the achievement of the City's long-term objectives.

Strategic Risk Relationship

Risk	DECISIONS	REPUTATION
Risk Event Description	Ineffective / improper decision making	Loss of community trust
Risk Responsibility	Director Governance and Strategy	Chief Executive Officer
Residual Risk	High	
Control Effectiveness	Strong	
Risk Appetite	High risk requires close monitoring with assurance of the highest levels of controls – strong – including plans for improving effectiveness levels.	
Risk Control	The relevant control, to mitigate risk, is the provision of information to support implementation of legislation and Policy.	

Other risk information

The Council has adopted its *Elected Members' Entitlements Council Policy* to establish the support and allowances available to Elected Members.

Elected Members may make claims for reimbursement of expenses incurred in accordance with the Council's policies, and make the necessary declarations that claims are incurred in the course of Council business.

Whilst the administration undertakes checks of expenses claimed, and makes enquiries where the legitimacy of claims is questioned, there is an onus on Elected Members to make claims only when entitled to do so. There is a risk that claims are made which may bring the Council, and City, into disrepute.

Financial / budget implications

All expenditure from the Municipal Fund was included in the Annual Budget as adopted or revised by Council.

All amounts quoted in this report are exclusive of GST.

Regional significance

Not applicable.

Sustainability implications

Not applicable.

Consultation

Not applicable.

COMMENT

At the Council meeting held on 25 November 2025 (CJ322-11/25 refers) it was requested that the Chief Executive Officer review payments EF132670 and EF132981 and present a report to the next Audit and Risk Committee meeting on any findings.

It is considered that there are sufficient policy guidance and validation checks to ensure that expenses and fees claimed are in accordance with the relevant Council policies.

VOTING REQUIREMENTS

Simple Majority.

OFFICER'S RECOMMENDATION

MOVED Cr Raftis, SECONDED Cr Count that the Audit and Risk Committee NOTES the details of payments EF132670 and EF132981 as presented in the Report.

The Motion was Put and

CARRIED (5/0)

In favour of the Motion: Cr Raftis, Mayor Kingston, Cr Count, Cr Hill and Cr Mercer.

Against the Motion: Nil.

ATTACHMENTS

1. Elected Members Entitlements Council Policy [8.12.1 - 19 pages]
2. Attendance at Events Council Policy [8.12.2 - 7 pages]
3. Cr Jones Acquittal Form September 2025 Developing Northern Australia Conference [8.12.3 - 3 pages]
4. Cr Nige Jones Expenses from 09 July 2025 to 26 August 2025 [8.12.4 - 8 pages]
5. Cr Nige Jones Elected Members Expenses from 27 August to 09 September 2025 [8.12.5 - 4 pages]
6. Cr Jones Meeting Fee [8.12.6 - 3 pages]

8.13 HALF YEARLY REPORT: WRITE-OFF OF MONIES - 1 JULY 2025 TO 31 DECEMBER 2025 (WARD - ALL)

WARD	All
RESPONSIBLE DIRECTOR	Mr. Mat Humfrey Director Corporate Services
FILE NUMBER	07032, 101515
AUTHORITY / DISCRETION	Information – includes items provided to Council for information purposes only that do not require a decision of Council (that is for 'noting').

PURPOSE

For the Audit and Risk Committee to note the amounts of monies written off under delegated authority.

EXECUTIVE SUMMARY

The total amount written off under delegated authority during the six months ended 31 December 2025 was \$5,537.42. This amount consisted of 4,803 small unpaid rate amounts below the \$100 reportable limit of \$2,765.48, and six unpaid debtor items totaling \$ 2,771.94 that were above the reportable limit.

It is therefore recommended that the Audit and Risk Committee RECEIVES the report of amounts written off under delegated authority for the period 1 July 2025 to 31 December 2025.

BACKGROUND

Section 6.12(1)(c) of the *Local Government Act 1995* gives Council the power to write off any amount of money owing to the City.

At its meeting held on 6 June 2006 (CJ079-06/06 refers), Council approved to delegate to the Chief Executive Officer the authority to write off monies owed to the City, subject to a report being provided to the Audit and Risk Committee on a six-monthly basis on the exercise of this delegation for amounts between \$100 and \$20,000. The Chief Executive Officer under section 5.44 of the *Local Government Act 1995* has delegated his authority to nominated employees, up to the limits provided in the instrument of delegation.

DETAILS

During the six months ended 31 December 2025 a total amount of \$5,537.42 was written off as unrecoverable. This amount includes the following:

- 4,803 unpaid rates balances below the reportable limit totaling \$2,765.48, representing in the main rounding decimals or other minor miscellaneous charges and for which the cost of collection was, for all practical purposes, uneconomical.
- Six reportable debtor items totaling \$2,771.94, as detailed in Attachment 1, have been written off due to being uneconomical to pursue further recovery action.

Issues and options considered

Not Applicable.

Legislation / Strategic Community Plan / Policy implications

Legislation Section 6.12(1)(c) of the *Local Government Act 1995*.
Section 5.42 of the *Local Government Act 1995*.
Section 5.44 of the *Local Government Act 1995*.

10-Year Strategic Community Plan

Key theme 5. Leadership.

Outcome 5-4 Responsible and financially sustainable - you are provided with a range of City services which are delivered in a financially responsible manner.

Policy Not applicable.

Risk management considerations

Risk management considerations in reports to Council consider the relevant strategic risk(s).

This category of risk requires input from Council and is managed by the Chief Executive Officer and relevant Director(s).

Strategic risks are external or internal risks that affect the achievement of the City's long-term objectives.

Strategic Risk Relationship

Risk	DECISIONS	FINANCIAL
Risk Description	Ineffective / improper decision making	Lack of financial sustainability
Risk Responsibility	Director Governance and Strategy	Director Corporate Services
Residual Risk	High	Medium
Control Effectiveness	Strong	
Risk Appetite	High risk requires close monitoring with assurance of the highest levels of controls – strong – including plans for improving effectiveness levels.	Medium risk is acceptable without variation to existing control activities.
Risk Control	The relevant control, to mitigate risk, is the provision of a half yearly report of the amount written off under delegated authority to Council by the responsible Director.	

The amounts written off are either unrecoverable or uneconomical to recover, none of which represent a material financial risk to the City.

Financial / budget implications

Account No		3256
Budget Item	Bad Debts Written off	
Annual Budget	\$	12,772
Year to Date Budget	\$	6,150
Year to Date Actual	\$	5,537
Year to Date Variance	\$	(613)

All amounts quoted in this report are exclusive of GST.

Regional significance

Not applicable.

Sustainability implications

Not applicable.

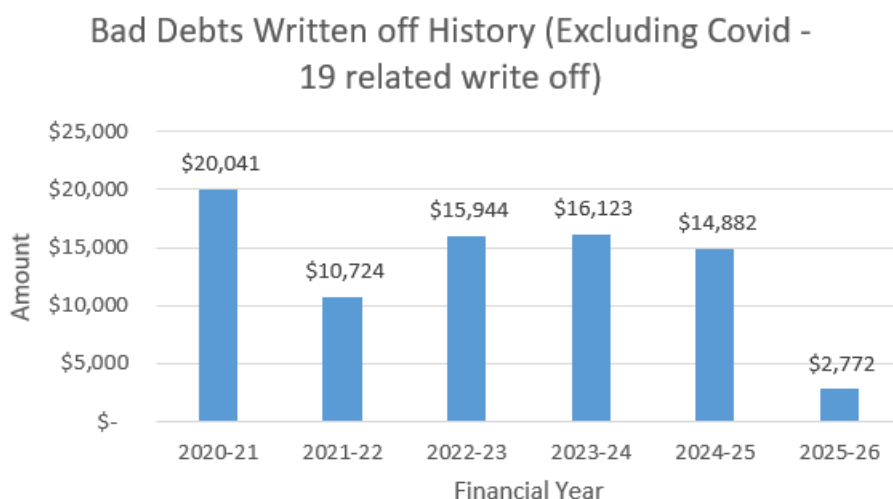
Consultation

Not applicable.

COMMENT

Monies written off under delegation comprised 4,803 small items of unpaid rates totalling \$2,765.48 as described in the report, all of which were below the \$100 reportable limit and six reportable unpaid debtor items totalling \$2,771.94 that were written off as either uneconomical to continue debt recovery action or due to unsuccessful debt recovery action.

History of bad debts written off over the past five financial years is below:



VOTING REQUIREMENTS

Simple Majority.

The General Counsel entered the Room at 7.56pm.

OFFICER'S RECOMMENDATION

MOVED Cr Raftis, SECONDED Mayor Kingston that the Audit and Risk Committee RECEIVES the report of monies written off under delegated authority for the period 1 July 2025 to 31 December 2025.

The Motion was Put and

CARRIED (5/0)

In favour of the Motion: Cr Raftis, Mayor Kingston, Cr Count, Cr Hill and Cr Mercer.
Against the Motion: Nil.

ATTACHMENTS

1. List of Sundry Debtors write off [8.13.1 - 1 page]

8.14 CONTRACT EXTENSIONS - 1 JULY 2025 TO 31 DECEMBER 2025 (WARD - ALL)

WARD	All
RESPONSIBLE DIRECTOR	Mr Mat Humfrey Director Corporate Services
FILE NUMBER	07032, 101515
AUTHORITY / DISCRETION	Information – includes items provided to Council for information purposes only that do not require a decision of Council (that is for ‘noting’).

PURPOSE

For the Audit and Risk Committee to note the details of contracts extended by the Chief Executive Officer between 1 July 2025 to 31 December 2025.

EXECUTIVE SUMMARY

The schedule of contracts extended by the Chief Executive Officer during the period 1 July 2025 to 31 December 2025 is provided in Attachment 1 to this Report.

It is recommended that the Audit and Risk Committee NOTES the contracts extended by the Chief Executive Officer during the period 1 July 2025 to 31 December 2025, forming Attachment 1 to this Report.

BACKGROUND

At its meeting held on 1 November 2005 (Item CJ231-11/05 refers), Council resolved that a half-yearly report be prepared for the Audit Committee detailing contracts that were originally approved by Council and have subsequently been extended by the Chief Executive Officer.

DETAILS

Council has delegated to the Chief Executive Officer the authority to approve all contract extensions on tenders approved by Council subject to a report to the Audit Committee being prepared on a half-yearly basis providing details of those contracts extended.

Ten contracts were extended during the period 1 July 2025 to 31 December 2025.

Issues and options considered

The option to extend the contracts by the Chief Executive Officer is required to maintain continuity of the applicable services to the City.

Legislation / Strategic Community Plan / Policy implications

Legislation The City’s legal advice is that under section 5.41(d) of the *Local Government Act 1995* the Chief Executive Officer may be delegated the power to extend a contract – provided the Chief Executive Officer does not extend the contract beyond the “total term of the Contract” specified by the Council in the resolution.

In accordance with Part 4 Division 2 Regulation 11(2)(j) of the *Local Government (Functions and General) Regulations 1996* tenders do not have to publicly invited according to the requirements of this Division if the contract is a renewal or extension of a contract.

10-Year Strategic Community Plan

Key theme 5. Leadership.

Outcome 5-1 Capable and effective - you have an informed and capable Council backed by a highly-skilled workforce.
5-4 Responsible and financially sustainable - you are provided with a range of City services which are delivered in a financially responsible manner.

Policy Not applicable.

Risk management considerations

Risk management considerations in reports to Council consider the relevant strategic risk(s).

This category of risk requires input from Council and is managed by the Chief Executive Officer and relevant Director(s).

Strategic risks are external or internal risks that affect the achievement of the City’s long-term objectives.

Strategic Risk Relationship

Risk	DECISIONS
Risk Event Description	Ineffective / improper decision making
Risk Responsibility	Director Governance and Strategy
Residual Risk	High
Control Effectiveness	Strong
Risk Appetite	High risk requires close monitoring with assurance of the highest levels of controls – strong – including plans for improving effectiveness levels.
Risk Control	The relevant control, to mitigate risk, is the provision of contract extension details made under delegated authority.

Other risk information

Not applicable.

Financial / budget implications

In accordance with each individual Contract and approved budget limits.

Regional significance

Not applicable.

Sustainability implications

Not applicable.

Consultation

Not applicable.

COMMENT

This report provides the Audit Committee with details of contracts originally approved by Council or by the Chief Executive Officer under delegated authority, which have subsequently been extended by the Chief Executive Officer during the period from 1 July 2025 to 31 December 2025.

VOTING REQUIREMENTS

Simple Majority.

OFFICER'S RECOMMENDATION

MOVED Cr Raftis, SECONDED Cr Mercer that the Audit and Risk Committee NOTES the contracts extended by the Chief Executive Officer during the period 1 July 2025 to 31 December 2025, forming Attachment 1 to this Report.

The Motion was Put and

CARRIED (5/0)

In favour of the Motion: Cr Raftis, Mayor Kingston, Cr Count, Cr Hill and Cr Mercer.

Against the Motion: Nil.

ATTACHMENTS

1. Contract Extensions 1 July 2025 to 31 December 2025 [8.14.1 - 1 page]

8.15 TENDER EXEMPTIONS REPORT - 1 SEPTEMBER 2025 TO 31 DECEMBER 2025 (WARD - ALL)

WARD	All
RESPONSIBLE DIRECTOR	Mr Mat Humfrey Director Corporate Services
FILE NUMBER	07032, 101515
AUTHORITY / DISCRETION	Information – includes items provided to Council for information purposes only that do not require a decision of Council (that is for ‘noting’).

PURPOSE

For the Audit and Risk Committee to note the contracts for goods and services greater than \$250,000 awarded under clause 11(2) or 24AB of the *Local Government (Functions and General) Regulations 1996* between 1 September 2025 to 31 December 2025.

EXECUTIVE SUMMARY

The schedule of contracts awarded under clause 11(2) or 24AB of the *Local Government (Functions and General) Regulations 1996* during the period 1 September 2025 to 31 December 2025 is provided in Attachment 1 to this Report.

It is recommended that the Audit and Risk Committee NOTES the contracts awarded under regulation 11(2) and 24AB of the Local Government (Functions and General) Regulations 1996 during the period 1 September 2025 to 31 December 2025, forming Attachment 1 to this Report.

BACKGROUND

At its meeting held on 26 August 2025, Council resolved to adopt a revised *Purchasing Council Policy* (CJ244-08/25 refers) and as per clause 4.5 of the revised policy, purchases made under clause 11(2) or 24AB of the *Local Government (Functions and General) Regulations 1996* shall be reported to Audit and Risk Committee on a quarterly basis.

DETAILS

In accordance with regulation 11A(1) of the *Local Government (Functions and General) Regulations 1996* a local government is to prepare or adopt, and is to implement, a purchasing policy in relation to contracts for other persons to supply goods or services where the consideration under the contract is, or is expected to be, \$250,000 or less or worth \$250,000 or less.

Where the City has a requirement for goods or services and the consideration under the resultant contract is, or is expected to be, more than \$250,000 or worth more than \$250,000, a public tender must be called, unless any of the provisions of clause 11(2) or 24AB of the *Local Government (Functions and General) Regulations 1996* applies

As per the revised *Purchasing Council Policy* adopted by the Council at its August 2025 Council Meeting, where any purchases are made under Regulation 11(2) or 24AB of the *Local Government (Functions and General) Regulations 1996*, the purchases shall be reported to the Audit and Risk Committee on a quarterly basis.

Between 1 September 2025 and 31 December 2025, five contracts were awarded under regulations 11 (2) or 24AB.

Issues and options considered

The provisions of regulations 11(2) and 24AB are generally used for purchasing goods or services from WALGA, State Government CUAs and making emergency purchases. The use of these provisions allow the City to procure goods and services using value for money criteria without the need for incurring cost associated with the tender process. It also expedites the procurement process resulting in faster service delivery times.

Legislation / Strategic Community Plan / Policy implications

Legislation In accordance with Part 4 Division 2 Regulation 11(2) of the *Local Government (Functions and General) Regulations 1996* tenders do not have to publicly invited in certain instances.

10-Year Strategic Community Plan

Key theme 5. Leadership.

Outcome 5-1 Capable and effective - you have an informed and capable Council backed by a highly-skilled workforce.
5-4 Responsible and financially sustainable - you are provided with a range of City services which are delivered in a financially responsible manner.

Policy Not applicable.

Risk management considerations

Risk management considerations in reports to Council consider the relevant strategic risk(s).

This category of risk requires input from Council and is managed by the Chief Executive Officer and relevant Director(s).

Strategic risks are external or internal risks that affect the achievement of the City's long-term objectives.

Strategic Risk Relationship

Risk	DECISIONS
Risk Event Description	Ineffective / improper decision making
Risk Responsibility	Director Governance and Strategy
Residual Risk	High
Control Effectiveness	Strong
Risk Appetite	High risk requires close monitoring with assurance of the highest levels of controls – strong – including plans for improving effectiveness levels.
Risk Control	The relevant control, to mitigate risk, is the provision of report for contracts awarded exceeding \$250,000 under Regulation 11(2) of the Local Government (Functions and General) Regulations 1996.

Other risk information

Not applicable.

Financial / budget implications

In accordance with each individual Contract and approved budget limits.

Regional significance

Not applicable.

Sustainability implications

Not applicable.

Consultation

Not applicable.

COMMENT

This report provides the Audit and Risk Committee with details of contracts awarded under regulations 11 (2) or 24AB of the *Local Government (Functions and General) Regulations 1996* during the period from 1 September 2025 to 31 December 2025.

VOTING REQUIREMENTS

Simple Majority.

OFFICER'S RECOMMENDATION

MOVED Mayor Kingston, **SECONDED** Cr Raftis that the Audit and Risk Committee **NOTES** the contracts awarded under Regulations 11(2) or 24AB of the *Local Government (Functions and General) Regulations 1996* during the period 1 September 2025 to 31 December 2025, forming Attachment 1 to this Report.

The Motion was Put and

CARRIED (5/0)

In favour of the Motion: Cr Raftis, Mayor Kingston, Cr Count, Cr Hill and Cr Mercer.

Against the Motion: Nil.

ATTACHMENTS

1. Contracts Approved 1 September 2025 to 31 December 2025 [8.15.1 - 1 page]

PROCEDURAL MOTION - THAT THE MEETING BE CLOSED TO MEMBERS OF THE PUBLIC

MOVED Mayor Kingston, SECONDED Cr Raftis that the Audit and Risk Committee:

- 1** in accordance with Section 5.23(4)(d)(iii) of the *Local Government Act 1995* and clause 5.2(2) of the City's *Meeting Procedures Local Law 2013*, **RESOLVES** to close the meeting to members of the public to consider the following item:
 - 1.1** Item 8.16 - Confidential - Corporate Credit Card Statements (Ward - All);
 - 1.2** Item 8.17 – Confidential - Internal Audit Outcomes - Human Resources (Ward - All);
 - 1.3** Item 8.18 - Confidential - Allegations of Misconduct (Ward - All).

- 2** **PERMITS** the following employees to remain in the Room during discussion Item 8.16 - Confidential - Corporate Credit Card Statements (Ward - All);
 - 2.1** Acting Chief Executive Officer, Mr Jamie Parry;
 - 2.2** Director Corporate Services, Mr Mat Humfrey;
 - 2.3** Acting Director Governance and Strategy, Mrs Rebecca Maccario;
 - 2.4** Director Infrastructure Services, Mr Nico Claassen;
 - 2.5** Manager Audit, Risk and Executive Services, Ms Christine Robinson;
 - 2.6** Internal Auditor, Mr Peter McGuckin;
 - 2.7** General Counsel, Ms Samer Al Janabi.
 - 2.8** Manager Governance, Mrs Kylie Bergmann;
 - 2.9** Governance Officer, Ms Caitlin Wood.

- 3** **PERMITS** the following employees to remain in the Room during discussion Item 8.17 – Confidential - Internal Audit Outcomes - Human Resources (Ward - All) and Item 8.18 - Confidential - Allegations of Misconduct (Ward - All):
 - 3.1** Acting Chief Executive Officer, Mr Jamie Parry;
 - 3.2** Director Infrastructure Services, Mr Nico Claassen;
 - 3.3** Manager Audit, Risk and Executive Services, Ms Christine Robinson;
 - 3.4** Manager Governance, Mrs Kylie Bergmann;
 - 3.5** Internal Auditor, Mr Peter McGuckin;
 - 3.6** General Counsel, Ms Samer Al Janabi.

The Motion was Put and

CARRIED (5/0)

In favour of the Motion: Cr Raftis, Mayor Kingston, Cr Count, Cr Hill and Cr Mercer.

Against the Motion: Nil.

There were no members of staff required to leave the Room. Members of the public present left the Room at this point; the time being 8.10pm.

8.16 CONFIDENTIAL - CORPORATE CREDIT CARD STATEMENTS (WARD - ALL)

WARD	All
RESPONSIBLE DIRECTOR	Mr Mat Humfrey Director Corporate Services
FILE NUMBER	18049
AUTHORITY / DISCRETION	Information – includes items provided to Council for information purposes only that do not require a decision of Council (that is for 'noting').

This report is confidential in accordance with s5.23(2) of the *Local Government Act 1995*, which permits the meeting to be closed to the public for business relating to the following:

(a) *a matter affecting an employee or employees.*

A full report is provided to Elected Members under separate cover. The report is not for publication.

Mayor Kingston left the Room at 8.10pm and entered at 8.11pm.

OFFICER'S RECOMMENDATION

MOVED Cr Raftis, SECONDED Cr Count that the Audit and Risk Committee NOTES the copies of corporate credit card statements for October 2025 to December 2025.

The Motion was Put and

CARRIED (4/0)

In favour of the Motion: Cr Raftis, Cr Count, Cr Hill and Cr Mercer.

Against the Motion: Nil.

PROCEDURAL MOTION

MOVED Mayor Kingston, SECONDED Cr Raftis that the Audit and Risk Committee:

- 1 Acting in accordance with section 5.68 of *the Local Government Act 1995*;**
- 2 Having considered the extent of the interest of Mr Jamie Parry, Mr Nico Claassen, Ms Christine Robinson, Mrs Kylie Bergmann and Mr Peter McGuckin who have made disclosures under section 5.65 of the *Local Government Act 1995* in relation to Item 8.17 – Confidential Internal Audit Outcomes – Human Resources;**
- 3 Being satisfied that the interest declared is unlikely to influence the decision in relation to the matters being considered for Item 8.17 – Confidential Internal Audit Outcomes – Human Resources;**
- 4 RESOLVES to allow Mr Jamie Parry, Mr Nico Claassen, Ms Christine Robinson, Mrs Kylie Bergmann and Mr Peter McGuckin to be present for Item 8.17 – Confidential Internal Audit Outcomes – Human Resources.**

The Motion was Put and

CARRIED (5/0)

In favour of the Motion: Cr Raftis, Mayor Kingston, Cr Count, Cr Hill and Cr Mercer.

Against the Motion: Nil.

Members of staff (with the exception of the Acting Chief Executive Officer, Director Infrastructure Services, Manager Audit, Risk and Executive Services, Manager Governance, Internal Auditor and General Counsel) left the Room at this point; the time being 8.11pm.

Disclosures of Financial Interest

Name / Position	Mr Jamie Parry, Acting Chief Executive Officer.
Meeting Type	Audit and Risk Committee.
Meeting Date	9 March 2026.
Item No. / Subject	Item 8.17 - Confidential - Internal Audit Outcomes - Human Resources (Ward – All)
Nature of Interest	Financial Interest.
Extent of Interest	An employee subject of the audit.

Name / Position	Mr Mat Humfrey, Director Corporate Services.
Meeting Type	Audit and Risk Committee.
Meeting Date	9 March 2026.
Item No. / Subject	Item 8.17 - Confidential - Internal Audit Outcomes - Human Resources (Ward – All)
Nature of Interest	Financial Interest.
Extent of Interest	The audit examined timesheets and entitlements relating to Mr Humfrey's employment.

Name / Position	Mr Nico Claassen, Director Infrastructure Services.
Meeting Type	Audit and Risk Committee.
Meeting Date	9 March 2026.
Item No. / Subject	Item 8.17 - Confidential - Internal Audit Outcomes - Human Resources (Ward – All)
Nature of Interest	Financial Interest.
Extent of Interest	An employee subject of the audit.

Name / Position	Mrs Kylie Bergmann, Manager Governance.
Meeting Type	Audit and Risk Committee.
Meeting Date	9 March 2026.
Item No. / Subject	Item 8.17 - Confidential - Internal Audit Outcomes - Human Resources (Ward – All)
Nature of Interest	Financial Interest.
Extent of Interest	An employee subject of the audit.

Name / Position	Ms Christine Robinson, Manager Audit, Risk and Executive Services.
Meeting Type	Audit and Risk Committee.
Meeting Date	9 March 2026.
Item No. / Subject	Item 8.17 - Confidential - Internal Audit Outcomes - Human Resources (Ward – All)
Nature of Interest	Financial Interest.
Extent of Interest	Ms Robinson is an employee subject of the audit, and an employee who wrote the committee report which was based on an internal audit report prepared by the City's Internal Auditor.

Disclosures of Interest affecting Impartiality

Name / Position	Ms Christine Robinson, Manager Audit, Risk and Executive Services.
Meeting Type	Audit and Risk Committee.
Meeting Date	9 March 2026.
Item No. / Subject	Item 8.17 - Confidential - Internal Audit Outcomes - Human Resources (Ward – All)
Nature of Interest	Interest that may affect impartiality.
Extent of Interest	Ms Robinson is an employee subject of the audit, and an employee who wrote the committee report which was based on an internal audit report prepared by the City's Internal Auditor.

Name / Position	Mr Peter McGuckin, Internal Auditor.
Meeting Type	Audit and Risk Committee.
Meeting Date	9 March 2026.
Item No. / Subject	Item 8.17 - Confidential - Internal Audit Outcomes - Human Resources (Ward – All)
Nature of Interest	Interest that may affect impartiality.
Extent of Interest	Due to Mr McGuckin's working relationship with the Manager Audit, Risk and Executive Services (MARES) who authored the report, the content was based on my Internal Audit report, which included MARES as an auditee.

8.17 CONFIDENTIAL - INTERNAL AUDIT OUTCOMES - HUMAN RESOURCES (WARD – ALL)

WARD	All
RESPONSIBLE DIRECTOR	Mr Jamie Parry Acting Chief Executive Officer
FILE NUMBER	105279
AUTHORITY / DISCRETION	Information – includes items provided to Council for information purposes only that do not require a decision of Council (that is for 'noting').

This report is confidential in accordance with the s5.23(2) of the *Local Government Act 1995*, which permits the meeting to be closed to the public for business relating to the following:

- (4) (a) *legal advice, or other information, over which the local government holds legal professional privilege.*
- (4) (b) *information relating to the personal affairs of an individual.*
- (4) (f) *information the making public of which would be likely to impair the effectiveness of any lawful method or procedure for preventing, detecting, investigating or dealing with any contravention or possible contravention of the law.*

A full report is provided to Elected Members under separate cover. The report is not for publication.

OFFICER'S RECOMMENDATION

MOVED Cr Mercer, SECONDED Cr Raftis that the Audit and Risk Committee NOTES the outcomes of the internal audit into employee timesheets.

The Motion was Put and

CARRIED (5/0)

In favour of the Motion: Cr Raftis, Mayor Kingston, Cr Count, Cr Hill and Cr Mercer.

Against the Motion: Nil.

8.18 CONFIDENTIAL - ALLEGATIONS OF MISCONDUCT (WARD - ALL)

WARD	All
RESPONSIBLE DIRECTOR	Mr Jamie Parry Acting Chief Executive Officer
FILE NUMBER	105279
AUTHORITY / DISCRETION	Information – includes items provided to Council for information purposes only that do not require a decision of Council (that is for 'noting').

This report is confidential in accordance with the s5.23(2) of the *Local Government Act 1995*, which permits the meeting to be closed to the public for business relating to the following:

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

A full report is provided to Elected Members under separate cover. The report is not for publication.

OFFICER'S RECOMMENDATION

MOVED Cr Raftis, SECONDED Cr Mercer that the Audit and Risk Committee NOTES the active investigations of allegations of misconduct.

The Motion was Put and

CARRIED (5/0)

In favour of the Motion: Cr Raftis, Mayor Kingston, Cr Count, Cr Hill and Cr Mercer.

Against the Motion: Nil.

PROCEDURAL MOTION – THAT THE MEETING BE OPENED TO MEMBERS OF THE PUBLIC

MOVED Cr Raftis, SECONDED Cr Count that in accordance with clause 5.2(3)(b) of the *City of Joondalup Meeting Procedures Local Law 2013*, that the Audit and Risk Committee meeting now be REOPENED TO THE PUBLIC.

The Motion was Put and

CARRIED (5/0)

In favour of the Motion: Cr Raftis, Mayor Kingston, Cr Count, Cr Hill and Cr Mercer.

Against the Motion: Nil.

Doors opened at 8.37pm.

No members of the public and no members of the press entered the Room.

9 URGENT BUSINESS

Nil.

10 MOTIONS OF WHICH PREVIOUS NOTICE HAS BEEN GIVEN

Nil.

11 REQUESTS FOR REPORTS FOR FUTURE CONSIDERATION

Nil.

12 CLOSURE

There being no further business, the Presiding Member declared the meeting closed at 8.37pm the following Committee Members being present at that time:

CR JOHN RAFTIS
MAYOR DANIEL KINGSTON
CR ADRIAN HILL
CR DENISE MERCER
CR MATTHEW COUNT

9 MARCH 2026 - AUDIT AND RISK COMMITTEE ATTACHMENTS

8.1 APPOINTMENT OF INDEPENDENT MEMBERS TO THE AUDIT, RISK AND IMPROVEMENT COMMITTEE (WARD - ALL)	3
8.1.1 SAT DETERMINATION OF 19 DECEMBER 2025.....	4
8.1.2 WALGA EXPRESSION OF INTEREST INVITATION.....	5
8.2 IMPACTS OF PAYING EXTERNAL MEMBERS (WARD - ALL)	17
8.2.1 SAT DETERMINATION OF 19 DECEMBER 2025.....	17
8.3 STATUS UPDATE ON IMPLEMENTATION OF INTERNAL AUDIT RECOMMENDATIONS (WARD - ALL)	19
8.3.1 STATUS UPDATE.....	19
8.4 NORTH METROPOLITAN TAFE HUMANOID ROBOT (WARD - ALL)	26
8.4.1 HUMANOID ROBOT EVENT ATTENDANCE.....	26
8.6 ANNUAL CORPORATE COMPLIANCE CALENDAR (WARD – ALL)	28
8.6.1 2026 CORPORATE COMPLIANCE CALENDAR.....	28
8.7 SERVICE, REWARD AND AWARD RECOGNITION (WARD - ALL)	52
8.7.1 SERVICE RECOGNITION PROTOCOL OCTOBER 2023.....	52
8.7.2 ON THE SPOT AWARD PROTOCOL OCTOBER 2023.....	55
8.7.3 EMPLOYEE EXCELLENCE AWARDS PROGRAM.....	59
8.9 BENEFITS REALISATION REPORT MARCH 2026 (WARD - ALL)	60
8.9.1 BENEFITS REALISATION FRAMEWORK.....	60
8.9.2 BUSINESS IMPROVEMENT BENEFITS REALISATION REPORT MARCH 2026.....	73
8.9.3 BENEFITS TABLE EXTRACT 2025-26.....	82

8.10 PERFORMANCE MEASURES REPORTING - PROGRESS REPORT (WARD - ALL).....	86
8.10.1 PERFORMANCE MEASURE FRAMEWORK PRESENTATION TO AUDIT AND RISK COMMITTEE - MARCH 2026.....	86
8.10.2 ORGANISATIONAL MEASURES - JUNE 2025.....	96
8.10.3 SCP MEASURES - JUNE 2025.....	98
8.12 REVIEW OF LIST OF PAYMENTS ENQUIRY (WARD - ALL).....	101
8.12.1 ELECTED MEMBERS ENTITLEMENTS COUNCIL POLICY.....	101
8.12.2 ATTENDANCE AT EVENTS COUNCIL POLICY.....	120
8.12.3 CR JONES ACQUITTAL FORM SEPTEMBER 2025 DEVELOPING NORTHERN AUSTRALIA CONFERENCE.....	127
8.12.4 CR NIGE JONES EXPENSES FROM 09 JULY 2025 TO 26 AUGUST.....	130
8.12.5 CR NIGE JONES ELECTED MEMBERS EXPENSES FROM 27 AUGUST TO 09 SEPTEMBER 2025.....	138
8.12.6 CR JONES MEETING FEE.....	142
8.13 HALF YEARLY REPORT: WRITE-OFF OF MONIES - 1 JULY 2025 TO 31 DECEMBER 2025 (WARD - ALL).....	145
8.13.1 LIST OF SUNDRY DEBTORS WRITE OFF.....	145
8.14 CONTRACT EXTENSIONS - 1 JULY 2025 TO 31 DECEMBER 2025 (WARD - ALL).....	146
8.14.1 CONTRACT EXTENSIONS 1 JULY 2025 TO 31 DECEMBER 2025.....	146
8.15 TENDER EXEMPTIONS REPORT - 1 SEPTEMBER 2025 TO 31 DECEMBER 2025 (WARD - ALL).....	147
8.15.1 CONTRACTS APPROVED 1 SEPTEMBER 2025 TO 31 DECEMBER.....	147

TRIBUNAL DETERMINATION 2025 - 026

SALARIES AND ALLOWANCES ACT 1975
LOCAL GOVERNMENT CEO AND ELECTED COUNCIL MEMBERS
DETERMINATION VARIATION NO. 1 OF 2025

PREAMBLE

The Salaries and Allowances Tribunal has issued a determination variation to reflect the recent proclamation of sections of the *Local Government Amendment Act 2024* and the issuing of Local Government Audit Regulations with respect to Local Government Audit, Risk and Improvement Committees.

DETERMINATION VARIATION

The Local Government Chief Executive Officers and Elected Council Members Determination of the Salaries and Allowances Tribunal made on 4 April 2025 under sections 7A, 7B and 7BAA of the *Salaries and Allowances Act 1975*, as amended from time to time, is hereby varied as set out below, with effect on and from 1 January 2026.

In Part 1.4 Terms used, delete reference to Committee meeting and insert the following:

Committee meeting means a meeting of a committee of a council where the committee comprises:

- (a) council members only; or
- (b) council members and/or employees of the local government or regional local government and/or independent members.

After Part 6.4, insert the following:

6.4 A Meeting attendance fees for Independent Audit, Risk and Improvement Committee members – per meeting

- (1) In accordance with section 5.100(1)(b) of the LG Act, the fee payable by a local government or regional local government council to an Independent Audit, Risk and Improvement Committee (ARIC) Member (whether Presiding Member, Deputy Presiding Member, Deputy Member or Member) for attendance at an ARIC meeting must be set within the range provided in table 8A. The fees provided in table 8A are exclusive of superannuation. Local government bodies should seek their own professional advice in regard to whether or not independent committee members are to be paid superannuation.
- (2) The range in table 8A is provided to enable local governments to appropriately compensate independent ARIC members depending on the skills and expertise required to undertake the roles. The local government must resolve that the fee

represents value for money. The State Government’s Audit and Financial Advisory Services Common Use Agreement ([CUAAFA2024](#)) may be used as guide.

Table 8A: per meeting fees for independent ARIC members – local government and regional local governments

Independent ARIC per meeting fees		
Bands	Independent ARIC Member	
	Min	Max
1 – 4	\$105	\$1,215

- (3) In accordance with sections 5.100(4), (5) and (6) of the LG Act, an independent ARIC member can be reimbursed for attending ARIC meetings.
- (4) The extent to which an independent committee member can be reimbursed for expenses attending ARIC meetings is the actual travel and associated costs incurred by the independent member demonstrated to the satisfaction of the local government.

Signed on 19 December 2025



E Prof M Seares AO
 CHAIR



Dr M Schaper
 MEMBER



Mr O Whittle
 MEMBER

SALARIES AND ALLOWANCES TRIBUNAL



WALGA Pool of Independent Presiding Members for Local Government Audit, Risk and Improvement Committees

Expression of Interest - Invitation

Expression of Interest Process

The Western Australian Local Government Association (WALGA) is seeking expressions of interest from suitably qualified and experienced persons to be included in a Pool from which Local Governments may select persons for appointment to their Local Government's Audit, Risk and Improvement Committee in the roles of:

- Independent Presiding Member
- Independent Deputy of the Presiding Member
- Independent Deputy Presiding Member (optional)

The Pool will be available to all Local Governments, enabling the Local Government to identify potential candidates, evaluate credentials, and determine to appoint independent Committee members at their own discretion.

Inclusion in the WALGA Pool does not guarantee appointment to a position on a Local Government's Audit, Risk and Improvement Committee.

We invite experienced professionals with **expertise in risk and financial management** to express their interest in serving as independent presiding members on a Local Government Audit, Risk and Improvement Committee.

This is a unique opportunity to contribute to governance excellence and improved Local Government performance.

Selection for inclusion in the Pool

WALGA will conduct this initial Expression of Interest using the below selection criteria to determine persons with qualifications and experience suitable to performance of the roles and responsibilities of an independent presiding member, deputy of the presiding member or deputy presiding member of a Local Government Audit, Risk and Improvement Committee.

Selection criteria: Applicants must:

1. Be a natural person, who is either an Australian Citizen or a Permanent Resident.
 - a. Companies or other corporate entities are not eligible.
2. Have current qualifications and / or demonstrate extensive senior experience relevant to one or more of the following:
 - a. Financial management
 - b. Audit and assurance
 - c. Governance, compliance
 - d. Risk Management
 - e. Fraud, cyber security, internal controls
3. Not have been subject to bankruptcy or insolvency proceedings under the *Bankruptcy Act 1966* (Cth).
4. Not have been convicted of a serious local government offence; or convicted of a criminal offence for which the indictable penalty was or included imprisonment for more than 5-years.

Desirable:

WALGA Pool of Independent Presiding Members
for Local Government Audit Risk and Improvement Committees



Expression of Interest – Invitation

5. Demonstrate experience in working with government and/or institutional governing bodies responsible for diverse and complex legislative functions.
6. Demonstrate knowledge and or experience in working in or with Local Government.
7. Experience in presiding at Local Government council or committee meetings and / or meetings conducted in accordance with formal rules for conduct, participation and voting.
8. Have demonstrated leadership, facilitation and communication skills, in complex compliance environments.

Application Requirements

Applicants are required to complete the **Expression of Interest – Respondent Form**, providing relevant information requested in each field of the Form.

Applicants may submit additional information, as the applicant considers appropriate, limited to a maximum of 3 x A4 pages.

Applicants must not submit copies of qualifications – Local Governments will conduct their own due diligence when selecting suitable candidates from the Pool.

Applications are requested to be submitted:

By email to governance@walga.asn.au

WALGA has established the initial Pool, however Expressions of Interest will remain open to enable suitably qualified and experienced applicants to be accepted into the Pool on an ongoing basis.

Need more information

For any enquiries, please contact Felicity Morris, Manager Governance and Procurement at fmorris@walga.asn.au or (08) 9213 2093.

WALGA Pool of Independent Presiding Members
for Local Government Audit Risk and Improvement Committees



Expression of Interest Invitation - Supporting Information

1. Introduction

The Western Australian Local Government Association (WALGA) is curating a Pool of persons who demonstrate qualifications, experience and expertise, relevant to performing the function of a Presiding Member for a Local Government Audit, Risk and Improvement Committee.

WALGA's Local Governments members will access information about the qualifications, experience and expertise of persons included in this Pool, to assist Local Governments in conducting a process to select Independent Committee Member(s) to perform the Presiding Member role in the Local Government's Audit, Risk and Improvement Committee.

2. Background

Recent [Local Government Act 1995](#) (the Act) reforms through the [Local Government Amendment Act 2024](#), will introduce changes to Local Government Audit, Risk and Improvement Committee functions.

The Presiding Member of the Audit, Risk and Improvement Committee will be required to be a person who is not:

- a current Council Member of the Local Government or another Local Government; or
- an employee of the Local Government.

Former Council Members are eligible.

These Act and Regulation amendments are expected to be effective in late 2025 / early 2026. Transitional provisions will allow a further 6-month period for Local Governments to establish their Audit, Risk and Improvement Committee and appoint, in accordance with the amended Act provisions, Committee membership that must include:

- An independent Presiding Member AND
- An independent Deputy of the Presiding Member, and
- Optionally may appoint an independent Deputy Presiding Member.

These reforms are intended to achieve independent oversight through an independent person chairing (presiding over) Committee meetings.

The reforms also provide for two or more Local Governments to agree to establish a shared Audit, Risk and Improvement Committee.

3. Audit, Risk and Improvement Committees

The Committee oversees the Local Government's functions under:

- Part 6 (Financial Management) and Part 7 (Audit) of the Act;
- Regulation 16¹ (Committee Functions) and Regulation 17 (CEO Review) of the [Local Government \(Audit\) Regulations 1996](#), and
- Regulation 5(2) (Financial Management Systems Reviews) of the [Local Government \(Financial Management\) Regulations 1996](#).

The Audit, Risk and Improvement Committee functions include guiding and assisting the Local Government in carrying out its financial management duties, monitoring internal and external financial and performance audits, monitoring and

¹ Audit Regulation 16 is expected to be amended as part of the implementation of the Local Government Act reforms

WALGA Pool of Independent Presiding Members
for Local Government Audit Risk and Improvement Committees



Expression of Interest Invitation – Supporting Information

advising the CEO relevant to internal controls, risk management and compliance, contributing to governance integrity and accountability, enhance transparency and strengthening financial and risk oversight.

Each Local Government determines the scheduling and frequency of its Audit, Risk and Improvement Committee - some Local Governments establish a schedule of meetings for each calendar year, other Local Governments call meetings periodically when required.

Committee meetings are called, convened and conducted in accordance with the *Local Government Act 1995* and [Local Government \(Administration\) Regulations 1996](#). Future reforms will introduce new Meeting Procedures Regulations that replace current Local Government Meeting Procedures or Standing Orders Local Laws that guide the conduct of meetings.

Overview of Committee Administration

- The Local Government's CEO is responsible for determining and preparing meeting agenda, inclusive of officer reports and recommendations for the Committee's consideration.
- The Committee's decision-making authority is limited to making recommendations that are referred to a Council meeting for decision. The Committee therefore cannot instruct, or direct the Local Government's administration, or commit to a particular course of action, unless the Committee's recommendation to do so has been endorsed by the Council.
 - Local Governments may delegate authority to the Committee, in which case the Committee may make decisions, limited to the matters delegated.
- Meetings are held in-person however the Act includes provisions that enable up to half the number of meetings held in any 12-month period to be held by electronic means. Further, committee members may request authorisation to attend by electronic means for up to half the in-person meetings held in any 12-month period.
- The Local Government's Administration provides administrative support, including the CEO and / or the Local Government's professional staff attending meetings, minute taking and provision of advice and support.
- Meeting minutes, including Committee decisions and recommendations to the Council are required to be published on the Local Government's website.
- Appointment to a Committee expires at the next biennial Local Government election day (being the third Saturday in October). An appointment following the 2025 Local Government Election will therefore expire on 16 October 2027, being the 2027 Local Government Election Day.
- Local Government Act reforms will in future require all Committee meetings to be open to the public, with provisions to enable a Committee to resolve to go behind closed doors to discuss matters prescribed as confidential.

4. Independent Member Roles and Responsibilities

Appointment to an Audit, Risk and Improvement Committee, is an appointment to specified office that is a member of the Committee, in accordance with *Local Government Act 1995* provisions. The specified offices prescribed in the Act, include:

- **Presiding Member** – refer LG Act s.5.12(1) and the yet to be proclaimed s.7.1A (*Local Government Amendment Act 2023*),
- **Deputy of the Presiding Member** refer LG Act s.5.11A and the yet to be proclaimed s.7.1B (*Local Government Amendment Act 2023*)
- **Deputy Presiding Member** – refer s.5.12(2) and the yet to be proclaimed s.7.1B (*Local Government Amendment Act 2023*)

An appointment is not a contract for supply of services or employment. It is a legislative appointment to a statutory office.

4.1. Audit, Risk and Improvement Presiding Member

The independent Presiding Member is responsible for ensuring meetings are conducted in accordance with the *Local Government Act 1995* and legislated meeting procedures.

WALGA Pool of Independent Presiding Members
for Local Government Audit Risk and Improvement Committees



Expression of Interest Invitation – Supporting Information

This includes:

- Preparing to attend Committee meetings, including in advance of Committee meetings:
 - prerequisite reading of agenda and attachments to the agenda, and
 - seeking advice, additional information, or clarifications regarding matters included in the agenda from the Local Government’s CEO.

NOTE: The volume of Committee Agenda information will vary between Local Governments, dependent upon the size and scale of the Local Government and the range and complexity of matters included in any agenda.

- Attending and presiding at Committee meetings, facilitating the meeting to progress through the order of business specified in the agenda.
- Maintaining orderly conduct of the meeting, Committee Members and members of the public.
- Complying with the [Local Government \(Model Code of Conduct\) Regulations 2021](#) as applicable to a Committee Member.
- Disclosing Direct Financial, Indirect Financial, Proximity and Impartiality interests in relation to matters considered by the Committee (refer [Local Government Act 1995](#), Part 5, Division 6, Subdivision 1 and the Model Code of Conduct Regulations).
- Facilitating the process of motions, including debate and voting requirements.
- Participating in debate, contributing your expertise and experience in the decision-making process and vote.
- Liaising with the Local Government’s CEO, seeking advice or support to ensure Committee compliance, operational and business requirements are met.

4.2. Audit, Risk and Improvement Committee Deputy of the Presiding Member

Perform the role and responsibilities of the Audit, Risk and Improvement Presiding Member, when the Presiding Member is unable to attend a Committee Meeting.

Local Government’s may additionally choose to appoint the Deputy of the Presiding Member as a Committee Member, with a Committee Member being required to:

- Preparing to attend Committee meetings, including in advance of Committee meetings:
 - prerequisite reading of agenda and attachments to the agenda, and
 - seeking advice, additional information, or clarifications regarding matters included in the agenda from the Local Government’s CEO.

NOTE: The volume of Committee Agenda information will vary between Local Governments, dependent upon the size and scale of the Local Government and the range and complexity of matters included in any agenda.

- Attending Committee meetings.
- Complying with the [Local Government \(Model Code of Conduct\) Regulations 2021](#) as applicable to a Committee Member.
- Disclosing Direct Financial, Indirect Financial, Proximity and Impartiality interests in relation to matters considered by the Committee (refer [Local Government Act 1995](#), Part 5, Division 6, Subdivision 1 and the Model Code of Conduct Regulations).
- Participating in debate, contributing your expertise and experience in the decision-making process and vote.
- Liaising with the CEO, seeking advice or support to ensure your effective participation as a Committee Member.

4.3. Audit, Risk and Improvement Committee, Deputy Presiding Member

(optional Local Government appointment)

WALGA Pool of Independent Presiding Members
for Local Government Audit Risk and Improvement Committees



Expression of Interest Invitation – Supporting Information

Perform the role and responsibilities of the Audit, Risk and Improvement Presiding Member, when the Presiding Member or Deputy of the Presiding Member is unable to attend a Committee Meeting – refer LG Act s.5.13.

Perform the duties of a Committee Member, as outlined above.

5. Remuneration

Local Governments may only remunerate independent Committee Members in accordance with the annually reviewed Salaries and Allowances Tribunal (WA) [Determination for Local Government Chief Executive Officers and Council Members](#), which provides the following arrangements effective from 1 July 2025.

Meeting Attendance Fee – Independent Committee Member

The meeting attendance fee is paid per meeting attended and is inclusive of:

- time required to prepare adequately for meetings (consideration of agenda papers and consultation with Local Government staff), and
- meeting attendance.

Local Governments determine the meeting attendance fee to be paid within the Salaries and Allowances Tribunal Determination range of \$0 to \$450.

The Local Government may also pay the meeting attendance fee where the Council has requested the Committee Member to attend a meeting other than a committee meeting.

Reimbursement of expenses

Committee members are also entitled to be reimbursed for:

- Travel and associated expenses incurred relevant to attending a committee meeting or performing a function with the express approval of the Local Government. The extent to which reasonable travel costs may be reimbursed is:
 - If the committee member lives or works in the local government district or an adjoining local government district, the actual cost for the person to travel from the person's place of residence or work to the meeting and back; or
 - If the person does not live or work in the local government district or an adjoining local government district, the actual costs in relation to a journey from the person's place of residence or work and back;
 - For the person's travel from the person's place of residence or work to the meeting and back; or
 - If the distance travelled is more than 100kms, for the person to travel from the outer boundary of an adjoining local government district to the meeting and back to that boundary.
 - Travel costs incurred while travelling in a privately owned or leased vehicle (rather than a commercially hired vehicle) are to be calculated at the same rate contained in Section 30.6 of the Local Government Officers' (Western Australia) Award 2021 as at the date of the SAT Determination. For electric vehicles, the 1600cc Motor Vehicle Allowance rate will be applied.
- Childcare costs being up to \$35 per hour. If the committee member incurs costs greater than \$35 per hour, the Local Government may reimburse the elected member the actual costs upon provision of sufficient receipts / evidence to satisfy the Local Government that the expense has been legitimately incurred.
- The extent to which accommodation and meal costs may be reimbursed is in the same or similar circumstances under the *Public Service Award 1992* issued by the WA Industrial Relations Commission as at the date of the Salaries and Allowances Tribunal's annual determination.

Reimbursement is subject to the Local Government being satisfied that the expenses have been reasonably incurred. Local Governments will provide procedures for Committee Members to make reimbursement claims.

WALGA Pool of Independent Presiding Members
for Local Government Audit Risk and Improvement Committees



Expression of Interest Invitation – Supporting Information

Local Governments may directly fund a reimbursable expense, without requiring the Committee Member to incur the expense personally.

6. Operation of the WALGA Pool

Once established, the Pool will remain open and dynamic, enabling WALGA to include in the Pool, at any time, new applicants that meet the selection criteria requirements.

On approval by WALGA for inclusion in the Pool, the person's Respondent Form, as submitted in response to the Expression of Interest, will be available to WALGA's Local Government Members on request.

The Pool will be promoted to WALGA's Local Government Members via regular WALGA newsletters and communications.

Local Governments may request WALGA to provide Respondent Forms of Pool Members that have demonstrated qualifications, knowledge, experience and criteria identify by the requesting Local Government as relevant to their specific requirements. **Local Governments must undertake their own due diligence to ensure an informed decision when selecting a Committee Presiding Member and may choose to invite Pool Members to further respond to the Local Government's selection process.**

The WALGA Pool serves only as an opportunity for WALGA's Local Government members to engage with potential candidates for the Local Government's selection of Independent Committee Members for their Local Government's Audit, Risk and Improvement Committee.

WALGA provides no guarantee that any person included in the WALGA Pool will be selected by a Local Government now or at any time in the future.

Pool members may request the details provided in the Respondent Form to be updated or for their details to be removed from the Pool, by advising WALGA by email to governance@walga.asn.au

WALGA may determine at its own discretion to remove a person from appearing in the Pool at any time where WALGA identifies the person:

- no longer demonstrates the prerequisite qualifications or experience required under the selection criteria; and / or
- has failed to reasonably perform the functions of a Presiding Member or independent Committee Member consistent with the requirements of the Local Government Act, Regulations or the Local Government's requirements.

WALGA's decision is final and not subject to review.



**WALGA Pool of Independent Presiding Members
for Local Government Audit, Risk and Improvement Committees**

Expression of Interest - Respondent Form

The information provided in this Form will be the basis by which:

- WALGA determines if a Respondent has met the selection criteria for inclusion in the Pool; and
- Local Governments identify and select suitably qualified and experienced persons to be appointed as an independent Presiding Member of an Audit, Risk and Improvement Committee.

This RESPONDENT FORM has been designed so that Parts 1 to 8 are to be complete electronically, by filling in the form fields.

1. PERSONAL INFORMATION		
Full Name:	Click or tap here to enter text.	
Email address:	Click or tap here to enter text.	
Mobile Phone:	Click or tap here to enter text.	
Identify below the location from which a Local Government would be required to arrange or reimburse travel TO and FROM Committee meetings:		
Suburb / Township:	Click or tap here to enter text.	
Postcode:	Click or tap here to enter text.	
2. PERSONAL STATEMENT		
Provide a concise statement addressing your motivation for seeking appointment to a Local Government Audit, Risk and Improvement Committee.		
Click or tap here to enter text.		
3. QUALIFICATIONS:		
Please list your current qualifications, the name of the institution that awarded the qualification and the year the qualification was attained.		
Qualification Name	Name of Institution	Year Qualification attained
Click or tap here to enter text.	Click or tap here to enter text.	Click or tap here to enter text.
Click or tap here to enter text.	Click or tap here to enter text.	Click or tap here to enter text.
Click or tap here to enter text.	Click or tap here to enter text.	Click or tap here to enter text.
Click or tap here to enter text.	Click or tap here to enter text.	Click or tap here to enter text.
Click or tap here to enter text.	Click or tap here to enter text.	Click or tap here to enter text.
Click or tap here to enter text.	Click or tap here to enter text.	Click or tap here to enter text.
Click or tap here to enter text.	Click or tap here to enter text.	Click or tap here to enter text.
4. MEMBERSHIP OF PROFESSIONAL ASSOCIATIONS:		
Professional Association Name	Membership Level / Classification	

WALGA Pool of Independent Presiding Members
 for Local Government Audit Risk and Improvement Committees



Expression of Interest Invitation – RESPONDENT FORM

Click or tap here to enter text.	Click or tap here to enter text.
Click or tap here to enter text.	Click or tap here to enter text.
Click or tap here to enter text.	Click or tap here to enter text.
Click or tap here to enter text.	Click or tap here to enter text.
Click or tap here to enter text.	Click or tap here to enter text.
Click or tap here to enter text.	Click or tap here to enter text.
Click or tap here to enter text.	Click or tap here to enter text.
5. PROFESSIONAL EXPERIENCE	
Briefly describe your experience regarding the following areas of expertise. You may provide details for all or only some elements as applicable to you and your professional experience.	
Financial Management	
Click or tap here to enter text.	
Audit and assurance	
Click or tap here to enter text.	
Governance and compliance	
Click or tap here to enter text.	
Risk Management	
Click or tap here to enter text.	
Fraud, Cyber Security, Internal Controls	
Click or tap here to enter text.	
Leadership, facilitation and communication skills, in complex compliance environments	
Click or tap here to enter text.	
Working with institutional governing bodies responsible for diverse and complex legislative functions, which may include Local Government.	
Click or tap here to enter text.	
Meeting Procedures and Practices , including presiding at meetings, outlining the regulatory frameworks that applied to the conduct of meetings.	
Click or tap here to enter text.	

WALGA Pool of Independent Presiding Members
for Local Government Audit Risk and Improvement Committees



Expression of Interest Invitation – RESPONDENT FORM

6. List LOCAL GOVERNMENTS and OTHER ORGANISATIONS you are or have been associated with in the past 5 years.	
Local Government / Organisation Name:	Nature of your association:
Click or tap here to enter text.	Click or tap here to enter text.
Click or tap here to enter text.	Click or tap here to enter text.
Click or tap here to enter text.	Click or tap here to enter text.
Click or tap here to enter text.	Click or tap here to enter text.
Click or tap here to enter text.	Click or tap here to enter text.
Click or tap here to enter text.	Click or tap here to enter text.
Click or tap here to enter text.	Click or tap here to enter text.
Click or tap here to enter text.	Click or tap here to enter text.
Click or tap here to enter text.	Click or tap here to enter text.
Click or tap here to enter text.	Click or tap here to enter text.
7. WALGA ZONES for which you are interested in being considered (<input checked="" type="checkbox"/> select all that apply)	
<input type="checkbox"/>	Kimberley Country Zone Shires of Wyndham-East Kimberly, Broome, Derby-West Kimberley, and Halls Creek
<input type="checkbox"/>	Pilbara Country Zone City of Karratha, Town of Port Hedland, Shires of Ashburton and East Pilbara
<input type="checkbox"/>	Gascoyne Country Zone Shires of Exmouth, Carnarvon, Upper Gascoyne and Shark Bay
<input type="checkbox"/>	Murchison Country Zone Shires of Meekatharra, Murchison, Cue, Mount Magnet, Yalgoo and Sandstone
<input type="checkbox"/>	Goldfields Country Zone City of Kalgoorlie-Boulder, Shires of Wiluna, Ngaanyatjarraku, Leonora, Laverton, Menzies, Coolgardie, Dundas and Esperance
<input type="checkbox"/>	Northern Country Zone City of Greater-Geraldton, Shires of Northampton, Chapman Valley, Irwin, Mingenew, Morowa, Three Springs, Perenjori, Carnamah and Coorow
<input type="checkbox"/>	Avon-Midland Country Zone Shires of Dandaragan, Moora, Dalwallinu, Victoria Plains, Wongon-Ballidu, Gingin, Chittering, Goomalling, Toodyay, Northam, and York
<input type="checkbox"/>	Great Eastern Country Zone Shires of Mount Marshall, Koorda, Mukinbudin, Yilgarn, Westonia, Dowerin, Wyalkatchem, Trayning, Nungarin, Cunderdin, Tammin, Kellerberrin, Merredin, Bruce Rock, Narembeen, and Kondinin.
<input type="checkbox"/>	Peel Country Zone City of Mandurah, Shires of Murray, Waroona, and Boddington
<input type="checkbox"/>	Central Country Zone Shires of Beverley, Quairading, Brookton, Corrigin, Wandering, Pingelly, Cuballing, Wickiepin, Kulin, Williams, Narrogin, West Arthur, Wagin, Dumbleyung and Lake Grace
<input type="checkbox"/>	South West Country Zone Cities of Bunbury and Busselton, Shires of Harvey, Collie, Dardanup, Donnybrook-Ballingup, Bridgetown-Greenbushes, Augusta-Margaret River, Nannup, and Manjimup

WALGA Pool of Independent Presiding Members
for Local Government Audit Risk and Improvement Committees



Expression of Interest Invitation – RESPONDENT FORM

<input type="checkbox"/>	Great Southern Country Zone	City of Albany, Shires of Woodanilling, Kent, Kojonup, Broomehill-Tambellup, Gnowangerup, Jerramungup, Cranbrook, Plantagenet, and Denmark
<input type="checkbox"/>	North Metropolitan Zone	Cities of Wanneroo, Joondalup and Stirling
<input type="checkbox"/>	Central Metropolitan Zone	Cities of Nedlands, Subiaco, Vincent, and Perth Towns of Cambridge, Cottesloe, Claremont, and Mosman Park, and Shire of Peppermint Grove
<input type="checkbox"/>	East Metropolitan Zone	Cities of Swan, Bayswater, Belmont, Kalamunda, Town of Bassendean and Shire of Mundaring
<input type="checkbox"/>	South Metropolitan Zone	Cities of Melville, Fremantle, Cockburn, Kwinana, Rockingham and Town of East Fremantle
<input type="checkbox"/>	South East Metropolitan Zone	Cities of South Perth, Victoria Park, Canning, Gosnells and Armadale
<input type="checkbox"/>	Alternatively: Nominate one or more specific Local Governments that you are interested in being appointed by:	Click or tap here to enter text.
8. Additional Information Attached?		YES <input type="checkbox"/> NO <input type="checkbox"/>
Click or tap here to enter text.		



**WALGA Pool of Independent Presiding Members
for Local Government Audit, Risk and Improvement Committees**

Pool Member Declaration

To be completed by respondents as a pre-requisite for inclusion in the WALGA Pool	
I DECLARE that:	
<input type="checkbox"/>	I have never been subject to bankruptcy or insolvency proceedings in accordance with the <i>Bankruptcy Act 1966</i> (Cth).
<input type="checkbox"/>	I have not been convicted of a serious local government offence; or convicted of a criminal offence for which the indictable penalty was or included imprisonment for more than 5 years.
<input type="checkbox"/>	The information I provided in or attached to this Respondent Form is true and correct at the time I signed this declaration.
<input type="checkbox"/>	I have read, understood and agree to the terms outlined in the: <ul style="list-style-type: none"> • Expression of Interest Invitation, including the Pool Selection Process; and • Supporting Information detailing applicable legislative and operational arrangements to appointment as an independent Presiding Member and WALGA’s operation of the Pool.
<input type="checkbox"/>	I acknowledge the information I have provided in or attached to this Respondent Form will be the basis by which WALGA determines if I am included in the WALGA Pool of Independent Presiding Members.
<input type="checkbox"/>	I authorise WALGA to distribute the information I provided in or attached to this Respondent Form to Local Governments at their request for the purpose of the Local Government assessing the information to determine person/s that may be suitable to be appointed as an independent Presiding Member of the Local Government’s Audit, Risk and Improvement Committee.
<input type="checkbox"/>	I acknowledge that if I am selected by a Local Government to perform an independent Presiding Member role, I will have a legislated obligation to comply with the Local Government (Model Code of Conduct) Regulations 2021 as applicable to a Committee Member
<input type="checkbox"/>	I acknowledge that if I am appointed as an independent Presiding Member of a Local Government’s Audit, Risk and Improvement Committee, that such appointment is between myself and the relevant Local Government, without reference to WALGA.
RESPONDENT SIGNATURE:	
PRINT NAME:	
DATE SIGNED:	

Respondents may print, sign (wet signature), scan and submit this declaration.

TRIBUNAL DETERMINATION 2025 - 026

SALARIES AND ALLOWANCES ACT 1975
LOCAL GOVERNMENT CEO AND ELECTED COUNCIL MEMBERS
DETERMINATION VARIATION NO. 1 OF 2025

PREAMBLE

The Salaries and Allowances Tribunal has issued a determination variation to reflect the recent proclamation of sections of the *Local Government Amendment Act 2024* and the issuing of Local Government Audit Regulations with respect to Local Government Audit, Risk and Improvement Committees.

DETERMINATION VARIATION

The Local Government Chief Executive Officers and Elected Council Members Determination of the Salaries and Allowances Tribunal made on 4 April 2025 under sections 7A, 7B and 7BAA of the *Salaries and Allowances Act 1975*, as amended from time to time, is hereby varied as set out below, with effect on and from 1 January 2026.

In Part 1.4 Terms used, delete reference to Committee meeting and insert the following:

Committee meeting means a meeting of a committee of a council where the committee comprises:

- (a) council members only; or
- (b) council members and/or employees of the local government or regional local government and/or independent members.

After Part 6.4, insert the following:

6.4 A Meeting attendance fees for Independent Audit, Risk and Improvement Committee members – per meeting

- (1) In accordance with section 5.100(1)(b) of the LG Act, the fee payable by a local government or regional local government council to an Independent Audit, Risk and Improvement Committee (ARIC) Member (whether Presiding Member, Deputy Presiding Member, Deputy Member or Member) for attendance at an ARIC meeting must be set within the range provided in table 8A. The fees provided in table 8A are exclusive of superannuation.
- (2) The range in table 8A is provided to enable local governments to appropriately compensate independent ARIC members depending on the skills and expertise required to undertake the roles. The local government must resolve that the fee represents value for money. The State Government's Audit and Financial Advisory Services Common Use Agreement ([CUAFA2024](#)) may be used as guide.

Table 8A: per meeting fees for independent ARIC members – local government and regional local governments

Independent ARIC per meeting fees		
Bands	Independent ARIC Member	
1 – 4	Min	Max
	\$105	\$1,215

- (3) In accordance with sections 5.100(4), (5) and (6) of the LG Act, an independent ARIC member can be reimbursed for attending ARIC meetings.
- (4) The extent to which an independent committee member can be reimbursed for expenses attending ARIC meetings is the actual travel and associated costs incurred by the independent member demonstrated to the satisfaction of the local government.

Signed on 19 December 2025

E Prof M Seares AO
 CHAIR

Dr M Schaper
 MEMBER

Mr O Whittle
 MEMBER

SALARIES AND ALLOWANCES TRIBUNAL

Status of internal audit recommendations

Internal Audit	Recommendation/s	Responsibility	Status	Comments
Employee use of fleet vehicles <i>Outcomes reported to Committee in August 2023</i>	Outstanding financial contributions to be determined (restricted private use).	Human Resources	Completed	Final payment made on 5 July 2024.
	Update status in Fleet Register to 'day use only' for employees within Cleaning Crew team	Parks and Natural Environment	Completed	-
	Request to Appoint electronic form updated to include fleet vehicles as a mandatory field.	Human Resources	Completed	-
	Aurion to be updated to allow positions and employees using fleet vehicles (private use/commute use) to be flagged.	Human Resources	Completed	-
	Written confirmation to employees with approval for commute use.	Human Resources	Completed	-
	Replacement of fleet vehicles (12 on order; 2 pending quotes).	Parks and Natural Environment	Completed	-
	Development of dashboard for fleet vehicles using data from Aurion and TechOne (for use by Fleet, Finance and HR).	Human Resources	Completed	-
		Parks and Natural Environment	Not commenced	Fleet Services required to complete an audit to review discrepancies between data from TechOne and Aurion.
	Review of protocol – City Owned Motor Vehicle Allocation and Usage.	Parks and Natural Environment with Human Resources	Partially completed	<i>August 2024 management comments</i> Parks and Natural Environment have reviewed draft protocol. <i>October 2025 management comments</i> Draft protocol not progressed due to resourcing issues and other priorities.

Status of internal audit recommendations

Internal Audit	Recommendation/s	Responsibility	Status	Comments
Payments made after employee has left the City <i>Outcomes reported to Committee in August 2023</i>	Implement process to enable notification to Human Resources when casual employees leave the City (to ensure leave entitlements are dealt with on a timely basis).	Human Resources	Completed	-

Internal Audit	Recommendation/s	Responsibility	Status	Comments
Recruitment (internally advertised positions) <i>Outcomes reported to Committee in October 2024</i>	Review the findings in the internal audit report to determine if there are reasonable grounds to suspect if a City employee had an unmanaged conflict of interest in recruitment processes.	Human Resources	Completed	No further reporting required.
	Reviews the weaknesses and inconsistencies identified in recruitment processes identified in the internal audit report and initiates a review to improve the control environment and help ensure appointments are based on merit and equity.		Partially completed	<u>October 2024 management comments</u> Future/planned activities – New applicant tracking system to integrate with the HRIS system to enable better reporting, control the order of steps required (checks, balances and due diligence pre-loaded for each position), and elimination of manual recruitment files. <u>October 2025 management comments</u> The applicant tracking system is budget dependent; it has been planned for this financial year but will be dependent on budget remaining available and resources (staffing) being supported to scope and fully implement a new system.

Status of internal audit recommendations

Internal Audit	Recommendation/s	Responsibility	Status	Comments
Payments made to Western Irrigation during March 2024 <i>Outcomes reported to Committee in October 2024</i>	All future purchase orders issued to Western Irrigation are to be sufficiently detailed with each item individually quantified and priced.	Parks and Natural Environment	Not commenced	
	All future invoices received from Western Irrigation are to be sufficiently detailed with each item individually quantified and priced in compliance with the Contract, and if not, they should be returned.		Not commenced	
	Undertake a review to determine if all Authorised Officers in the City are required to have a delegation from the Chief Executive Officer to approve purchase orders.	Audit, Risk and Executive Services	Not commenced	Unable to commence due to competing priorities of the Internal Auditor.

Status of internal audit recommendations

Internal Audit	Recommendation/s	Responsibility	Status	Comments
<p>Potential duplicate invoices/payments</p> <p><i>Outcomes reported to Committee in October 2024</i></p>	<p>Improve or implement new controls to address the issues identified in the internal audit report. Controls should include:</p> <ol style="list-style-type: none"> 1. Ensure adequate training for new accounts payable staff and refresher training for current staff. 2. Review the current electronic system for receiving approvals from business units for the payment of invoices. 3. Undertake a review of supplier and payee details maintained in the accounts payable system to identify and remove duplicate details. 4. Controls are implemented to prevent duplicate supplier/payee details being created in the accounts payable system. 5. Accounts payable utilise the City's data analytics program on a regular basis to help identify potential duplicate invoice payments. 	<p>Financial Services</p>	<p>Partially completed</p>	<p><u>October 2024 management comments</u></p> <ol style="list-style-type: none"> 1. Conversion to a robust digital workflow to be identified as part of the transition to D365 Finance platform. 2. Finance has been utilising the dashboard available through the data analytics program. System controls within the D365 Finance platform are expected to improve prevention and minimise reliance on the dashboard as a detection tool. 3. Training for new staff will be reviewed as part of process updates and improvements arising from the rollout of the new finance system. 4. Supplier data is presently under review as part of the configuration of the D365 system. 5. Process of onboarding new suppliers is being significantly overhauled as part of the transition to the new system, and will significantly reduce the current reliance on human intervention. <p><u>October 2025 management comments</u></p> <ol style="list-style-type: none"> 1. Conversion to a robust digital workflow to be identified as part of the transition to D365 Finance platform. – This is currently being identified as part of D365 implementation, and we are exploring the possibility of introducing 3 way invoice matching concept that will reduce human intervention. The update will be provided at a later date once testing of the Accounts Payable module has been completed. <p style="text-align: right;"><i>Cont'd....</i></p>

Status of internal audit recommendations

Internal Audit	Recommendation/s	Responsibility	Status	Comments
<p>Potential duplicate invoices/payments</p> <p><i>Outcomes reported to Committee in October 2024</i></p>	<p>Improve or implement new controls to address the issues identified in the internal audit report. Controls should include:</p> <ol style="list-style-type: none"> 1. Ensure adequate training for new accounts payable staff and refresher training for current staff. 2. Review the current electronic system for receiving approvals from business units for the payment of invoices. 3. Undertake a review of supplier and payee details maintained in the accounts payable system to identify and remove duplicate details. 4. Controls are implemented to prevent duplicate supplier/payee details being created in the accounts payable system. 5. Accounts payable utilise the City's data analytics program on a regular basis to help identify potential duplicate invoice payments. 	<p>Financial Services</p>	<p>Partially completed</p>	<p><i>Cont'd....</i></p> <ol style="list-style-type: none"> 2. Finance has been utilising the dashboard available through the data analytics program. System controls within the D365 Finance platform are expected to improve prevention and minimise reliance on the dashboard as a detection tool. Finance Team is continuing to use the available dashboard. System controls in D365 are currently unknown until the module is tested. 3. Training for new staff will be reviewed as part of process updates and improvements arising from the rollout of the new finance system. On the job training for new staff is already in place using existing process documents. The update of these processes to reflect processes applicable in D365 will happen as part of implementation of the new system. 4. Supplier data is presently under review as part of the configuration of the D365 system. The data is still under review. 5. Process of onboarding new suppliers is being significantly overhauled as part of the transition to the new system, and will significantly reduce the current reliance on human intervention. Few options have been identified for possible new process. The system is yet to be tested to confirm the effectiveness of the new onboarding process.

Status of internal audit recommendations

Internal Audit	Recommendation/s	Responsibility	Status	Comments
<p>Potential duplicate invoices/payments</p> <p><i>Outcomes reported to Committee in October 2024</i></p>	<p>A further internal audit is undertaken for the year 1 July 2022 to 30 June 2023 to identify if there were any duplicate payments that were not identified or credited.</p> <p>NOTE: Request from Audit and Risk Committee for the audit to go back even further; MARES agreed to include 1 July 2021 to 30 June 2022.</p>	Audit, Risk and Executive Services	Not commenced	Unable to commence due to competing priorities of the Internal Auditor.

Internal Audit	Recommendation/s	Responsibility	Status	Comments
<p>Recovery of long service leave contributions</p> <p><i>Outcomes reported to Committee in November 2025</i></p>	<p>System improvement – Transferred Long Service (Updating Aurion and Invoice Process) is updated to reflect the latest system improvements, including timelines for issuing invoices to other local governments.</p>	Human Resources	Partially completed	<p><i>November 2025 management comments</i></p> <p>Manager Human Resources has confirmed that the business unit now has a dedicated administrative support, and this role now has responsibility for this invoicing; quarterly invoicing will now be undertaken to ensure invoices are issued on a more timely basis, rather than the previous work instructions to allocate invoicing annually to coincide with end of financial year reporting; process documents will be reviewed and updated to include processing timeframes for invoicing, ensuring that an end-to-end documented process is finalised and owned by the business unit.</p>

Status of internal audit recommendations

Internal Audit	Recommendation/s	Responsibility	Status	Comments
<p>Supplier to supplier relationships</p> <p><i>Outcomes reported to Committee in November 2025</i></p>	<p>Manager Financial Services take responsibility to undertake a review of supplier/payee details maintained in the City's accounts payable system to identify and remove duplicate details.</p>	<p>Financial Services</p>	<p>Not commenced</p>	<p><i>November 2025 management comments</i> The Financial Services team will investigate each of these instances to ensure that duplicate supplier records do not exist to minimise the risk of duplicate payments. It is also acknowledged that the relationship between suppliers may present a potential conflict of interest and need to be managed carefully.</p>
	<p>Manager Parks and Natural Environment take responsibility to ensure appropriate arrangements are in place to manage and prevent any potential conflict of interest risks for the City through the relationship between the two suppliers identified in the Internal Audit Report (being Elliotts Irrigation and Western Irrigation).</p>	<p>Parks and Natural Environment</p>	<p>Partially completed</p>	<p><i>November 2025 management comments</i> The Parks and Natural Environment business unit has investigated the potential conflict of interest between the two suppliers. While we are confident in reviewing our current processes that no conflict has occurred, we will ensure moving forward that when going out for quotes, only one of the companies will be contacted to supply a quote, the company we decide to go to will depend on the type of work being requested. If the City does receive quotes from the two companies through a tender process, the City will evaluate each quote separately along with all other quotes received from other companies.</p>
	<p>A review be undertaken into the procurement activities related to the two suppliers where a potential conflict of interest exists. The review will seek to determine if the relationship has been, or can be, used to gain an advantage during procurement processes.</p>	<p>Audit, Risk and Executive Services</p>	<p>Not commenced</p>	<p><i>November 2025 management comments</i> Manager Audit, Risk and Executive Services has confirmed that this will be added to the Three-Year Internal Audit Plan, to be presented at a future Audit and Risk Committee meeting.</p>

Attachment 1 – Humanoid Robot Event Attendance



Figure 1- Isabella's first City of Joondalup event meeting with WA Premier Roger Cook, along with ECU's Dog Robot "Spartan"



Figure 2 & 3 – NM TAFE Representatives and Students exhibiting their courses at the CyberWest Summit 2025

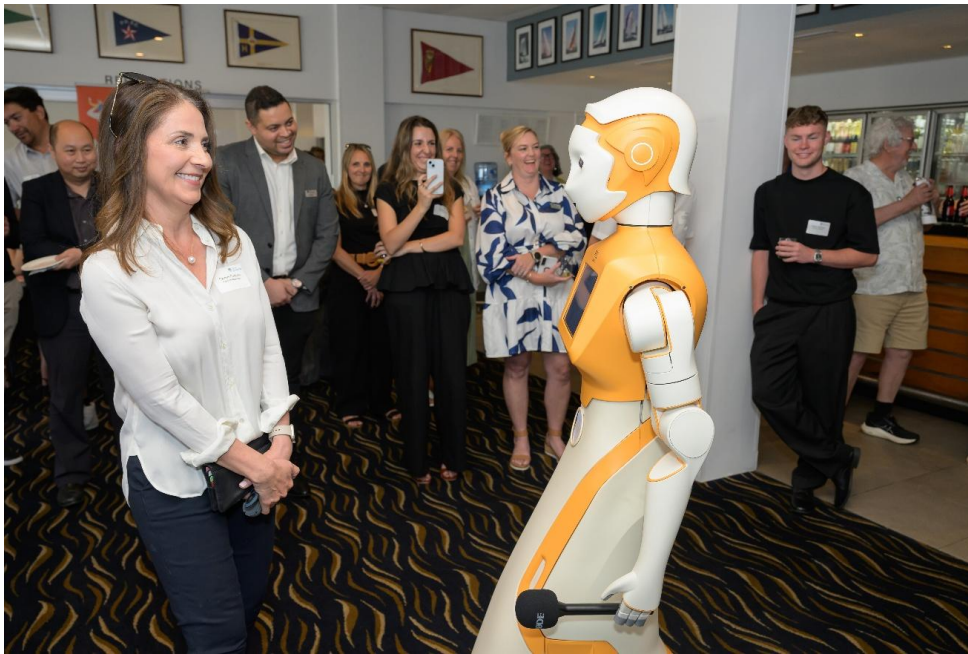


Figure 4 – Innovate Joondalup Business Support Program alumni interacting with Isabella at the End of Year Business Sundowner 2025.



Figure 5 - Isabella at the Bots & Bevs at the Australian Automation and Robotics Precinct (AARP)



2026 Corporate Compliance Calendar

Last Reviewed: January 2026

	Compliance Action	Compliance Requirement	Section / Ref	Good Practice Resources and LG Operational Procedures	Compliance Frequency	Directorate	Business Unit	Officer Responsible	Date Completed	Records Ref (Evidence of completion)	Comments. If Action not completed, report on plan to rectify non-compliance	Status
January - Take Action												
Jan	Official Conduct Complaints Officer - Local Government has designated a Senior Employee [s.5.37] as its Complaints Officer, if not, then the CEO is the Complaints Officer.	Local Government Act 1995	s.5.120	DLGSCI Website - Local Government Standards Panel	Annual	Office of the CEO	Audit, Risk and Executive Services	Manager Audit, Risk and Executive Services	N/A	CEO is the current Complaints Officer (amended delegation to be presented to Council at its meeting to be held on 24 March 2026)	-	Complete
Jan	Record of information about conduct The CEO must maintain a record of information about behavioural breaches, recurrent breaches, conduct breaches, specified breaches and orders made.	Local Government Act 1995	s5.96C		As required	Office of the CEO	Audit, Risk and Executive Services	Manager Audit, Risk and Executive Services	1/21/2026	INT26/1885	-	Complete
Jan	Monthly Financial Report LG is to prepare each month a statement of financial activity reporting on the revenue and expenditure as set out in the annual budget under FM.Reg.22(1)(d). Presented at an Ordinary Council meeting within 2-months after the end of the month to which the statement relates.	Local Government Act 1995	s.6.4 FM.Reg.34	DLGSC WA Local Government Accounting Manual	Monthly	Corporate Services	Financial Services	Manager Financial Services				
Jan	Payments from municipal fund or trust fund LG is to prepare a list of accounts for approval to be paid is to be prepared each month and presented to the council at the next ordinary meeting of the council after the list is prepared.	Local Government Act 1995	FM Reg 13		Monthly	Corporate Services	Financial Services	Manager Financial Services				
Jan	Payment by employees via purchasing cards LG is to prepare a list of payments made using credit, debit or other purchasing cards, and present to the council at the next ordinary meeting of council after the list is prepared.	Local Government Act 1995	FM Reg 13A		Monthly	Corporate Services	Financial Services	Manager Financial Services				
Jan	Master Compliance Calendar - Review Review the Master Compliance Calendar content and consult with the LGs CEO, Executive and key employees to identify any additional Compliance Actions for inclusion in the next year's Master Compliance Calendar.	N/A	N/A		Annual	Governance and Strategy	Governance	Manager Governance	2/4/2026	INT26/1813	Review complete and endorsed by ELT on 4 February 2026	Complete
Jan	Public Access to Information - Audit Check LG website to ensure all information listed in s.5.94, s.5.96A and Admin. Reg.29 is publicly accessible (see s.5.96 too).	Local Government Act 1995	s.5.94 Admin. Reg.29 s.5.95 s.5.96 s.5.96A Admin. Regs 29A and 29B	WALGA - Governance Subscription Good Governance in Practice Resource - Public Information Access & LG Website Information Guide	Annual	Governance and Strategy	Governance	Manager Governance	2/20/2026	INT26/6286		Complete
Jan	Gifts Register - Update Register with new entries and removal of entries .	Local Government (Administration) Regulations 1996	s5.89A r28A		Monthly	Governance and Strategy	Governance	Manager Governance	2/5/2026	INT26/3886 INT26/3892		Complete
Jan	Financial Interests Register - Review Issue and review Primary Returns; Update Register - Add / Remove entries; Update disclosures on website.	Local Government Act 1995	s.5.88(3)(4)		Bi-monthly	Governance and Strategy	Governance	Manager Governance	1/31/2026	INT17/61358		Complete
Jan	Code of Conduct for Employees The CEO must prepare and implement a code of conduct to be observed by employees of the local government. CoJ requirement to conduct biennial review.	Local Government Act 1995	5.51A	WALGA - Model Code of Conduct for Employees.	Biennial Next Due: 2025	Governance and Strategy	Governance	Manager Governance	1/30/2026		Code of Conduct for Employees updated 30/01/2026 following changes to the LG Admin Regs on 1 January 2026.	Complete
Jan	Primary Returns - New Elected Members - required to be lodged with CEO within 3 months of making Declarations of Office Due by: 18 Jan 2026	Local Government Act 1995	s.5.75(1)	WALGA - Governance Subscription - Guideline - Primary and Annual Returns Management DLGSC Operational Guideline No.21 Disclosure of Financial Interests in Returns	Biennial Next due 2025	Governance and Strategy	Governance	Manager Governance	11/19/2025		Cr Mercer and Cr Count have both completed Primary Returns.	Complete
Jan	Authorised Persons - Review Review the LG's authorised persons to ensure authorisations are accurate, valid and the correct certificates of authorisation and / or identity cards have been issued	Various		WALGA - Governance Subscription - Decision Making in Practice Toolkit - Part 3 Authorisations	Annual	Governance and Strategy	Governance	Manager Governance			Authorised Persons Register is reviewed on an ongoing basis, as and when people/positions are updated.	In Progress

2026 Corporate Compliance Calendar

Last Reviewed: January 2026

	Compliance Action	Compliance Requirement	Section / Ref	Good Practice Resources and LG Operational Procedures	Compliance Frequency	Directorate	Business Unit	Officer Responsible	Date Completed	Records Ref (Evidence of completion)	Comments. If Action not completed, report on plan to rectify non-compliance	Status
Jan	Legal Deposit Deposit digital copies of Annual Report to the State Library of WA and National Library of Australia within 30 days of its publication.	Legal Deposit Act 2012 & Legal Deposit Regulations 2013	s8 & Reg 5		Annual	Governance and Strategy	Governance	Manager Strategic & Organisational Development	2/20/2026	EIN26/2168; EIN26/2169		Complete
Jan	Occupational Safety and Health - Review of occupational safety and health processes to ensure compliance with City's legislative requirements	Work Health and Safety Act 2020			Annual	Governance and Strategy	Human Resource Services	Manager Human Resource Services				
Jan	Metropolitan Regional Road Grants - submit quarterly report				Quarterly	Infrastructure Services	Engineering Services	Manager Engineering Services	1/9/2026	EMO26/1754		Complete
Jan	MRRG Road Improvement and Rehabilitation and Black Spot Road Project Grants - Submit quarterly report	MRWA State Road Funds to Local Government Procedures			Quarterly	Infrastructure Services	Engineering Services	Manager Engineering Services	1/9/2026	EMO26/1754		Complete
Jan	ABS - Submit quarterly road construction report to Australian Bureau of Statistics				Quarterly	Infrastructure Services	Engineering Services	Manager Engineering Services	1/14/2026	Online submission - no record available		Complete
Jan	MRRG Road Improvement and Rehabilitation and Black Spot Road Project Grants - Progress payment Certificate and Certificate of Completion with final recoupment claim to be submitted to MRWA	MRWA State Road Funds to Local Government Procedures			As required	Infrastructure Services	Engineering Services	Manager Engineering Services			Claims in circulation	In Progress
Jan	Roads to Recovery - Online submission expenditure report and forecast for the next quarter	Roads to Recovery Act 2000 (Clth)			Quarterly	Infrastructure Services	Engineering Services	Manager Engineering Services	1/27/2026	Online submission - no record available		Complete
Jan	Report on DWER Site Licence for the WOC - undertake a compliance audit of the conditions set out in the site licence and submit an Annual Audit Compliance Report.	Waste Avoidance and Resource Recovery Act 2007	s.44		Annually Due: end of January	Infrastructure Services	Waste and Fleet Services	Manager Waste and Fleet Services				
Jan	Impounded Vehicles - Conduct Audit to ensure that OWNERS of all impounded vehicles were identified and notified within 7 days of impounding vehicle	Local Government Act 1995	s. 3.40A (2)		Annual	Planning and Community Development	Community Safety	Manager Community Safety				

Complete
In Progress
Behind Schedule
Not Applicable

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February - Take Action												
Feb	Monthly Financial Report LG is to prepare each month a statement of financial activity reporting on the revenue and expenditure as set out in the annual budget under FM.Reg.22(1)(d). Presented at an Ordinary Council meeting within 2-months after the end of the month to which the statement relates.	Local Government Act 1995	s.6.4 FM.Reg.34	DLGSC WA Local Government Accounting Manual	Monthly	Corporate Services	Financial Services	Manager Financial Services				
Feb	Payments from municipal fund or trust fund LG is to prepare a list of accounts for approval to be paid is to be prepared each month and presented to the council at the next ordinary meeting of the council after the list is prepared.	Local Government Act 1995	FM Reg 13		Monthly	Corporate Services	Financial Services	Manager Financial Services				
Feb	Payment by employees via purchasing cards LG is to prepare a list of payments made using credit, debit or other purchasing cards, and present to the council at the next ordinary meeting of council after the list is prepared.	Local Government Act 1995	FM Reg 13A		Monthly	Corporate Services	Financial Services	Manager Financial Services				
Feb	Annual Electors' General Meeting - Local Public Notice of AEGM - CEO to give at least 14 days local public notice of AEGM	Local Government Act 1995	s.5.27 s.5.29 Admin.Reg.15, 17 and 18.		Annual	Governance and Strategy	Governance	Manager Governance	1/12/2026	INT26/176		Complete
Feb	Gifts Register - Update Register with new entries and removal of entries .	Local Government (Administration) Regulations 1996	s5.89A r28A		Monthly	Governance and Strategy	Governance	Manager Governance				
Feb	Local Laws Review - Within a period of 15 years from the day when a local law commenced, or a report of a review of the local law was accepted under this section, a local government is to carry out a review of the local law to determine whether or not it considers that it should be repealed or amended. Last Reviewed: 16/02/2021	Local Government Act 1995	3.16(1)	WALGA website - Local Laws Manual Subscription Service DLGSC website - Local Laws Statutory Procedures Checklist DLGSC website - Local Laws Register	8-yearly Next Due: 2036	Governance and Strategy	Governance	Manager Governance				Not Applicable
Feb	Ward Boundary Review last completed on 16 November 2021 (CJ156-11/21 refers). Last Reviewed: 16/11/2021 Next due by: 27/02/2029	Local Government Act 1995	s.2.2 Sch.2.2(6)		8-yearly Next Due: 2029	Governance and Strategy	Governance	Manager Governance				Not Applicable
Feb	Local Emergency Management Committee - Hold committee meeting quarterly in accordance with the Act	Emergency Management Act 2005	s. 38		Quarterly	Infrastructure Services	Asset Management	Manager Asset Management				
Feb	MRRG Road Improvement and Rehabilitation and Black Spot Road Project Grants - Progress payment Certificate and Certificate of Completion with final recoupment claim to be submitted to MRWA	MRWA State Road Funds to Local Government Procedures			As required	Infrastructure Services	Engineering Services	Manager Engineering Services	2/9/2026	EMO26/11070	6 x Rehab Claims	
Feb	Caravan Park / Camping Ground Facility Annual Inspection Local Government is to inspect each facility in its District so that not more than 12 months elapses between inspections.	Caravan Parks and Camping Grounds Act 1995	s.21		Annual	Planning and Community Development	Regulatory Services	Manager Regulatory Services	6/1/2025	INT25/24311 & INT25/24438		Complete

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March - Take Action												
Mar	Monthly Financial Report LG is to prepare each month a statement of financial activity reporting on the revenue and expenditure as set out in the annual budget under FM.Reg.22(1)(d). Presented at an Ordinary Council meeting within 2-months after the end of the month to which the statement relates.	Local Government Act 1995	s.6.4 FM.Reg.34	DLGSC WA Local Government Accounting Manual	Monthly	Corporate Services	Financial Services	Manager Financial Services				
Mar	Payments from municipal fund or trust fund LG is to prepare a list of accounts for approval to be paid is to be prepared each month and presented to the council at the next ordinary meeting of the council after the list is prepared.	Local Government Act 1995	FM Reg 13		Monthly	Corporate Services	Financial Services	Manager Financial Services				
Mar	Payment by employees via purchasing cards LG is to prepare a list of payments made using credit, debit or other purchasing cards, and present to the council at the next ordinary meeting of council after the list is prepared.	Local Government Act 1995	FM Reg 13A		Monthly	Corporate Services	Financial Services	Manager Financial Services				
Mar	Emergency Services Levy - Option B Payment Due by: 21 March and ESL Assessment Profile Return Form A	DFES - ESL Manual of Operating Procedures		DFES - ESL Manual of Operating Procedures	Quarterly	Corporate Services	Financial Services	Manager Financial Services				
Mar	Annual Budget - Review Between 1 January and 31 March in each financial year, a review of the annual budget is to be carried out. • Review must be submitted to Council within 30 days after it has been carried out. • Council is to consider the review and determine, by absolute majority, whether or not to adopt the review, any parts of the review or any recommendations made in the review DUE: 31 March	Local Government Act 1995	FM Reg.33A(1) (2A) (2) (3)	DLGSC website - WA Local Government Accounting Manual	Annual Due: 31 March	Corporate Services	Financial Services	Manager Financial Services				
Mar	Certification of compliance with adopted standards for employment of CEO - As soon as practicable after a person is employed in the position of CEO, the local government must, by resolution (Absolute Majority) certify that the person was employed in accordance with the local government's adopted standards in relation to the recruitment of CEOs.	Local Government (Admin) Regs 1996	r.18FC(3)		As required	Governance and Strategy	Governance	Manager Governance				
Mar	Notification to Inspector - Within 14 days of the Council certifying compliance with adopted standards for CEO recruitment - the local government must give a copy of the resolution to the Inspector.	Local Government (Admin) Regs 1996	r.18FC(4)		As required	Governance and Strategy	Governance	Manager Governance				
Mar	Elected Member Attendance Register - Upload to City's website.	Council Resolution C.J366-12/25			Quarterly	Governance and Strategy	Governance	Manager Governance				
Mar	Financial Interests Register - Review Issue and review Primary Returns; Update Register - Add/remove entries; Update disclosures on website.	Local Government Act 1995	s.5.88(3)(4)		Bi-monthly	Governance and Strategy	Governance	Manager Governance				
Mar	Code of Conduct for Council Members, Committee Members and Candidates - All local governments must adopt an updated Model Code of Conduct for council members, candidates and committee members to align with the new complaints handling system.	Local Government (Model Code of Conduct) Regs 2021			By 31 March 2026	Governance and Strategy	Governance	Manager Governance				
Mar	Elected Members - Review Meeting Attendance Register - check EMs have not been absent for 3 consecutive meetings without Leave of Absence being granted	Local Government Act 1995	s.2.25		Quarterly	Governance and Strategy	Governance	Manager Governance				
Mar	Gifts Register - Update Register with new entries and removal of entries .	Local Government (Administration) Regulations 1996	s5.89A r28A		Monthly	Governance and Strategy	Governance	Manager Governance				
Mar	Annual Electors' General Meeting - to be held once every financial year on a day selected by the LG but not more than 56 days after the Annual Report has been adopted.	Local Government Act 1995	s.5.27 Admin.Regs.15, 17 and 18,		Annual	Governance and Strategy	Governance	Manager Governance				
Mar	Corporate Business Plan - Review (Administrative) Review Corporate Business Plan and prepare options for Council's consideration for inclusion on the Plan. Review should consider - actions, projects and priorities from informing strategies (Workforce Plan, Asset Mgt Plan, Long Term Financial Plan and other strategies) as well as the prioritising Major Capital Works.	Local Government Act 1995	s.5.56 Admin.Reg.19DA	DLGSC website - Integrated Planning and Reporting Framework and Guidelines	Annual Next Due: March/April 2026	Governance and Strategy	Strategic and Organisational Development	Manager Strategic & Organisational Development				

Mar	MRRG Road Improvement and Rehabilitation and Black Spot Road Project Grants - Progress payment Certificate and Certificate of Completion with final recoupment claim to be submitted to MRWA	MRWA State Road Funds to Local Government Procedures			As required	Infrastructure Services	Engineering Services	Manager Engineering Services				
Mar	Water Licences - Artesian and Non-artesian Water Licences - review and renew if necessary	Rights in Water and Irrigation Act 1914	s. 26 (d)		Annual	Infrastructure Services	Parks and Natural Environment	Manager Parks and Natural Environment				
Mar	WALGGC Road Information Return - Submit WALGA Road Information Return Certification Sheet				Annual	Infrastructure Services	Asset Management	Manager Asset Management				
Mar	Fines Enforcement - Designated Prosecuting Officers Review Designated Prosecuting Officers and provide written advice to Fines Enforcement Registry of changes.	Fines, Penalties and Infringement Notices Enforcement Act 1994	s.13(2)		Annual	Planning and Community Development	Community Safety	Manager Community Safety				

Complete
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 Not Applicable

	Compliance Action	Compliance Requirement	Section / Ref	Good Practice Resources and LG Operational Procedures	Compliance Frequency	Directorate	Business Unit	Position Title Officer Responsible for Action Compliance	Date Completed	Records Ref (Evidence of completion)	Comments. If Action not completed, report on plan to rectify non-compliance	Status
April - Take Action												
Apr	Equal Employment Opportunity - Provide Annual Collection to Public Sector Commission by 29 April each year	Equal Opportunity Act 1984	part IX		Annual	Office of the CEO	Audit, Risk and Executive Services	Manager Audit, Risk and Executive Services				
Apr	Public Interest Disclosures - Provide Annual Collection to Public Sector Commissioner by 29 April each year	Public Interest Disclosure Act 2003	s.23(f)		Annual	Office of the CEO	Audit, Risk and Executive Services	Manager Audit, Risk and Executive Services				
Apr	Corruption, Crime and Misconduct - Provide Annual Collection to Public Sector Commissioner by 29 April each year	Corruption, Crime and Misconduct Act 2003			Annual	Office of the CEO	Audit, Risk and Executive Services	Manager Audit, Risk and Executive Services				
Apr	Monthly Financial Report LG is to prepare each month a statement of financial activity reporting on the revenue and expenditure as set out in the annual budget under FM.Reg.22(1)(d). Presented at an Ordinary Council meeting within 2-months after the end of the month to which the statement relates.	Local Government Act 1995	s.6.4 FM.Reg.34	DLGSC WA Local Government Accounting Manual	Monthly	Corporate Services	Financial Services	Manager Financial Services				
Apr	Payments from municipal fund or trust fund LG is to prepare a list of accounts for approval to be paid is to be prepared each month and presented to the council at the next ordinary meeting of the council after the list is prepared.	Local Government Act 1995	FM Reg 13		Monthly	Corporate Services	Financial Services	Manager Financial Services				
Apr	Payment by employees via purchasing cards LG is to prepare a list of payments made using credit, debit or other purchasing cards, and present to the council at the next ordinary meeting of council after the list is prepared.	Local Government Act 1995	FM Reg 13A		Monthly	Corporate Services	Financial Services	Manager Financial Services				
Apr	Annual Budget - Copy of Review to DLGSCI Executive Director within 30 days after Budget Review adoption, plus a copy of the Council Report / Minutes relevant to Budget Review adoption.	Local Government Act 1995	FM.Reg.33A(4)	DLGSC website - WA Local Government Accounting Manual	Annual	Corporate Services	Financial Services	Manager Financial Services				
Apr	Annual Budget - Fees and Charges - Review In preparation for the Annual Budget, undertake an Administrative review of Fees and Charges to inform the fees and charges proposed for including in the Annual Budget. The Review should ensure: • Fees / Charges are set for a proper purpose - s.6.16(2) • The amount of each Fee or Charge has been set in accordance with s.6.17 • Fees and Charges to be imposed by the LG under other written laws are included and separately identified as to if the LG has the power to set the level of the Fee or Charge OR if the level has been set by / under the other written law.	Local Government Act 1995	s.6.16 s.6.17 s.6.18	DLGSC website - WA Local Government Accounting Manual	Annual	Corporate Services	Financial Services	Manager Financial Services				
Apr	Community Venue Defibrillator and LifeVac audits A bi-annual audit must be conducted on all City-owned defibrillators located at community hireable venues to ensure batteries are operational and pads are within expiry dates. This requirement aligns with best practice as outlined in the Australian Defibrillator Guidelines. In addition, audits must also be undertaken on LifeVac devices installed at City venues to confirm all components are present and have not been removed or stolen.	N/A	N/A	https://stjohn.org.au/fact-sheet/aed-maintenance-checklist/	6 monthly	Corporate Services	Leisure and Cultural Services	Manager Leisure and Cultural Services				
Apr	Gifts Register - Update Register with new entries and removal of entries .	Local Government (Administration) Regulations 1996	s5.89A r28A		Monthly	Governance and Strategy	Governance	Manager Governance				
Apr	Annual Elector's General Meeting - Minutes / Responses to next Ordinary Council Meeting , if not practicable, either the first Ordinary Council Meeting after that meeting OR at a Special Council Meeting called for that purpose. Reasons for any Council decision made in response to an AEGM decision.	Local Government Act 1995	s.5.33		Annual	Governance and Strategy	Governance	Manager Governance				
Apr	Elections - Enrolment Eligibility Claims (Owners and Occupiers) Register - Prepare for Elections - Review register and take action re expired Eligibility Claims (no longer property owner / claim based on occupation or nominee expired)	Local Government Act 1995	s.4.35 Elections Regs.14 and 15 Form 6 and 7	WALGA Template Enrolment Eligibility Claims Register	Biennial Next Due: 2027	Governance and Strategy	Governance	Manager Governance				

Apr	Electoral Gifts - Provide advice to sitting members whose term is due to expire of the commencement of the 'electoral period' and declaration requirements.	Local Government (Electoral) Regulations 1996	r30C		Biennial Next Due: 2027	Governance and Strategy	Governance	Manager Governance				
Apr	Corporate Business Plan - Review (Council Workshop) Schedule a workshop with Council Members and Executive staff to review options and priorities (including the Capital Works Plan) and to finalise the Corporate Business Plan for recommendation to Council.	Local Government Act 1995	s.5.56 Admin.Reg.19DA	DLGSC website - Integrated Planning and Reporting Framework and Guidelines	Annual Next Due: April/May 2026	Governance and Strategy	Strategic and Organisational Development	Manager Strategic & Organisational Development				
Apr	ABS - Submit quarterly road construction report to Australian Bureau of Statistics				Quarterly	Infrastructure Services	Engineering Services	Manager Engineering Services				
Apr	MRRG Road Improvement and Rehabilitation and Black Spot Road Project Grants - Submit quarterly report	MRWA State Road Funds to Local Government Procedures			Quarterly	Infrastructure Services	Engineering Services	Manager Engineering Services				
Apr	MRRG Road Improvement and Rehabilitation and Black Spot Road Project Grants - Progress payment Certificate and Certificate of Completion with final recoupment claim to be submitted to MRWA	MRWA State Road Funds to Local Government Procedures			As required	Infrastructure Services	Engineering Services	Manager Engineering Services				
Apr	Roads to Recovery - Online submission expenditure report and forecast for the next quarter	Roads to Recovery Act 2000 (Clth)			Quarterly	Infrastructure Services	Engineering Services	Manager Engineering Services				
Apr	Metropolitan Regional Road Group (MRRG) Funding - Submit Road Rehabilitation Grant Submission to Main Roads	MRWA State Road Funds to Local Government Procedures			Annual	Infrastructure Services	Engineering Services	Manager Engineering Services				
Apr	Local Planning Scheme No. 3 - Prepare a consolidation of the scheme every five years.	Planning and Development Act 2005	s. 88		5-yearly Next Due: 2023	Planning and Community Development	Planning Services	Manager Planning Services				

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	May - Take Action											
May	Monthly Financial Report LG is to prepare each month a statement of financial activity reporting on the revenue and expenditure as set out in the annual budget under FM.Reg.22(1)(d). Presented at an Ordinary Council meeting within 2-months after the end of the month to which the statement relates.	Local Government Act 1995	s.6.4 FM.Reg.34	DLGSC WA Local Government Accounting Manual	Monthly	Corporate Services	Financial Services	Manager Financial Services				
May	Payments from municipal fund or trust fund LG is to prepare a list of accounts for approval to be paid is to be prepared each month and presented to the council at the next ordinary meeting of the council after the list is prepared.	Local Government Act 1995	FM Reg 13		Monthly	Corporate Services	Financial Services	Manager Financial Services				
May	Payment by employees via purchasing cards LG is to prepare a list of payments made using credit, debit or other purchasing cards, and present to the council at the next ordinary meeting of council after the list is prepared.	Local Government Act 1995	FM Reg 13A		Monthly	Corporate Services	Financial Services	Manager Financial Services				
May	Rates - Notice advising intention to impose differential general rates or a minimum payment applying to a differential rate category	Local Government Act 1995	s. 6.36		Annual	Corporate Services	Financial Services	Manager Financial Services				
May	Annual Budget - Differential Rates and Minimum Payment Setting - Council Report Council Report required recommending Council to endorse the proposed Differential Rates and minimum payments for the purpose of giving Local Public Notice and calling for submissions. This report and Council decision must occur with sufficient time to enable compliance with the Local Public Notice requirements and 21 day public submission period - s.6.36 before Council resolves to impose the differential rates as part of the Annual Budget. • Notice must be published within the period 2 months before the commencement of the financial year	Local Government Act 1995	s.6.33 s.6.35 s.6.36 FM.Reg.52A	DLGSC WA Local Government Accounting Manual	Annual	Corporate Services	Financial Services	Manager Financial Services				
May	Annual Budget - Differential Rates and Minimum Payment Setting - Local Public Notices After the Council endorsement for advertising proposed Differential Rates and minimum payments, Local Public Notice must be published with sufficient time to comply with: • Notice must be published within the period 2 months before the commencement of the financial year • Notice must contain details of each rate or minimum payment. • Notice must invite public submissions within 21 days (or longer) of the notice • Notice must advise where public can inspect a document describing the object of, and reasons for, each proposed rate and minimum payment.	Local Government Act 1995	s.6.33 s.6.35 s.6.36 FM.Reg.52A	DLGSC website - WA Local Government Accounting Manual	Annual	Corporate Services	Financial Services	Manager Financial Services				
May	Financial Interests Register - Review Issue and review Primary Returns; Update Register - Add/remove entries; Update disclosures on website.	Local Government Act 1995	s.5.88(3)(4)	WALGA - Governance Subscription - Guideline - Primary and Annual Returns Management DLGSC Operational Guideline No.21 Disclosure of Financial Interests in Returns	Bi-monthly	Governance and Strategy	Governance	Manager Governance				
May	Gifts Register - Update Register with new entries and removal of entries .	Local Government (Administration) Regulations 1996	s5.89A r28A		Monthly	Governance and Strategy	Governance	Manager Governance				
May	Delegation Register Review - Sub-delegations are to be reviewed by the delegator (CEO) at least once every financial year Last Reviewed: 27/06/2023 Next Due: May 2026	Local Government Act 1995	s.5.16, 5.17, 5.18 s.5.42, 5.43, 5.44, 5.45, 5.46 s.7.1B	WALGA website - Decision Making in Practice Toolkit Part 2 Delegations WALGA website - Webinar - Decision Making in Practice - Delegations DLGSC website - Operational Guideline No.17 Delegations	Annual	Governance and Strategy	Governance	Manager Governance				
May	Local Emergency Management Committee - Hold committee meeting quarterly in accordance with the Act	Emergency Management Act 2005	s. 38		Quarterly	Infrastructure Services	Asset Management	Manager Asset Management				
May	Metropolitan Regional Road Group Funding - Submit Road Improvement Grant Submission to Main Roads				Annual	Infrastructure Services	Engineering Services	Manager Engineering Services				

May	MRRG Road Improvement and Rehabilitation and Black Spot Road Project Grants - Progress payment Certificate and Certificate of Completion with final recoupment claim to be submitted to MRWA	MRWA State Road Funds to Local Government Procedures			As required	Infrastructure Services	Engineering Services	Manager Engineering Services				
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	June - Take Action											
Jun	Audit, Risk & Improvement Committees - Establish an Audit, Risk and Improvement Committee with the required independent presiding member and deputy to the presiding member.	Local Government Act 1995	7.1A		By 30 June 2026	Office of the CEO	Audit, Risk and Executive Services	Manager Audit, Risk and Executive Services				
Jun	Monthly Financial Report LG is to prepare each month a statement of financial activity reporting on the revenue and expenditure as set out in the annual budget under FM.Reg.22(1)(d). Presented at an Ordinary Council meeting within 2-months after the end of the month to which the statement relates.	Local Government Act 1995	s.6.4 FM.Reg.34	DLGSC WA Local Government Accounting Manual	Monthly	Corporate Services	Financial Services	Manager Financial Services				
Jun	Payments from municipal fund or trust fund LG is to prepare a list of accounts for approval to be paid is to be prepared each month and presented to the council at the next ordinary meeting of the council after the list is prepared.	Local Government Act 1995	FM Reg 13		Monthly	Corporate Services	Financial Services	Manager Financial Services				
Jun	Payment by employees via purchasing cards LG is to prepare a list of payments made using credit, debit or other purchasing cards, and present to the council at the next ordinary meeting of council after the list is prepared.	Local Government Act 1995	FM Reg 13A		Monthly	Corporate Services	Financial Services	Manager Financial Services				
Jun	Emergency Services Levy - Option B Payment Due by: 21 June and ESL Assessment Profile Return Form A	DFES - ESL Manual of Operating Procedures		DFES -ESL Manual of Operating Procedures	Quarterly	Corporate Services	Financial Services	Manager Financial Services				
Jun	Financial Reporting - Material Variances Each Financial Year, a LG is to adopt a percentage or value, calculated in accordance with AAS, to be used in statements of financial activity for reporting material variances. (adopt and apply in the following Financial Year)	Local Government Act 1995	s.6.4 FM.Reg.34(5)		Annual	Corporate Services	Financial Services	Manager Financial Services				
Jun	Annual Budget - Fees and Charges Schedule In preparation for the Annual Budget, a preliminary Council report may be provided detailing the revised Schedule of Fees and Charges, recommending endorsement for inclusion in the Annual Budget. Council's early consideration enables separate and detailed review, outside of the budget adoption, with any changes proposed then included in the Budget calculations. In any case, the Schedule of Fees and Charges must be included in the Annual Budget and Annual Budget Report, with a separate recommendation for Council to impose the Schedule of Fees and Charges, by absolute majority, as part of the Annual Budget adoption.	Local Government Act 1995	s.6.16 s.6.17 s.6.18	DLGSC website - WA Local Government Accounting Manual	Annual	Corporate Services	Financial Services	Manager Financial Services				
Jun	Annual Budget - Rate Setting Statement In preparation for the Annual Budget, a preliminary Council report may be provided detailing the Rates Setting Statement. Early Council consideration enables: • consideration of public submissions on Differential Rates - see. s.6.36(4) • separate and detailed review of rating implications, outside of the budget adoption • Any changes proposed are then included in the Budget calculations. In any case, the Rate Setting Statement must be included in the Annual Budget Adoption Report, with a separate recommendation for Council to impose, by absolute majority: • the general rate (uniformly or differentially) • a specified area rate • minimum payment, • service charges • impose a discount	Local Government Act 1995	s.6.32 s.6.35 s.6.36(4) s.6.37 s.6.38 s.6.46 FM.Regs. r.22(1)(d) (2) r.26 r.33(1)(c) r.52	DLGSC website - WA Local Government Accounting Manual	Annual	Corporate Services	Financial Services	Manager Financial Services				

Jun	Annual Budget - Borrowings - Changes or New In preparation for the Annual Budget, the preliminary Council report may be provided, recommending endorsement for inclusion in the Annual Budget. Early Council consideration enables • detailed review outside of the Budget adoption • any changes proposed are then included in the Budget calculations. In any case, Borrowings must be included in the Annual Budget and Annual Budget report, with a separate recommendation for Council to resolve, to expend the money or utilise the loan.	Local Government Act 1995	s.6.20 s.6.21	DLGSC website - WA Local Government Accounting Manual	Annual	Corporate Services	Financial Services	Manager Financial Services			
Jun	Annual Budget - Setting Elected Member Fees, Payments and Reimbursements Salaries and Allowances Tribunal Determination for Local Government Elected Members (published annually usually in April). Report to Council for decision to set fees, allowances and reimbursements in accordance with the determination.	Local Government Act 1995	Part 5, Div.8 Admin. Regs. Part 8	Salaries and Allowances Tribunal website - Determination for Local Government	Annual	Corporate Services	Financial Services	Manager Financial Services			
Jun	Annual Budget - Reserve Accounts - Changes or New Council decision, by absolute majority, if Annual Budget proposes: • Changes to the purpose of a Reserve Account; OR • Using the money in a Reserve Account for another purpose	Local Government Act 1995	s.6.11	DLGSC website - WA Local Government Accounting Manual	Annual	Corporate Services	Financial Services	Manager Financial Services			
Jun	Annual Budget - Setting Interest Rate for Money Owed Council decision, by absolute majority, to require a person to pay interest rate set in the Annual Budget on any amount of money (other than rates and service charges) owed to the Local Government for a period of time as determined by Council that is not less than 35 days . May be by separate report or included in Annual Budget report with separate recommendation.	Local Government Act 1995	s.6.14 FM.Reg.19A and 19B	DLGSC website - WA Local Government Accounting Manual	Annual	Corporate Services	Financial Services	Manager Financial Services			
Jun	Annual Budget - Adoption During period 1 June to 31 August , Local Government is to prepare and adopt, by absolute majority, an Annual Budget for the next financial year. Annual budget content to comply with FM.Reg.22.	Local Government Act 1995	s.6.2(1) FM.Reg.22	DLGSC website - WA Local Government Accounting Manual	Annual	Corporate Services	Financial Services	Manager Financial Services			
Jun	Native vegetation clearing permits Annual reporting against clearing permit conditions.	Environmental Protection Act 1986	Environmental Protection (Clearing of Native Vegetation Regulations 2004)	Department of Water and Environmental Regulation requirement to report against clearing permit conditions	Annual	Governance and Strategy	Strategic and Organisational Development	Manager Strategic & Organisational Development			
Jun	Dangerous Goods Site Licence In order for the City to store and handle chlorine gas onsite, the City is required to have Dangerous Goods Site Licence. Issued in accordance with the Dangerous Goods Safety Act 2004 and associated regulations	Dangerous Goods Safety Act 2004			5-yearly Next Due: 2026	Corporate Services	Leisure and Cultural Services	Manager Leisure and Cultural Services			
Jun	Chlorine Gas Safety Audit In line with the issuing of the Dangerous Good Licence for the storage of 2x 920L chlorine gas drums at Craigie Leisure Centre, the City is required to undertake a chlorine gas audit to support the renewal every 5 years.	Dangerous Goods Safety Act 2004	Div 81		5 yearly, Next due 2026	Corporate Services	Leisure and Cultural Services	Manager Leisure and Cultural Services			
Jun	Elected Member Attendance Register - Upload to City's website.	Council Resolution C.366-12/25			Quarterly	Governance and Strategy	Governance	Manager Governance			
Jun	Gifts Register - Update Register with new entries and removal of entries .	Local Government (Administration) Regulations 1996	s5.89A r28A		Monthly	Governance and Strategy	Governance	Manager Governance			
Jun	Elected Members - Review Meeting Attendance Register - check EMs have not been absent for 3 consecutive meetings without Leave of Absence being granted	Local Government Act 1995	s.2.25		Quarterly	Governance and Strategy	Governance	Manager Governance			
Jun	FOI Annual Statistical Data - Response to Information Commissioner Due by: 30 June	Freedom of Information Act 1992	s.111(3)		Annual Due: 30 June	Governance and Strategy	Governance	Manager Governance			
Jun	Delegation Register Review - Delegations are to be reviewed by the delegator (Council) at least once every financial year Last Reviewed: 27/06/2023 Next Due: June 2026	Local Government Act 1995	s.5.16, 5.17, 5.18 s.5.42, 5.43, 5.44, 5.45, 5.46 s.7.1B	WALGA website - Decision Making in Practice Toolkit Part 2 Delegations WALGA website - Webinar - Decision Making in Practice - Delegations DLGSC website - Operational Guideline No.17 Delegations	Annual	Governance and Strategy	Governance	Manager Governance			

Jun	Workforce Plan - Review Update the Workforce Plan to include outcomes of Corporate Business Plan Review and report, with recommendations to Council	Local Government Act 1995	s.5.56 Admin.Reg.19DA	DLGSC website - Integrated Planning and Reporting Framework and Guidelines	Annual	Governance and Strategy	Human Resource Services	Manager Human Resource Services			
Jun	Strategic Community Plan - Review Review completed after community consultation, and adopted by Council, by absolute majority, at least once every 4 years Last reviewed (CJ093-06/22): 28 June 2022 Next Due by: 30 June 2026	Local Government Act 1995	s.5.56 Admin.Reg.19C	DLGSCI website - Integrated Planning and Reporting Framework and Guidelines	4-yearly major review Next Due: 2026	Governance and Strategy	Strategic and Organisational Development	Manager Strategic & Organisational Development			
Jun	Strategic Community Plan - Review - Local Public Notice After adoption of the revised Strategic Community Plan, LG is to give Local Public Notice that the Plan has been adopted, the period that the Plan is to apply and details of where and when the Plan may be inspected	Local Government Act 1995	s.5.56 Admin.Reg.19D	DLGSC website - Integrated Planning and Reporting Framework and Guidelines	4-yearly Next Due: 2026	Governance and Strategy	Strategic and Organisational Development	Manager Strategic & Organisational Development			
Jun	Strategic Community Plan Review - Website Publish the revised Strategic Community Plan on the LG's website	Local Government Act 1995	s.5.94(f)	DLGSC website - Integrated Planning and Reporting Framework and Guidelines	4-yearly Next Due: 2026	Governance and Strategy	Strategic and Organisational Development	Manager Strategic & Organisational Development			
Jun	Corporate Business Plan - Review (Council Adoption) Due by: 30 June Council to adopt by absolute majority. Amended Corporate Business Plan informs the preparation of the budget.	Local Government Act 1995	s.5.56 Admin.Reg.19DA	DLGSC website - Integrated Planning and Reporting Framework and Guidelines	Annual	Governance and Strategy	Strategic and Organisational Development	Manager Strategic & Organisational Development			
Jun	Revaluation of Infrastructure Assets - Drainage LG must revalue all assets within the Drainage Asset Class by 30 June prior to the expiry of the asset class 5-yearly cycle.	Local Government Act 1995	FM.Reg.17A(4)		Annual	Infrastructure Services	Asset Management	Manager Asset Management			
Jun	Local Emergency Management - Full review of local emergency management arrangements for the City to be conducted every five years	Emergency Management Act 2005	s. 42		5-yearly Next Due: 2027	Infrastructure Services	Asset Management	Manager Asset Management			
Jun	MRRG Road Improvement and Rehabilitation and Black Spot Road Project Grants - Progress payment Certificate and Certificate of Completion with final recoupment claim to be submitted to MRWA	MRWA State Road Funds to Local Government Procedures			As required	Infrastructure Services	Engineering Services	Manager Engineering Services			
Jun	Public Thoroughfares - Confirm plans of the levels and alignments of public thoroughfares are kept	Local Government Act 1995	s. 3.52(4)		Annual	Infrastructure Services	Engineering Services	Manager Engineering Services			
Jun	Subdivisions - Notify WAPC of applications determined for the issuing of a certificate of approval under section 25 of the Strata Titles Act 1985	Planning and Development Act 2005 (Delegation Notice DEL 2020/01)	s. 16		Annually	Planning and Community Development	Planning Services	Manager Planning Services			

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Not Applicable

	Compliance Action	Compliance Requirement	Section / Ref	Good Practice Resources and LG Operational Procedures	Compliance Frequency	Position Title Officer Responsible for Action Compliance	Position Title Officer Responsible for Action Compliance	Position Title Officer Responsible for Action Compliance	Date Completed	Records Ref (Evidence of completion)	Comments. If Action not completed, report on plan to rectify non-compliance	Status
	July - Take Action											
Jul	Compliance Audit Return - Commence Audit Commence the Compliance Audit Return as an internal audit. Due: 30 September	Local Government Act 1995	s.7.13(1)(i) Audit.Regs. 13, 14 and 15		Annual	Office of the CEO	Audit, Risk and Executive Services	Manager Audit, Risk and Executive Services				
Jul	Risk Management - Review Undertake a review of the appropriateness and effectiveness of the local governments systems and procedures at least once in every 4 financial years. CEO to report Review results to Council via the Audit Committee. Last completed (OCM decision date): 19/09/2023 Due during 2025/26 for 2024/25 financial year	Local Government Act 1995	Audit.Reg. 17(1)(c)	AS ISO 31000:2018 Risk Management - Guidelines	Every 4 financial years Next Due: 2025/26	Office of the CEO	Audit, Risk and Executive Services	Manager Audit, Risk and Executive Services				
Jul	Legislative Compliance - Review Undertake a review of the appropriateness and effectiveness of the local governments systems and procedures at least once in every 4 financial years. CEO to report Review results to Council via the Audit Committee. Last completed (OCM decision date): 19/09/2023 Due during 2025/26 for 2024/25 financial year	Local Government Act 1995	Audit.Reg. 17(1)(b)	AS 3806-2006 Compliance Programs	Every 4 financial years Next Due: 2025/26	Office of the CEO	Audit, Risk and Executive Services	Manager Audit, Risk and Executive Services				
Jul	Financial Management Review Undertake a review of the appropriateness and effectiveness of the local governments systems and procedures. CEO to report Review results to Council via the Audit Committee. Last completed (OCM decision date): 19/09/2023 Due during 2025/26 for 2024/25 financial year	Local Government Act 1995	Audit.Reg. 17(1)9a)	DLGSC website - WA Local Government Accounting Manual	Every 4 financial years Next Due: 2025/26	Office of the CEO	Audit, Risk and Executive Services	Manager Audit, Risk and Executive Services				
Jul	Monthly Financial Report LG is to prepare each month a statement of financial activity reporting on the revenue and expenditure as set out in the annual budget under FM.Reg.22(1)(d). Presented at an Ordinary Council meeting within 2-months after the end of the month to which the statement relates.	Local Government Act 1995	s.6.4 FM.Reg.34	DLGSC WA Local Government Accounting Manual	Monthly	Corporate Services	Financial Services	Manager Financial Services				
Jul	Payments from municipal fund or trust fund LG is to prepare a list of accounts for approval to be paid is to be prepared each month and presented to the council at the next ordinary meeting of the council after the list is prepared.	Local Government Act 1995	FM Reg 13		Monthly	Corporate Services	Financial Services	Manager Financial Services				
Jul	Payment by employees via purchasing cards LG is to prepare a list of payments made using credit, debit or other purchasing cards, and present to the council at the next ordinary meeting of council after the list is prepared.	Local Government Act 1995	FM Reg 13A		Monthly	Corporate Services	Financial Services	Manager Financial Services				
Jul	Emergency Services Levy - End of Year Reconciliation Report Due by: 31 July	DFES - ESL Manual of Operating Procedures	Clause. 5.13.4	DFES - ESL Manual of Operating Procedures	Annual Due: 31 July	Corporate Services	Financial Services	Manager Financial Services				
Jul	Annual Budget - Copy of Annual Budget as adopted to DLGSCI Executive Director within 14 days of the Budget adoption, plus a copy of the Council Report / Minutes relevant to the budget adoption.	Local Government Act 1995	FM Reg.33.	DLGSC website - WA Local Government Accounting Manual	Annual	Corporate Services	Financial Services	Manager Financial Services				
Jul	Annual Budget - Website Publish the Annual Budget on the LG website.	Local Government Act 1995	s.5.96A(1)(c)		Annual	Corporate Services	Financial Services	Manager Financial Services				
Jul	Establishment of audit, risk and improvement committee A local government must establish a committee of its council under section 5.8 to be called the audit, risk and improvement committee.	Local Government Act 1995	s7.1A		Bi-Annual	Governance and Strategy	Governance	Manager Governance				
Jul	Financial Interests Register - Review Issue and review Primary Returns; Update Register - Add/remove entries; Update disclosures on website.	Local Government Act 1995	s.5.88(3)(4)	WALGA - Governance Subscription - Guideline - Primary and Annual Returns Management DLGSC Operational Guideline No.21 Disclosure of Financial Interests in Returns	Bi-monthly	Governance and Strategy	Governance	Manager Governance				
Jul	Gifts Register - Update Register with new entries and removal of entries .	Local Government (Administration) Regulations 1996	s5.89A r28A		Monthly	Governance and Strategy	Governance	Manager Governance				

Jul	Report on Elected Member Training Due by: 31 July LG must prepare a report on the training completed by Council members in the previous financial year. CEO must publish the report on the LG's website within one month of the end of the financial year.	Local Government Act 1995	s.5.127		Annual Due: 31 July	Governance and Strategy	Governance	Manager Governance			
Jul	Register of Fees and Allowances Paid to Elected Members Due by: 14 July Establish register of Elected Member fees, expenses and allowances paid and publish on the website by no later than 14 July.	Local Government (Admin) Regs 1996	29C(2)(f)		Annual Due: 14 July	Governance and Strategy	Governance	Manager Governance			
Jul	Annual Returns - Request Elected Members and Designated Employees to provide an Annual Return by no later than 31 August CEO's Annual Return must be lodged with the President / Mayor	Local Government Act 1995	s.5.76(1)	DLGSC Operational Guideline No.21 Disclosure of Financial Interests in Returns	Annual	Governance and Strategy	Governance	Manager Governance			
Jul	Code of Conduct for Council Members, Committee Members and Candidates A biennial review of the Code of Conduct to ensure ongoing applicability of the stated principles and standards of behaviour.	Local Government Act 1995	5.104	WALGA - Model Code of Conduct for Council Members, Committee Members and Candidates	Biennial Next due 2025	Governance and Strategy	Governance	Manager Governance			
Jul	Record Keeping Plan - Review The LG's Record Keeping Plan must be reviewed within 5 years of its approval by the Commission Last completed: 6 July 2021 Due by: 6 July 2026	State Records Act 2000 Local Government Act 1995	s.28(5) s.5.41(h)	State Records Office website - Record Keeping Plan Templates and Guidelines	5-yearly Next Due: July 2026	Governance and Strategy	Governance	Manager Governance			
Jul	Employees - Provide all employees with payment summaries within 14 days of the end of the financial year	Taxation			Annual	Governance and Strategy	Human Resource Services	Manager Human Resource Services			
Jul	Leases - Agreements or Arrangements ("Leases") of Council Land at 30 June - Land Tax for Office of State Revenue	Land Tax Assessment Act 2002			Annual	Infrastructure Services	Asset Management	Manager Asset Management			
Jul	Water Licences - Report on usage of ground water licences to Water Corporation.	Rights in Water and Irrigation Act 1914	s. 5 (C)		Annual	Infrastructure Services	Parks and Natural Environment	Manager Parks and Natural Environment			
Jul	ABS - Submit quarterly road construction report to Australian Bureau of Statistics				Quarterly	Infrastructure Services	Engineering Services	Manager Engineering Services			
Jul	Main Roads Direct Grants - Submit Annual Certificate of Completion (4B) for each Road Project completed in previous financial year	MRWA State Road Funds to Local Government Procedures	s. 8		Annual	Infrastructure Services	Engineering Services	Manager Engineering Services			
Jul	MRRG Road Improvement and Rehabilitation and Black Spot Road Project Grants - Submit quarterly report	MRWA State Road Funds to Local Government Procedures			Quarterly	Infrastructure Services	Engineering Services	Manager Engineering Services			
Jul	MRRG Road Improvement and Rehabilitation and Black Spot Road Project Grants - Progress payment Certificate and Certificate of Completion with final recoupment claim to be submitted to MRWA	MRWA State Road Funds to Local Government Procedures			As required	Infrastructure Services	Engineering Services	Manager Engineering Services			
Jul	Roads to Recovery - Online submission expenditure report and forecast for the next quarter	Roads to Recovery Act 2000 (Clth)			Quarterly	Infrastructure Services	Engineering Services	Manager Engineering Services			
Jul	Blackspot - Prepare Black Spot submissions and submit to MRWA	Main Roads Western Australia - Blackspot Roads Funding Guidelines			Annual	Infrastructure Services	Engineering Services	Manager Engineering Services			
Jul	Roads to Recovery - Submit Projects for current financial year	Roads to Recovery Act 2000 (Clth)			Annual	Infrastructure Services	Engineering Services	Manager Engineering Services			

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	Compliance Action	Compliance Requirement	Section / Ref	Good Practice Resources and LG Operational Procedures	Compliance Frequency	Directorate	Business Unit	Position Title Officer Responsible for Action Compliance	Date Completed	Records Ref (Evidence of completion)	Comments. If Action not completed, report on plan to rectify non-compliance	Status
	August - Take Action											
Aug	Compliance Audit Return - Report to Audit Committee Compliance Audit Return, report considered by Audit Committee, with recommendations to Council. Note - Schedule Committee / Council consideration with sufficient time to enable submission to DLGSCI by 30 September	Local Government Act 1995	s.7.13(1)(i) Audit.Regs. 13, 14 and 15		Annual Due: 30 September	Office of the CEO	Audit, Risk and Executive Services	Manager Audit, Risk and Executive Services				
Aug	Monthly Financial Report LG is to prepare each month a statement of financial activity reporting on the revenue and expenditure as set out in the annual budget under FM.Reg.22(1)(d). Presented at an Ordinary Council meeting within 2-months after the end of the month to which the statement relates.	Local Government Act 1995	s.6.4 FM.Reg.34	DLGSC WA Local Government Accounting Manual	Monthly	Corporate Services	Financial Services	Manager Financial Services				
Aug	Payments from municipal fund or trust fund LG is to prepare a list of accounts for approval to be paid is to be prepared each month and presented to the council at the next ordinary meeting of the council after the list is prepared.	Local Government Act 1995	FM Reg 13		Monthly	Corporate Services	Financial Services	Manager Financial Services				
Aug	Payment by employees via purchasing cards LG is to prepare a list of payments made using credit, debit or other purchasing cards, and present to the council at the next ordinary meeting of council after the list is prepared.	Local Government Act 1995	FM Reg 13A		Monthly	Corporate Services	Financial Services	Manager Financial Services				
Aug	Annual Budget - During period 1 June to 31 August. Local Government is to prepare and adopt, by absolute majority, an Annual Budget for the next financial year.	Local Government Act 1995	s.6.2(1)	DLGSC WA Local Government Accounting Manual	Annual Due by: 31 August	Corporate Services	Financial Services	Manager Financial Services				
Aug	Elections - Statewide Public Notice Enrolment Eligibility Claims - CEO to give notice of the closing date and time for elector enrolments. (to be given 70th to 56th days)	Local Government Act 1995	s.4.39(2)	DLGSC Elections Timetable DLGSC Returning Officer Manual	Biennial Next due 2027	Governance and Strategy	Governance	Manager Governance				
Aug	Elections - CEO to advise Electoral Commissioner of the need to prepare an updated residents roll Due by 56th day before Election Day	Local Government Act 1995	s.4.40(1)	DLGSC Elections Timetable DLGSC Returning Officer Manual	Biennial Next due 2027	Governance and Strategy	Governance	Manager Governance				
Aug	Elections - Statewide Public Notice Call for Nominations - from 56 days and no later than 45th day before Election Day.	Local Government Act 1995	s.4.47(1)	DLGSC Elections Timetable DLGSC Returning Officer Manual	Biennial Next due 2027	Governance and Strategy	Governance	Manager Governance				
Aug	Elections - Close of Rolls at 5pm on 50th day before Election Day. Enrolment eligibility claims received by 5pm can continue to be processed with a decision on eligibility required for inclusion in the Owners and Occupiers Roll, as appropriate before it is certified by the CEO on the 36th day before Election Day [refer s.4.4(1)]	Local Government Act 1995	s.4.39(1)	DLGSC Elections Timetable DLGSC Returning Officer Manual	Biennial Next due 2027	Governance and Strategy	Governance	Manager Governance				
Aug	Annual Returns - Elected Members and Designated Employees to provide an Annual Return by no later than 31 August CEO's Annual Return must be lodged with the President / Mayor.	Local Government Act 1995	s.5.76(1)	DLGSC Operational Guideline No.21 Disclosure of Financial Interests in Returns	Annual Next due Aug 2026	Governance and Strategy	Governance	Manager Governance				
Aug	Inspector must be notified of failure to lodge returns The CEO must notify the Inspector if a relevant person does not lodge a Primary or Annual Return OT the CEO believes that a Primary or Annual Return contains errors or omissions.	Local Government Act 1995	s5.87AA		As required	Governance and Strategy	Governance	Manager Governance				
Aug	Gifts Register - Update Register with new entries and removal of entries .	Local Government (Administration) Regulations 1996	s5.89A r28A		Monthly	Governance and Strategy	Governance	Manager Governance				
Aug	Local Emergency Management Committee - Hold committee meeting quarterly in accordance with the Act	Emergency Management Act 2005	s.38		Quarterly	Infrastructure Services	Asset Management	Manager Asset Management				
Aug	Dangerous Goods - Dangerous Goods Storage Licence Renewal for 1st August	Dangerous Goods Safety Act 2004			Annual	Infrastructure Services	Parks and Natural Environment	Manager Parks and Natural Environment				
Aug	MRRG Road Improvement and Rehabilitation and Black Spot Road Project Grants - Progress payment Certificate and Certificate of Completion with final recoupment claim to be submitted to MRWA	MRWA State Road Funds to Local Government Procedures			As required	Infrastructure Services	Engineering Services	Manager Engineering Services				
Aug	Private Swimming Pool Inspection Reporting to be provided to Building Commissioner: including total number of private pools, total number inspected in the previous financial year, and total number not inspected within 4 years of the preceding inspection.	Building Amendment Regulations 2023	Reg. 53B		Annual Due by: 1 August	Planning and Community Development	Regulatory Services	Manager Regulatory Services				

Aug	Food Act and Public Health Act reporting - Enforcement agencies must report to the Dep't CEO on performance of functions under Acts. Reporting has been combined and must be submitted online by 31 August .	Food Act 2008 Public Health Act 2016	s.121(1) s.22(1)	Department of Health website - Reporting requirements pages	Annual Due by: 31 August	Planning and Community Development	Regulatory Services	Manager Regulatory Services				
Aug	Disability Access and Inclusion Plan - Reporting Submit an annual report on the progress of the City's Access and Inclusion Plan.	Disability Services Act 1993	s.29(2)		Annual	Planning and Community Development	Community Development and Library Services	Manager Community Development & Library Services				
Aug	Library Statistics - Submit annual statistical returns relevant to library usage and financials to State Library of WA	Library Statistical Return and Local Government Financial Return			Annual	Planning and Community Development	Community Development and Library Services	Manager Community Development & Library Services				

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	Compliance Action	Compliance Requirement	Section / Ref	Good Practice Resources and LG Operational Procedures	Compliance Frequency	Directorate	Business Unit	Position Title Officer Responsible for Action Compliance	Date Completed	Records Ref (Evidence of completion)	Comments. If Action not completed, report on plan to rectify non-compliance	Status
September - Take Action												
Sep	Monthly Financial Report LG is to prepare each month a statement of financial activity reporting on the revenue and expenditure as set out in the annual budget under FM.Reg.22(1)(d). Presented at an Ordinary Council meeting within 2-months after the end of the month to which the statement relates.	Local Government Act 1995	s.6.4 FM.Reg.34	DLGSC WA Local Government Accounting Manual	Monthly	Corporate Services	Financial Services	Manager Financial Services				
Sep	Payments from municipal fund or trust fund LG is to prepare a list of accounts for approval to be paid is to be prepared each month and presented to the council at the next ordinary meeting of the council after the list is prepared.	Local Government Act 1995	FM Reg 13		Monthly	Corporate Services	Financial Services	Manager Financial Services				
Sep	Payment by employees via purchasing cards LG is to prepare a list of payments made using credit, debit or other purchasing cards, and present to the council at the next ordinary meeting of council after the list is prepared.	Local Government Act 1995	FM Reg 13A		Monthly	Corporate Services	Financial Services	Manager Financial Services				
Sep	Emergency Services Levy - Option B Payment Due by: 21 of the month and ESL Assessment Profile Return Form A	DFES - ESL Manual of Operating Procedures		DFES - ESL Manual of Operating Procedures	Quarterly	Corporate Services	Financial Services	Manager Financial Services				
Sep	Annual Financial Report - Last day to be submitted to Auditor Due 30 September	Local Government Act 1995	s. 6.4(3)		Annual	Corporate Services	Financial Services	Manager Financial Services				
Sep	Annual Financial Report - Prepare and submit to the Auditor. Content of Annual Report to comply with FM.Reg.36(2). Due: 30/09/2026	Local Government Act 1995	s.6.4 FM.Reg.36	DLGSC website - WA Local Government Accounting Manual	Annual	Corporate Services	Financial Services	Manager Financial Services				
Sep	Elected Member Attendance Register - Upload to City's website.	Council Resolution CJ366-12/25			Quarterly	Governance and Strategy	Governance	Manager Governance				
Sep	Financial Interests Register - Review Issue and review Primary Returns; Update Register - Add/remove entries; Update disclosures on website.	Local Government Act 1995	s.5.88(3)(4)	WALGA - Governance Subscription - Guideline - Primary and Annual Returns Management DLGSC Operational Guideline No.21 Disclosure of Financial Interests in Returns	Bi-monthly	Governance and Strategy	Governance	Manager Governance				
Sep	Elected Members - Review Meeting Attendance Register - check EMs have not been absent for 3 consecutive meetings without Leave of Absence being granted	Local Government Act 1995	s.2.25		Quarterly	Governance and Strategy	Governance	Manager Governance				
Sep	Gifts Register - Update Register with new entries and removal of entries .	Local Government (Administration) Regulations 1996	s5.89A r28A		Monthly	Governance and Strategy	Governance	Manager Governance				
Sep	Elections - Nominations Open -(44th day before Election Day) First day for candidates to lodge completed nomination papers with the returning officer. Nominations are open for eight days	Local Government Act 1995	s.4.49(a)	DLGSC Elections Timetable DLGSC Returning Officer Manual	Biennial Next due 2027	Governance and Strategy	Governance	Manager Governance				
Sep	Elections - Nominations Close at 4pm on (37th day before Election Day)	Local Government Act 1995	s.4.49(a)	DLGSC Elections Timetable DLGSC Returning Officer Manual	Biennial Next due 2027	Governance and Strategy	Governance	Manager Governance				
Sep	Elections - Candidate / Donor Gift Disclosures - CEO written advice to Candidates of Elections Gift Disclosure obligations.	Local Government Act 1995	s.4.59 Elections Regs Part 5A Form 9A		Biennial Next due 2027	Governance and Strategy	Governance	Manager Governance				
Sep	Elections - Residents Roll to be prepared by Electoral Commissioner and forwarded to CEO - Due by 36th day before Election Day	Local Government Act 1995	s.4.40(2)	DLGSC Elections Timetable DLGSC Returning Officer Manual	Biennial Next due 2027	Governance and Strategy	Governance	Manager Governance				
Sep	Elections - Owners and Occupiers Roll to be prepared and certified by CEO Due by 36th day before Election Day	Local Government Act 1995	s.4.41(1)	DLGSC Elections Timetable DLGSC Returning Officer Manual	Biennial Next due 2027	Governance and Strategy	Governance	Manager Governance				
Sep	Elections - Statewide Public Notice of Election Day by Returning Officer - between 36th and 19th day before Election Day	Local Government Act 1995	s.4.64(1)	DLGSC Elections Timetable DLGSC Returning Officer Manual	Biennial Next due 2027	Governance and Strategy	Governance	Manager Governance				
Sep	Elections - Consolidated Roll (Resident / Owners and Occupiers) at Returning Officer's discretion, to be completed by (22nd day before Election Day)	Local Government Act 1995	s.4.38(1) Elections Reg.18	DLGSC Elections Timetable DLGSC Returning Officer Manual	Biennial Next due 2027	Governance and Strategy	Governance	Manager Governance				
Sep	Elections - Supply of Rolls - CEO to provide Returning Officer with sufficient rolls and copies to be provided free of charge to candidates and Elected Members who ask	Local Government Act 1995	s.4.42		Biennial Next due 2027	Governance and Strategy	Governance	Manager Governance				
Sep	Report on Waste Plan - Perth, Peel and major regional centre LGs must submit report on the implementation of their waste plan, including any or all of matters in s.44(2) required by the CEO of DWER. First due: 1 October 2021, then annually by 1 October	Waste Avoidance and Resource Recovery Act 2007	s.44		Annually Due 1 October	Infrastructure Services	Waste and Fleet Services	Manager Waste and Fleet Services				

Sep	Annual return under regulation 18C - Department of Water Environmental Regulation has accepted City of Joondalup's 2023-24 annual return under regulation 18C of the Waste Avoidance and Resource Recovery Regulation 2008. Annually by 1 October	Waste Avoidance and Resource Recovery Regulations 2008	Regulation 18C		Annually Due 1 October	Infrastructure Services	Waste and Fleet Services	Manager Waste and Fleet Services			
Sep	MRRG Road Improvement and Rehabilitation and Black Spot Road Project Grants - Progress payment Certificate and Certificate of Completion with final recoupment claim to be submitted to MRWA	MRWA State Road Funds to Local Government Procedures			As required	Infrastructure Services	Engineering Services	Manager Engineering Services			
Sep	Appoint Bush Fire Control Officers - Review appointments and update if necessary	Bush Fires Act 1954	s.38		Annual	Planning and Community Development	Community Safety	Manager Community Safety			

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	Compliance Action	Compliance Requirement	Section / Ref	Good Practice Resources and LG Operational Procedures	Compliance Frequency	Position Title Officer Responsible for Action Compliance	Position Title Officer Responsible for Action Compliance	Position Title Officer Responsible for Action Compliance	Date Completed	Records Ref (Evidence of completion)	Comments. If Action not completed, report on plan to rectify non-compliance	Status
October - Take Action												
Oct	Audit - Compliance Audit Return Action Plan Prepare a Compliance Audit Return Action Plan that assigns responsibility and timeframes for implementing outcomes / actions arising from the Compliance Audit Return. Provide Compliance Audit Return Action Plan to Council via Audit Committee for endorsement.	n/a	n/a	Operational Practice	Annual or as required	Office of the CEO	Audit, Risk and Executive Services	Manager Audit, Risk and Executive Services				
Oct	Monthly Financial Report LG is to prepare each month a statement of financial activity reporting on the revenue and expenditure as set out in the annual budget under FM.Reg.22(1)(d). Presented at an Ordinary Council meeting within 2-months after the end of the month to which the statement relates.	Local Government Act 1995	s.6.4 FM.Reg.34	DLGSC WA Local Government Accounting Manual	Monthly	Corporate Services	Financial Services	Manager Financial Services				
Oct	Payments from municipal fund or trust fund LG is to prepare a list of accounts for approval to be paid is to be prepared each month and presented to the council at the next ordinary meeting of the council after the list is prepared.	Local Government Act 1995	FM Reg 13		Monthly	Corporate Services	Financial Services	Manager Financial Services				
Oct	Payment by employees via purchasing cards LG is to prepare a list of payments made using credit, debit or other purchasing cards, and present to the council at the next ordinary meeting of council after the list is prepared.	Local Government Act 1995	FM Reg 13A		Monthly	Corporate Services	Financial Services	Manager Financial Services				
Oct	Water Efficiency Management Report Annual reporting as part of the Waterwise Business Program to manage water efficiency and use	N/A	N/A	Water Corp Customer requirement	Annual - Q2	Corporate Services	Leisure and Cultural Services	Manager Leisure and Cultural Services				
Oct	Geothermal Licence and Operating Strategy In order for the City to hold a geothermal licence an audited GLOS is required to be put in place annually to ensure all environmental considerations are monitored and required to be reviewed every 3 years.	Rights in Water and Irration Act 1914	Clause 15 / Schedule 1		Annual	Corporate Services	Leisure and Cultural Services	Manager Leisure and Cultural Services				
Oct	Presiding and Deputy Presiding Members of Committees The local government must appoint a member of a committee to be the presiding member of the committee. The local government may appoint a member of a committee to be the deputy presiding member of the committee.	Local Government Act 1995	s.5.12(1) and (2)		Bi-Annual	Governance and Strategy	Governance	Manager Governance				
Oct	Gifts Register - Update Register with new entries and removal of entries .	Local Government (Administration) Regulations 1996	s.5.89A r28A		Monthly	Governance and Strategy	Governance	Manager Governance				
Oct	Council / Committee Meeting Schedule - At least once per year, give Local Public Notice of the meeting schedule for next 12 months	Local Government Act 1995	s.5.25(1)(g) Admin.Reg.12		Annual	Governance and Strategy	Governance	Manager Governance				
Oct	Review Council Member Continuing Professional Development Policy LG must review the policy after each ordinary election.	Local Government Act 1995	s.5.128		Biennial: Next Due: 2027	Governance and Strategy	Governance	Manager Governance				
Oct	Elections - Close of Absent Voting / Postal Voting Applications for 'in-person' elections (4th day before Election Day)	Local Government Act 1995	s.4.68(1)(c) Elections Reg.37(3)(4)	DLGSC Elections Timetable DLGSC Returning Officer Manual	Biennial Next due 2027	Governance and Strategy	Governance	Manager Governance				
Oct	Elections - Close of Early Voting 4.00pm or 'in-person' elections.	Local Government Act 1995	s.4.71(1)(3) Elections Reg.59(2)	DLGSC Elections Timetable DLGSC Returning Officer Manual	Biennial Next due 2027	Governance and Strategy	Governance	Manager Governance				
Oct	Election Day - Close of Poll 6.00pm	Local Government Act 1995	s.4.7 s.4.68(1)(e)	DLGSC Elections Timetable DLGSC Returning Officer Manual	Biennial Next due 2027	Governance and Strategy	Governance	Manager Governance				
Oct	Elections - Result declared and published as Local Public Notice by Returning Officer as soon as practicable	Local Government Act 1995	s.4.77 Elections Reg.80	DLGSC Elections Timetable DLGSC Returning Officer Manual	Biennial Next due 2027	Governance and Strategy	Governance	Manager Governance				
Oct	Elections - Declarations of Office for new Elected Members, Shire President / Mayor and Deputy Shire President / Mayor sworn in following Election Day (2 months from declaration of result - s.2.32(c))	Local Government Act 1995	s.2.29	DLGSC Elections Timetable DLGSC Returning Officer Manual	Biennial Next due 2027	Governance and Strategy	Governance	Manager Governance				
Oct	Elections - Report to Minister (by 14th day after election)	Local Government Act 1995	s.4.79 Elections Reg.81	DLGSC Elections Timetable DLGSC Returning Officer Manual	Biennial Next due 2027	Governance and Strategy	Governance	Manager Governance				

Oct	Primary Returns - Request new Elected Members - required to be lodged with CEO within 3 months of making Declarations of Office	Local Government Act 1995	s.5.75(1)	WALGA - Governance Subscription Guideline - Primary and Annual Returns Management DLGSC Operational Guideline No.21 Disclosure of Financial Interests in Returns	Biennial Next due 2027	Governance and Strategy	Governance	Manager Governance			
Oct	Elections - Election Papers collected and secured in one or more parcels by Returning Officer	Local Government Act 1995	s.4.84(a) Elections Reg.82	DLGSC Returning Officer Manual	Biennial Next due 2027	Governance and Strategy	Governance	Manager Governance			
Oct	Election of Deputy Mayor - elected from amongst the Councillors - conducted in accordance with Schedule 2.3, Div.1 - SCM - TBA	Local Government Act 1995	s.2.11(1)(b) Schedule 2.3,Div.1		Biennial Next due 2027	Governance and Strategy	Governance	Manager Governance			
Oct	Elections - Refund candidate deposits following advice from WAEC	Local Government (Elections) Regulations 1997	Reg. 27		Biennial Next due 2027	Governance and Strategy	Governance	Manager Governance			
Oct	Electoral Gifts Register - Remove any unsuccessful candidates disclosures from Electoral Gift Register	Local Government (Elections) Regulations 1997	Reg. 30G(3)		Biennial Next due 2027	Governance and Strategy	Governance	Manager Governance			
Oct	Gift Register - Review After a person ceases to be an Elected Member [s.5.87A] or CEO [s.5.87B] required to disclose gifts, the CEO is required to remove from the register all records relating to that person. These records must be retained as LG records for a period of at least 5-years and be made available for public inspection.	Local Government Act 1995	s.5.89A(6) & (7)		Biennial Next due 2027	Governance and Strategy	Governance	Manager Governance			
Oct	FOI Statement - Commence review City's Information Statement (and FOI processes)	Freedom of Information Act 1992	s94-97		Annual	Governance and Strategy	Governance	Manager Governance			
Oct	Waterwise Council Program Annual re-endorsement report to manage water efficiency and waterwise practices.	Best practice.	N/a	Water Corporation Program	Annual	Governance and Strategy	Strategic and Organisational Development	Manager Strategic & Organisational Development			
Oct	Annual Performance Review - CEO & Staff Development Review - Audit	Local Government Act 1995	s. 5.38		half-yearly	Governance and Strategy	Governance	Manager Human Resource Services			
Oct	Local Emergency Management - Submit annual survey of local emergency management arrangements and activities.	Emergency Management Act 2005	s. 40 (1)		Annual	Infrastructure Services	Asset Management	Manager Asset Management			
Oct	ABS - Submit quarterly road construction report to Australian Bureau of Statistics				Quarterly	Infrastructure Services	Engineering Services	Manager Engineering Services			
Oct	MRRG Road Improvement and Rehabilitation and Black Spot Road Project Grants - Submit quarterly report	MRWA State Road Funds to Local Government Procedures			Quarterly	Infrastructure Services	Engineering Services	Manager Engineering Services			
Oct	MRRG Road Improvement and Rehabilitation and Black Spot Road Project Grants - Progress payment Certificate and Certificate of Completion with final recoupment claim to be submitted to MRWA	MRWA State Road Funds to Local Government Procedures			As required	Infrastructure Services	Engineering Services	Manager Engineering Services			
Oct	Roads to Recovery - Online submission expenditure report and forecast for the next quarter	Roads to Recovery Act 2000 (Clth)			Quarterly	Infrastructure Services	Engineering Services	Manager Engineering Services			
Oct	Metropolitan Regional Road Group (MRRG) Road Improvement Grant Funding - Submit Road Rehabilitation Grant Submission to Main Roads	MRWA State Road Funds to Local Government Procedures			Annual	Infrastructure Services	Engineering Services	Manager Engineering Services			
Oct	Bush Fires - Advertise prohibited burning times	Bush Fires Act 1954	s. 17(8)		Annual	Planning and Community Development	Community Safety	Manager Community Safety			
Oct	Bush Fires - Fire Break Notices - Advertise - Local Public Notice	Bush Fires Act 1954	s. 33		Annual	Planning and Community Development	Community Safety	Manager Community Safety			

Complete
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Behind Schedule
Not Applicable

	Compliance Action	Compliance Requirement	Section / Ref	Good Practice Resources and LG Operational Procedures	Compliance Frequency	Directorate	Business Unit	Position Title Officer Responsible for Action Compliance	Date Completed	Records Ref (Evidence of completion)	Comments. If Action not completed, report on plan to rectify non-compliance	Status
	November - Take Action											
Nov	Public Interest Disclosure Officer - CEO must appoint a specified position with the authority as the person responsible for receiving public interest disclosures. PID Officer Declaration Form must be completed and provided to the PSC Commissioner	Public Interest Disclosure Act 2003	s.23(1)(a)	Public Sector Commission Website - PID Officer's Code of Conduct and Integrity Public Sector Commission Website - PID Officer's Declaration Form	Annual	Office of the CEO	Audit, Risk and Executive Services	Manager Audit, Risk and Executive Services				
Nov	Public Interest Disclosure Procedures - LG must prepare and publish internal procedures relating to the LG's obligations under the PID Act. Procedures must be consistent with the Commissioner's Guidelines.	Public Interest Disclosure Act 2003	s.21 and s.23(1)(e), (2)	Public Sector Commission Website - Commissioner's Guidelines for Public Authorities	Annual	Office of the CEO	Audit, Risk and Executive Services	Manager Audit, Risk and Executive Services				
Nov	Monthly Financial Report LG is to prepare each month a statement of financial activity reporting on the revenue and expenditure as set out in the annual budget under FM.Reg.22(1)(d). Presented at an Ordinary Council meeting within 2-months after the end of the month to which the statement relates.	Local Government Act 1995	s.6.4 FM.Reg.34	DLGSC website - WA Local Government Accounting Manual	Monthly	Corporate Services	Financial Services	Manager Financial Services				
Nov	Payments from municipal fund or trust fund LG is to prepare a list of accounts for approval to be paid is to be prepared each month and presented to the council at the next ordinary meeting of the council after the list is prepared.	Local Government Act 1995	FM Reg 13		Monthly	Corporate Services	Financial Services	Manager Financial Services				
Nov	Payment by employees via purchasing cards LG is to prepare a list of payments made using credit, debit or other purchasing cards, and present to the council at the next ordinary meeting of council after the list is prepared.	Local Government Act 1995	FM Reg 13A		Monthly	Corporate Services	Financial Services	Manager Financial Services				
Nov	Annual Financial Report - Audit by 31 December An auditor is required to examine the accounts and annual financial report and provide a report by 31 December	Local Government Act 1995	s.7.9 s.7.12AB	DLGSC website - WA Local Government Accounting Manual	Annual	Corporate Services	Financial Services	Manager Financial Services				
Nov	Annual Report - Auditor Report CEO Certified After the annual financial statements have been audited, the CEO is to sign and append to the auditors report a declaration (Form 1).	Local Government Act 1995	Fin.Mgt.Reg.51(1)	DLGSC website - WA Local Government Accounting Manual	Annual	Corporate Services	Financial Services	Manager Financial Services				
Nov	Audit - Auditor's Report to Council via Audit Committee Prepare report, presenting the Auditor's report that: • determines any matters raised by the audit report; and • stating what action is taken in respect of those matters	Local Government Act 1995	s.7.12A(3) s.7.13		Annual or as required	Corporate Services	Financial Services	Manager Financial Services				
Nov	Community Venue Defibrillator and LifeVac audits A bi-annual audit must be conducted on all City-owned defibrillators located at community hireable venues to ensure batteries are operational and pads are within expiry dates. This requirement aligns with best practice as outlined in the Australian Defibrillator Guidelines. In addition, audits must also be undertaken on LifeVac devices installed at City venues to confirm all components are present and have not been removed or stolen.	N/A	N/A	https://stjohn.org.au/fact-sheet/aed-maintenance-checklist/	6 monthly	Corporate Services	Leisure and Cultural Services	Manager Leisure and Cultural Services				
Nov	Safety Assessment and Improvement Plan Conducted in partnership with LGIS and Royal Life Saving WA to review the safety standards of aquatic centres against the Code of Practice, Chlorine gas Astandards and Health regulations	N/A	N/A	LGIS Member service	Annual	Corporate Services	Leisure and Cultural Services	Manager Leisure and Cultural Services				
Nov	Gifts Register - Update Register with new entries and removal of entries .	Local Government (Administration) Regulations 1996	s5.89A r28A		Monthly	Governance and Strategy	Governance	Manager Governance				
Nov	Elections - Destruction of Election Papers - parcels which are more than 4 years old may be destroyed, supervised by CEO and witnessed by at least 2 employees OR to secure paper destruction company	Local Government Act 1995	s.4.84(a) Elections Reg.82	DLGSC website - Returning Officer Manual	Biennial Next due 2027	Governance and Strategy	Governance	Manager Governance				
Nov	Establishment of Audit Committee - following Elections, Council must establish an Audit Committee - with membership of 3 or more persons, by Absolute Majority, and appoint committee members and deputies. Each Elected Member is entitled to be a member of at least one committee.	Local Government Act 1995	s.7.1A s.5.8 s.5.9 s.5.10 s.5.11A s.5.11		Biennial Next due 2027	Governance and Strategy	Governance	Manager Governance				

Nov	Establishment of Committees - following Elections, Council may establish committees (other than Audit) of 3 or more persons, by Absolute Majority, and appoint committee members and deputies. Each Elected Member is entitled to be a member of at least one committee.	Local Government Act 1995	s.5.8 s.5.9 s.5.10 s.5.11A s.5.11		Biennial Next due 2027	Governance and Strategy	Governance	Manager Governance			
Nov	Election Papers - election of Deputy Mayor - Election Papers collected and secured in parcels	Local Government Act 1995	s.4.84(a) Elections Reg.82		Biennial Next due 2027	Governance and Strategy	Governance	Manager Governance			
Nov	Elections - Enrolment Eligibility Claims (Owners and Occupiers) Register - Review register and take action re expired Eligibility Claims (no longer property owner / claim based on occupation or nominee expired)	Local Government Act 1995	s.4.35 Elections Regs.14 and 15 Form 6 and 7	WALGA website - Template Enrolment Eligibility Claims Register	Biannual (Apr & Nov)	Governance and Strategy	Governance	Manager Governance			
Nov	Mandatory training for council members - within 12 months of being elected, council members must complete the course titled <i>Council Member Essentials</i> . Within 1 month of this period ending, the council member must complete a declaration confirming they have completed the training in the specified time period.	Local Government (Admin) Regs 1996	r.36A Admin Regs		Biannual (Nov)	Governance and Strategy	Governance	Manager Governance			
Nov	Financial Interests Register - Review Issue and review Primary Returns; Update Register - Add/remove entries; Update disclosures on website.	Local Government Act 1995	s.5.88(3)(4)	WALGA - Governance Subscription - Guideline - Primary and Annual Returns Management DLGSC Operational Guideline No.21 Disclosure of Financial Interests in Returns	Bi-monthly	Governance and Strategy	Governance	Manager Governance			
Nov	Gifts - Send reminder memo to staff and Elected Members re. Christmas gifts.	Local Government Act 1995	s. 5.82		Yearly	Governance and Strategy	Governance	Manager Governance			
Nov	Local Emergency Management Committee - Hold committee meeting quarterly in accordance with the Act	Emergency Management Act 2005	s. 38		Quarterly	Infrastructure Services	Asset Management	Manager Asset Management			
Nov	MRRG Road Improvement and Rehabilitation and Black Spot Road Project Grants - Progress payment Certificate and Certificate of Completion with final recoupment claim to be submitted to MRWA	MRWA State Road Funds to Local Government Procedures			As required	Infrastructure Services	Engineering Services	Manager Engineering Services			

Complete
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Behind Schedule
Not Applicable

	Compliance Action	Compliance Requirement	Section / Ref	Good Practice Resources and LG Operational Procedures	Compliance Frequency	Directorate	Business Unit	Position Title Officer Responsible for Action Compliance	Date Completed	Records Ref (Evidence of completion)	Comments. If Action not completed, report on plan to rectify non-compliance	Status
	December - Take Action											
Dec	Business Continuity Plan - Review Review the Business Continuity Plan to ensure it remains functional and is tested against current operational requirements. Last completed: 2024 Next Due: 31/12/2026	n/a	n/a	AS/NZS 5050:2010 Business continuity – Managing disruption-related risks	Biennial Next Due: 2026	Office of the CEO	Audit, Risk and Executive Services	Manager Audit, Risk and Executive Services				
Dec	Monthly Financial Report LG is to prepare each month a statement of financial activity reporting on the revenue and expenditure as set out in the annual budget under FM.Reg.22(1)(d). Presented at an Ordinary Council meeting within 2-months after the end of the month to which the statement relates.	Local Government Act 1995	s.6.4 FM.Reg.34	DLGSC website - WA Local Government Accounting Manual	Monthly	Corporate Services	Financial Services	Manager Financial Services				
Dec	Payments from municipal fund or trust fund LG is to prepare a list of accounts for approval to be paid is to be prepared each month and presented to the council at the next ordinary meeting of the council after the list is prepared.	Local Government Act 1995	FM Reg 13		Monthly	Corporate Services	Financial Services	Manager Financial Services				
Dec	Payment by employees via purchasing cards LG is to prepare a list of payments made using credit, debit or other purchasing cards, and present to the council at the next ordinary meeting of council after the list is prepared.	Local Government Act 1995	FM Reg 13A		Monthly	Corporate Services	Financial Services	Manager Financial Services				
Dec	Emergency Services Levy - Remittance DUE by: 21st of the month Option A Remittance Report - see Form B Schedule 5 and ESL Assessment Profile Return Form A	DFES - ESL Manual of Operating Procedures	Clause 5.13.	DFES -ESL website - Manual of Operating Procedures	Monthly	Corporate Services	Financial Services	Manager Financial Services				
Dec	Emergency Services Levy - Option B Payment Due by: 21 December and ESL Assessment Profile Return Form A	DFES - ESL Manual of Operating Procedures		DFES -ESL website - Manual of Operating Procedures	Quarterly	Corporate Services	Financial Services	Manager Financial Services				
Dec	Annual Report - Accepted , by Absolute Majority, by no later than 31st December 5.54 (2) If auditor's report is not available in time for annual report to be accepted by 31/12, the AR is to be accepted by the LGA no later than 2 mths after the auditor's report becomes available.	Local Government Act 1995	s.5.53 s.5.54	DLGSCI website - WA Local Government Accounting Manual	Annual	Corporate Services	Financial Services	Manager Financial Services				
Dec	Annual Report - Auditor Report to Department Executive Director Copy of the Annual Financial Report is to be submitted to the DLGSCI Executive Director within 30 days of the receipt by the CEO of the Auditors Report.	Local Government Act 1995	FM.Reg.51(2)	DLGSC website - WA Local Government Accounting Manual	Annual	Corporate Services	Financial Services	Manager Financial Services				
Dec	Audit - Auditor's Report Copies provided Copy of the Audit report to be provided to the President / Mayor, CEO and the Minister within 30 days of completing the audit.	Local Government Act 1995	s.7.9 Audit.Reg.10(1)		Annual	Corporate Services	Financial Services	Manager Financial Services				
Dec	Elected Member Attendance Register - Upload to City's website.	Council Resolution C/366-12/25			Quarterly	Governance and Strategy	Governance	Manager Governance				
Dec	Elected Member Training - Council members elected between 1 July 2025 and 31 December 2025 must complete mandatory training and submit a declaration of completion by 31 December.	Local Government (Admin) Regs 1996	r.34AF		Bi-Annual	Governance and Strategy	Governance	Manager Governance				
Dec	Elected Members - Review Meeting Attendance Register - check EMs have not been absent for 3 consecutive meetings without Leave of Absence being granted	Local Government Act 1995	s.2.25		Quarterly	Governance and Strategy	Governance	Manager Governance				
Dec	Gifts Register - Update Register with new entries and removal of entries .	Local Government (Administration) Regulations 1996	s5.89A r28A		Monthly	Governance and Strategy	Governance	Manager Governance				
Dec	Information Statement LG must publish an up-to-date <i>Information Statement</i> , reviewed within every 12-months Last completed: Dec 2025 Due by: Dec 2026	Freedom of Information Act 1992	s.96		Annual	Governance and Strategy	Governance	Manager Governance				
Dec	ABS - Submit quarterly road construction report to Australian Bureau of Statistics				Quarterly	Infrastructure Services	Engineering Services	Manager Engineering Services				
Dec	MRRG Road Improvement and Rehabilitation and Black Spot Road Project Grants - Progress payment Certificate and Certificate of Completion with final recoupment claim to be submitted to MRWA	MRWA State Road Funds to Local Government Procedures			As required	Infrastructure Services	Engineering Services	Manager Engineering Services				
Dec	Local Emergency Management - Minor review local emergency management arrangements for the City and report to the SEMC as soon as they are prepared or amended.	Emergency Management Act 2005	s. 41		Annual	Infrastructure Services	Asset Management	Manager Asset Management				

Dec	Local Government Road Asset & Expenditure Report - Submit Expenditure Report to WALGA / Grants Commission				Annual	Infrastructure Services	Asset Management	Manager Asset Management			
Dec	Budget New - Determine Swimming Pool Inspection Fees for annual budget by 24 January	Building Amendment Regulations 2023	Reg.53A(3)		Annual	Planning and Community Development	Regulatory Services	Manager Regulatory Services			
Dec	Local Heritage Survey - Updates and reviews LG must prepare a local heritage survey. LGs should have a procedure for administrative updates, ad hoc reviews, and general reviews at intervals set by the LG.	Heritage Act 2018	s103(1), (2)	Heritage Council Guidelines for Local Heritage Surveys	Annual	Planning and Community Development	Planning Services	Manager Planning Services			
Dec	Regional Homelessness Plan - Annual Review of the plan communicated to Elected Members.	Best practice.		DLGSC website - Integrated Planning and Reporting Framework and Guidelines	Annual	Planning and Community Development	Community Development and Library Services	Manager Community Development & Library Services			
Dec	Age-Friendly Plan - Annual Review of the plan communicated to Elected Members.	Best practice.		DLGSC website - Integrated Planning and Reporting Framework and Guidelines	Annual	Planning and Community Development	Community Development and Library Services	Manager Community Development & Library Services			

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 In Progress
 Behind Schedule
 Not Applicable



Service Recognition Protocol

Protocol owner:	Manager Human Resources
Contact person (extension):	Senior HR Advisor, HR Advisor, HR Officer, HR Administrator
Promapp link:	Service Recognition process
Related protocols:	<ul style="list-style-type: none"> • Purchasing of Goods and Services Protocol • On the Spot Award Protocol
Related policies:	<ul style="list-style-type: none"> • Nil
Related plans/strategies:	<ul style="list-style-type: none"> • Strategic Plan 2023 - 2028
Other related documentation/legislation:	<ul style="list-style-type: none"> • Local Government Act 1995 • Building Maintenance Enterprise Agreement • Inside Workforce Enterprise Agreement • Outside Workforce Enterprise Agreement • The Leisure Centre Workforce Enterprise Agreement • Reward and Recognition Register
CM reference:	32308
Last reviewed:	October 2023. This revised version includes re wording and increases to monetary values for the recognition milestones.
Endorsement Date:	09/10/2023

Objective

To recognise and reward employee contribution commitment and long-term continuous service to the City of Joondalup

In scope

Applies to all employees who meet the eligibility criteria.

Definitions

Continuous Employment - a period of ongoing employment where there have been no breaks in service for periods of six weeks or more.

Service Milestone Award

The service milestone award provides a formal recognition and reward to employees.

Eligibility

CM REF: 32308

Service Recognition Protocol

To be eligible to receive a service milestone award, employees are to have completed a period of continuous employment as a:

- full time employee
- part time employee
- fixed term employee

Exclusions apply to:

- Any employee who is subject to performance management or disciplinary processes.
- Any employee whose employment has not been continuous. Their eligibility for the award, mindful of the length of any break in services will be determined by the Human Resources.

Benefit

The full monetary benefit will apply to all eligible forms of employment and there will be no deductions for approved unpaid leave including parental leave. Where an employee who has reached a service milestone is ceasing employment with the City only one monetary benefit, i.e. service milestone award or departing gift, will apply.

Fringe Benefits Tax Implications

Please note that Fringe Benefits Tax liability applies where an employee receives more than \$300 in cash or in-kind outside their normal remuneration in one financial year.

Informal Recognition

To assist in building a culture of recognition, informal and immediate acknowledgement of the efforts, achievements and good deeds of others is strongly encouraged. This may include a verbal or written “thank you”, “congratulations” or other acknowledgement, or an intranet posting.

Service Milestones Current Employees

Length of Continuous Service	Recognition Available
At 5 year anniversary	<ul style="list-style-type: none"> ▪ Framed certificate of service ▪ A voucher or appropriate corporately approved gift to the value of \$100 net of tax
At 10 year anniversary	<ul style="list-style-type: none"> ▪ Framed certificate of service ▪ A voucher or appropriate corporately approved gift to the value of \$200 net of tax
At 15 year anniversary	<ul style="list-style-type: none"> ▪ Framed certificate of service ▪ A voucher or appropriate corporately approved gift to the value of \$250 net of tax
At 20 year anniversary and 5 year increments after that	<ul style="list-style-type: none"> ▪ Framed certificate of service ▪ A voucher or appropriate corporately approved gift to the value of \$300 net of tax

Service Recognition Exiting Employees

Length of Continuous Service	Corporate Recognition
5 -10 years	<ul style="list-style-type: none"> ▪ Up to \$120 for contribution towards appropriate staff function, as authorised by relevant Director or CEO
10 – 15 years	<ul style="list-style-type: none"> ▪ Up to \$120 for contribution towards appropriate staff function, as authorised by relevant Director or CEO ▪ Voucher or Corporately approved gift to the maximum value of \$200 net of tax ▪ Letter of appreciation from CEO
15 – 20 years	<ul style="list-style-type: none"> ▪ Up to \$120 for contribution towards appropriate staff function, as authorised by relevant Director or CEO

CM REF: 32308

Service Recognition Protocol

	<ul style="list-style-type: none"> ▪ Voucher or Corporately approved gift to the maximum value of \$250 net of tax ▪ Letter of appreciation from CEO
20 years and over	<ul style="list-style-type: none"> ▪ Up to \$120 for contribution towards appropriate staff function, as authorised by relevant Director or CEO ▪ Voucher or Corporately approved gift to the maximum value of \$300 net of tax ▪ Luncheon with CEO and immediate work team ▪ Letter of appreciation from CEO

Timing

Recognition for service milestones will be held every month, in the month the milestone is reached.

Exiting employees' function and presentation will be held in the week preceding their departure from the City.

Responsibilities

Human Resources:

- Provide a report to Business Unit Managers one month in advance of those employees who have reached a service milestone.
- Arrange for a letter of appreciation from the CEO when long-standing employees exit the City.
- Arrange for certificates to be provided to Business Unit Managers one month in advance of those employees who have reached a service milestone.
- Arrange for notification of recognition to be posted via the Intranet City Chat.

Business Unit Managers:

- Arrange to present recognition certificates and gift. The form of this presentation (including function) is at the discretion of the Business Unit manager but as a guide will normally take the form of a morning or afternoon tea.
- Arrange for certificates and gifts to be ready in time for an organised recognition event for the employee.
- Responsible to ensure the protocol is implemented within their Business Unit.
- Arrange for timely and applicable recognition and acknowledgement of service equitably within their Business Unit.

Director or CEO

- Responsible for approving the staff function for long-standing employees exiting the organisation and for supporting the implementation of the protocol across the organisation.



On the Spot Award Protocol

Protocol owner:	Manager Human Resources
Contact person (extension):	Senior HR Advisor, HR Advisor, HR Officer, HR Administrator
Promapp link:	Employee Excellence Awards
Related protocols:	Purchasing of Goods and Services Protocol Service Recognition Protocol
Related policies:	Nil
Related plans/strategies:	Strategic Plan 2023 - 2028
Other related documentation/legislation:	Local Government Act 1995 Reward and Recognition Register
CM reference:	32308
Last reviewed:	October 2023. This revised version includes re wording and increases to monetary values and recognition types.
Endorsement Date	09/10/2023

Objective

- To encourage a consistent, equitable and accountable process for the recognition and acknowledgement of employees for their workplace achievements, initiatives and accomplishments.

Background

The City recognises the efforts of employees that undertake activities beyond their normal duties. Employees who demonstrate levels of additional quality service will be considered for individual or team rewards. These rewards are in addition to incremental progression and any Enterprise Agreement entitlements. The aim of the City's On the Spot Award Program is to:

- motivate employees to improve productivity and organisational culture.
- encourage valuable employees to remain with the City.
- reward employees in a fair and equitable manner based upon merit.

Scope

This protocol covers the awarding of both monetary and non-monetary awards to employees for accomplishments and achievements while performing their duties at the City.

The On the Spot Award program supplements, and is a component of, the Employee Excellence Award Program which is in addition to any annual award programs approved by the CEO that may be available to employees from time to time.

Definitions

Last updated October 2023

CM REF: 32308

On the Spot Award

“accomplishments or achievements” means:

- performance of a current role and responsibility above and beyond what is generally expected.
- demonstrated initiative or idea that exceeds expectation and that may have significant positive impact on the operation of a Business Unit, Directorate, or the City.
- exceptional contribution to the operation of the unit/team, that enables the unit to achieve desired outcomes (such as project completion).

“employee” means a full time, part time or casual employee of the City but does not include Directors or Managers.

“monetary award” means anything to which the City has made a financial contribution, in addition to wages such as, but not limited to:

- Movie / theatre tickets
- Meal / dinner vouchers
- Gift vouchers
- Chocolates other such personal gifts
- Team recognition events, such as a morning or afternoon tea, or a financial contribution to team lunches (other than the purchase or the supply of alcohol).
- Exclusions apply to the supply or purchase of gifts of alcohol.

“non-monetary award” means a verbal acknowledgement or written acknowledgement including, but not limited to, certificates of recognition, letter or acknowledgement at team meetings.

Employee responsibilities

- Employees are to nominate recipients of awards for accomplishments and achievements in accordance with this protocol.
- Coordinators, Managers and Directors are to offer monetary awards and non-monetary awards in accordance with this protocol, the purchasing protocol and any Fringe Benefit Tax implications.
- Coordinators, Managers and Directors must be cognisant of the value of any monetary awards given and any likely negative perceptions by members of the community should such expenditure be reported through to Council or publicly.
- Managers should ensure that the value of monetary awards for the purpose of employee recognition should be included in the budget planning process.

Procedure:

1. Awarding

Any employee can nominate accomplishments or achievements of another employee to their Manager or Coordinator for consideration of the receipt of a monetary award or non-monetary award under this protocol.

An accomplishment or achievement can be recognised for an individual employee, a team, a project group, or a Business Unit. The following guidelines should be used by Managers/Coordinators when rewarding employees:

- 1.1 Managers/Coordinators have responsibility for identifying employees who will be rewarded.
- 1.2 Where relevant, Business Units must ensure that all monetary awards are purchased following the City’s purchasing protocols, and in accordance with the guidelines for awards under this protocol.
- 1.3 Monetary awards provided to employees should be appropriate and something that does not offend or humiliate the individual or any other employee.

CM REF: 32308

On the Spot Award

- 1.4 Business Units are responsible for planning any recognition events (for example morning tea) and should do so at a time that does not interfere with the normal operation of the Business Unit.
- 1.5 All costs associated with awards will come from the Business Unit's budget.

2. Options for awards

Awards can be in the form of either monetary awards, non-monetary awards, or a combination of both.

3. Delivery

The value of monetary awards listed in the following table is intended as a guide for Managers or Coordinators when determining level of award appropriate for an accomplishment or achievement. Managers or Coordinators are encouraged to use their initiative to determine an appropriate level of an award.

In determining an award, Managers and Coordinators should not underestimate the value of a personal and sincere thank you.

It is recommended that Managers and Coordinators also utilise the publishing an intranet news item to recognise an employee's contribution as a valuable element of reward and recognition for their employees. This can be facilitated by contacting the HR Administrator.

Table 1 Guidelines for determining level of reward.

Accomplishment / Achievement	Monetary award	Authority required
Performance of current role above and beyond expectation	Monetary award up to the value of \$50	Business Unit Manager, with recommendation from Coordinator
Exceptional contribution to operation of team's achievement of desired outcomes	Monetary award up to the value of \$100	Business Unit Manager
Demonstrated initiative or idea that positively impacts on unit or directorate	Monetary award up to the value of \$200	Business Unit Manager and/or Director
Demonstrated initiative or idea that positively impacts the whole organisation	Monetary award up to the value of \$300	Director

4. Award amounts

The award monetary figures relate to achievement, accomplishment or initiative and are total figures. Therefore, if a team or group develops and implements the initiative, each member should receive an equal share of the monetary figure.

5. Budget requirements

It is the responsibility of all Business Unit Managers during the annual budget preparation stage to include an amount for "On the Spot" award in their Business Unit budgets.

6. Reward and Recognition Register

CM REF: 32308

On the Spot Award

It is a requirement that all monetary awards are recorded on the Reward and Recognition Register which can be found on the intranet.

The Business Unit Manager approving the monetary award is responsible for updating the register including the name of the employee, the monetary award and its value, and the circumstances for which the award was provided.

7. Restrictions on awards and recognition

- Monetary awards cannot be in the form of cash payment to the employees.
- For the City to avoid Fringe Benefit Tax implications, monetary awards provided to an employee during a financial year should not exceed \$300 in total value (being an exempt benefit).
- Alcohol cannot form any part of the On the Spot Award Program.
- The On the Spot Award Program cannot be used for team learning and development days, or other professional activities, which is to be budgeted for in either the corporate training and development budget managed by Human Resources, or within Business Unit individual budgets.

Employee Excellence Award Categories and Criteria

Eligibility	<ul style="list-style-type: none"> Eligibility for the Employee Excellence Awards is limited to employees directly employed by the City, whether permanent or temporary (full time or part time) or on a casual basis. Contractors, sub-contractors, agency personnel, volunteers or those on work experience are not employed directly by the City and are therefore ineligible for nomination for the awards 	
	Category: Innovation and Continual Improvement Award	Category: Customer Service Excellence Award
Purpose	<p>The Award aims to:</p> <ul style="list-style-type: none"> Recognise and share successful innovation, continual improvement ideas and best practice initiatives implemented at the City. Promote innovative approaches to local government industry challenges through the identification and exhibiting of examples of effective solutions. Encourage a culture of innovation and continual improvement at the City. Increase awareness of innovation and the potential benefits to employees, customers and stakeholders. 	<p>The Award aims to:</p> <ul style="list-style-type: none"> Recognise excellence, best practice and innovation in customer service and to highlight their importance in today's business and economic climate. Promote customer service and to continually improve the level of its practitioners' professionalism through recognition, thus improving the pride, motivation and self-esteem of City employees as customer service professionals. Promote the Customer Service standards of the City, including the Customer Service Charter, to develop and sustain a customer service excellence ethos through improvements to the design, delivery, quality and effectiveness of customer service strategies, policies and systems. Improve knowledge and awareness of the components of customer service excellence in local government and the benefits to employees, customers and stakeholders.
<p>Nomination Criteria</p> <p><i>All nominations are assessed against the following criteria</i></p>	<p>General Criteria</p> <ul style="list-style-type: none"> Demonstrates business innovation. Demonstrates continual improvement values. Supports outstanding achievement. Highlights business value to the organisation and its customers. Demonstrates cost saving measures either financially, or in time saved. Is considered industry best practice. Perform to a high level of work performance on a consistent basis <p>In addition to the above, Team nominations are also assessed against the following:</p> <ul style="list-style-type: none"> Demonstrates excellent teamwork. Each team member has contributed significant outcomes to the innovation or continual improvement project. 	<p>General Criteria</p> <ul style="list-style-type: none"> Demonstrates an awareness and adoption of a customer service ethos. Demonstrates continual improvement philosophies. Supports outstanding achievement and is an advocate of customer service excellence. Demonstrates the values of the City and the standards of the Customer Service Charter. Highlights business value to the organisation and its customers Provides a high level of customer service both internal and external, on a consistent basis <p>In addition to the above, Team nominations are also assessed against the following:</p> <ul style="list-style-type: none"> Demonstrates excellent teamwork. Each team member has contributed significant outcomes to the provision of customer service excellence.



City of Joondalup

Benefits Realisation Framework



CONTENTS

INTRODUCTION	3
Purpose	3
Scope	3
Strategic Alignment	3
GUIDING PRINCIPLES	4
PROCESS	5
Overview	5
Process map	6
Benefits categorisation	6
Measuring tangible benefits	7
Reporting benefits	8
Benefits dashboard	9
Audit and Risk Committee	10
GLOSSARY	11

INTRODUCTION

Purpose

The Benefits Realisation Framework (the Framework) provides a standardised method for identifying, categorising, measuring, and reporting the value and impact of internal business improvements.

Scope

Benefits realisation applies to all business improvements planned and implemented at the City. In simpler terms, it applies whenever we take time to improve the ways we work – our processes and systems.

Business improvements aim to positively impact the organisation's performance and are separate from the day-to-day functions of teams. Examples of business improvements are:

- Changes to a process which make it quicker to complete.
- A project to implement new software at the City which reduces costs.
- Development of a dashboard report to improve performance monitoring and decision making.

Strategic Alignment

- [Strategic Community Plan \(Joondalup 2032\)](#)

Goal 5, Leadership, articulates the City's commitment to conduct business with accountability and transparency, and deliver quality services through an effective workforce.

- **Australian Business Excellence Framework (ABEF)**

The City uses ABEF to assess performance against areas such as business improvement and innovation and measuring and reporting performance.

- **ISO 9001:2015 Quality Management Systems**

Implementing ISO 9001 in the Infrastructure Services directorate shows the City's dedication to continuous improvement and customer service. Reviewing and improving business processes is a core principle of ISO 9001.

GUIDING PRINCIPLES

1. Continuous improvement is key to our growth as an organisation.

Continuous improvement is the ongoing effort to improve our business processes and systems to improve the services we offer our community. Identifying ways we can do things better as an organisation, and then implementing business improvements, is at the core of continuous improvement. Benefits realisation can help build a case for business improvement, contribute to its success and demonstrate its impact.

2. Business improvements create benefits.

When we implement a business improvement, the positive impact of the changes we've made are *benefits*. For example, an improvement may save the City money, reduce the amount of waste produced or shorten the time an officer spends on a task. The money and time saved, and the reduction in waste, are the benefits.

3. Business improvements, and the benefits they deliver, must align with our organisation's strategic goals.

The City's strategic plans describe the organisation we strive to be and how we seek to achieve this. Business improvements help achieve strategic goals by reviewing and changing the way we operate to better align with our objectives and values as an organisation.

4. Benefits should drive business improvement decision-making and prioritisation.

By focusing on potential benefits, we can better prioritise business improvements and guide decision-making to maximise the value of our continuous improvement efforts.

5. Benefits can be tangible or intangible, and both should be realised and reported.

Tangible benefits are simpler to measure, such as reduced costs or increased revenue. Intangible benefits are unable to be measured, such as reduced risk or improved communication. Both types of benefit add value to the organisation.

6. Establishing baseline data is important to be able to measure the impact of our business improvements.

It is important to capture baseline data prior to implementing a business improvement. Baseline data is the measurement of how things are going before a business improvement is implemented. The data should demonstrate the problem you are trying to solve so that it can be used to measure the impact of the improvement. *Tangible* benefits should not be reported without supporting data.

7. Benefits realisation should not be a time-consuming process.

Benefits realisation is considered best practice in project management and business improvement and should complement our continuous improvement and project management processes. Although several potential benefits may be identified prior to implementing an improvement, we should prioritise benefits we can measure as well as those that we believe will have the greatest impact on our organisation.

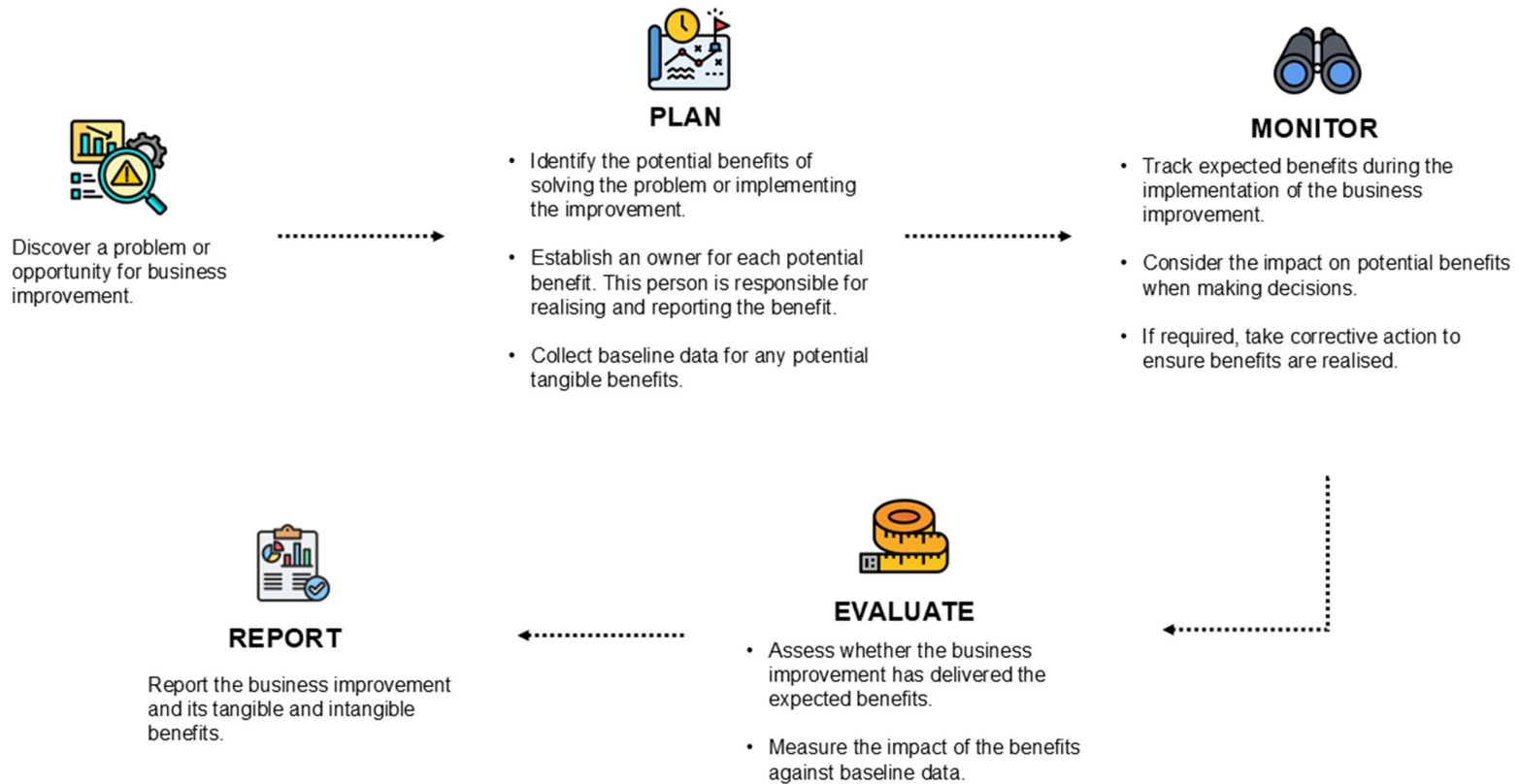
8. Benefits may be realised in the short, medium or long term.

Benefits may not be realised immediately after implementing an improvement, and it may be necessary to revisit the business improvement at a later date to review expected benefits.

PROCESS

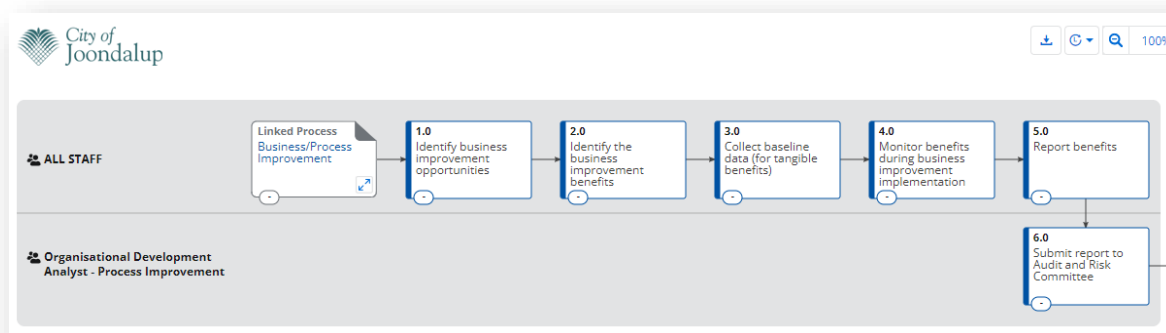
Overview

The steps in benefits realisation can be broken down into four phases: **Plan**, **Monitor**, **Evaluate** and **Report**, with key activities to be carried out in each phase:



Process map

A detailed process map documenting the benefits realisation process is available for staff to access in the Process Manager system:



Access the process map here:

[Realise and report business improvement benefits, Nintex Process Manager](#)

Benefits categorisation

To standardise the identification and reporting of benefits, categorising benefits is an important part of the process.

Benefits arising from business improvements can be categorised as either tangible or intangible, and then split into five broad categories:

Category	Tangible	Intangible
1. Financial	1.1 Reduced operating costs 1.2 Increased revenue 1.3 Costs avoided	
2. Improved performance	2.1 Improved processes	2.2 Improved data collection 2.3 Improved communication/collaboration 2.4 Improved reporting 2.5 Fewer errors

Category	Tangible	Intangible
3. Social/Employee		3.1 Improved employee wellbeing/morale 3.2 Improved job satisfaction 3.3 Improved customer satisfaction 3.4 Improved workplace health and safety
4. Environmental	4.1 Reduced carbon footprint 4.2 Reduced waste 4.3 Reduced resource use	4.4 Improved recycling
5. Improved governance		5.1 Reduced risk 5.2 Improved compliance 5.3 Improved transparency 5.4 Improved decision making 5.5 Improved data security

Measuring tangible benefits

Tangible benefits are important because they provide clear, measurable results and often have a financial impact on the organisation. These benefits also provide the ability to demonstrate the success and impact of a business improvement with supporting data.

In the City's benefits realisation process, there is a requirement that baseline data for potential tangible benefits is collected, as well as the actual data following the implementation of a business improvement. The table below provides guidance for staff when measuring tangible benefits.

Category	Subcategory	Metric(s)	Example calculation(s)
Financial	Reduced cost	Dollars (\$)	Benefit = baseline costs (\$) – new costs (\$)
	Increased revenue		Benefit = new revenue (\$) – baseline revenue (\$)
	Costs avoided		Benefit = cost avoided (\$)

Improved performance	Improved processes	1. Time (minutes, days)* 2. FTE (Dollars)	1. Benefit = baseline time taken to complete process (mins/hrs/days) – new time taken to complete process (mins/hrs/days)* 2. Benefit = new time taken to complete process x cost per hour (calculated using role FTE) <i>*Process Manager provides the ability to add timeframes to activities in a process map to assist with measuring time reductions resulting from process improvements.</i>
Environmental	Reduced carbon footprint	CO ₂ emissions (tonnes)	A CO ₂ emissions calculator is available to assist with this measurement: Organisation Carbon Calculator.xlsx <i>Note: whenever there is a reduction in the volume of paper consumed, a CO₂ emissions reduction can be measured and reported.</i>
	Reduced waste	Kg (reduction in volume of waste)	Benefit = baseline waste volume (kg) – new waste volume(kg)
	Reduced resource use	<ul style="list-style-type: none"> • kWh (kilowatt hours) • kL (kilolitres) 	Benefit = baseline electricity usage (kWh) – new electricity usage (kWh) Benefit = baseline water usage (kL) – new water usage (kL)

Reporting benefits

Reporting benefits is important because it demonstrates the value of the business improvements we deliver as a City and reinforces our commitment to continuous improvement. By assessing the impact of a business improvement we can determine whether or not our efforts have been successful, whether there have been some unintended benefits or disbenefits, and reflect on what worked well or could have been done better.

In the benefits realisation process, benefits are reported following the implementation of a business improvement. Once data is available, tangible benefits identified in the planning phases can be re-measured and compared to baseline data, while intangible benefits identified can be evaluated through stakeholder feedback and expert judgement.

Benefits are reported using an online form, accessed on the City's intranet, or by clicking the link below:

[Benefits Reporting Form](#)

Benefits Reporting Form
Refer to the *Benefits Realisation Framework* or process map for help completing the form.

Directorate * Business Unit *

Business Improvement *

Benefit details

Description of benefit *

Is the benefit tangible or intangible? *

Tangible
 Intangible

Tangible benefits:

- Financial:
 - Reduced operating costs
 - Increased revenue
 - Costs avoided
- Improved performance:
 - Improved processes
- Environmental:
 - Reduced carbon footprint
 - Reduced waste

Intangible benefits:

- Improved performance:
 - Improved data collection
 - Improved communication/collaboration
 - Improved reporting
 - Fewer errors
- Social/Employees:
 - Improved employee wellbeing/morale
 - Improved job satisfaction
 - Improved customer satisfaction
 - Improved workplace health and safety
- Environmental:
 - Improved recycling
 - Reduced resource use
- Improved governance:
 - Reduced risk
 - Improved compliance
 - Improved transparency
 - Improved decision making
 - Improved data security

Comments

Note:

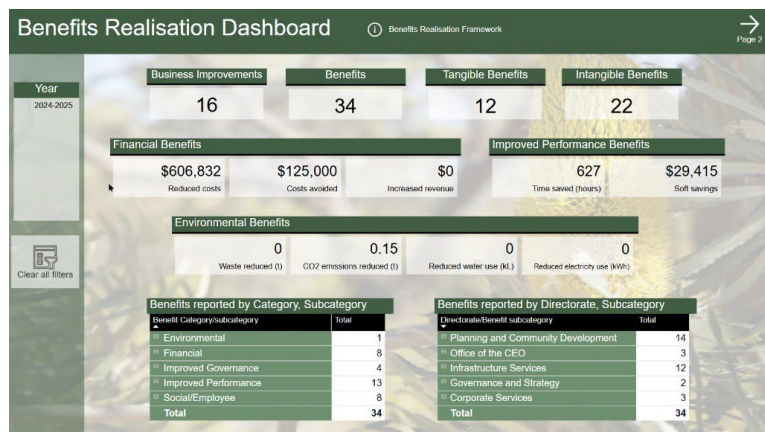
1. The form must be completed for reporting each individual business improvement benefit, because there may be multiple benefits arising from a project or activity.

For that reason, the form is short and simple to complete.

2. When tangible benefits are reported, you will be required to enter a measurement. (for example, when reporting a *reduced operating cost* benefit a value must be entered in the *Reduced cost (\$)* field on the form)

Benefits dashboard

The Business improvement benefits reported by staff are stored in an online database managed by Organisational Development and displayed on a dashboard, located on the City intranet on the Corporate page.



Audit and Risk Committee

Twice yearly, the information on the SharePoint list will be summarised in a report to the Audit and Risk Committee, providing an overview of:

- the business improvements undertaken by staff,
- the benefits realised,
- links to City strategic plans and,
- a measurement of the impact of reported benefits, where possible.

Organisational Development may request additional information from business units about a business improvement and/or the reported benefits to assist with the development of the report.

GLOSSARY

Audit and Risk Committee

Comprising a cross section of the Elected Members, and an external independent member, the Audit and Risk Committee's role is to guide and assist the City to carry out functions related to financial management, including the effectiveness of the City's systems and procedures in relation to risk management, internal control and legislative compliance.

Australian Business Excellence Framework (ABEF)

A nationally recognised leadership and management system that describes the elements essential to organisations sustaining high levels of performance and is used to assess and improve organisational performance.

Baseline data

Information collected prior to implementing a business improvement which can be used at a later date to measure the impact of any changes made. Baseline data is necessary for measuring and reporting tangible benefits.

Benefit

The positive impact of a business improvement.

Benefits dashboard

A visual report displaying information about business improvement benefits reported by staff, produced using the Microsoft Power BI application.

Benefit owner

The person responsible for realising and reporting a specific benefit (or benefits) resulting from a business improvement.

Benefits realisation

The process of identifying, categorising, measuring and reporting the benefits of internal business improvements at the City.

Business improvement

The process of analysing current organisation performance, identifying areas for improvement, developing a plan, allocating resources, and implementing change.

Continuous improvement

Continuous improvement is the ongoing effort to improve our business processes and systems to provide better services to our community.

Disbenefit

Potential or perceived negative impacts of a business improvement.

Intangible benefit

The positive impact of a business improvement that cannot be easily measured.

ISO 9001:2015

An international standard that helps organisations ensure their products and services meet customer needs and are improved over time. The City's Infrastructure Services Directorate was ISO 9001:2015 certified in 2013 and has achieved recertification each three years since.

Process Manager

The online system the City uses to document, review and improve business processes.

Process map

An approach to documenting business processes by visually displaying the steps and information required to complete a process.

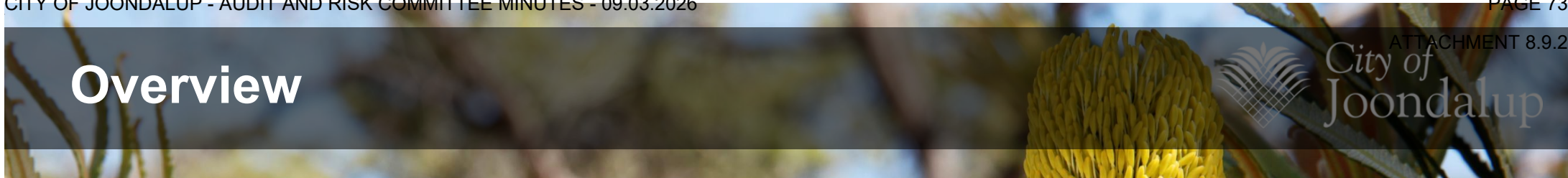
Tangible benefit

The positive impact of a business improvement which can be measured.



Business Improvement Benefits Realisation

Audit and Risk Committee, March 2026



Aug 2023

Development of new Benefits Realisation Framework. Presented to Audit and Risk Committee at August meeting.

Oct 2023

Project commenced to implement new Framework across the organisation.

2024

Progress reports provided to Audit and Risk Committee during course of project.

Jan 2025

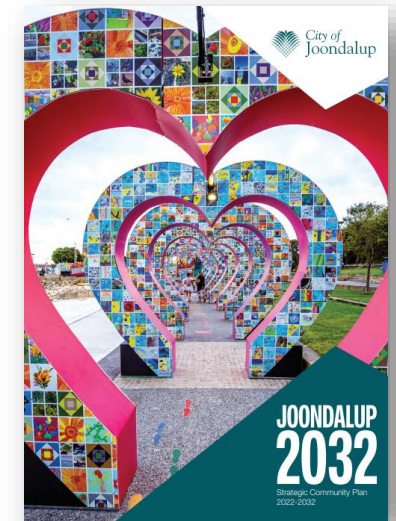
Project complete – staff training begins, and first benefits reported by staff using new processes.

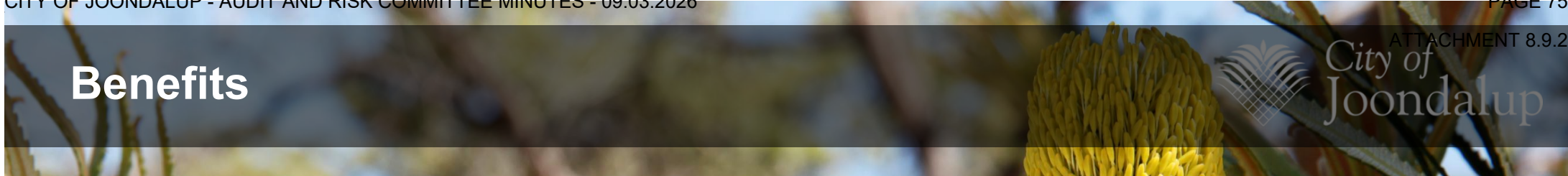
Ongoing

Half yearly scheduled reports to Audit and Risk Committee and continual staff engagement and training

Background

- Benefits Realisation Framework provides a standardised method for identifying, categorising, measuring and reporting the value and impact of business improvements.
- Strategic alignment with:
 - Strategic Community Plan (Joondalup 2032)
 - Goal 5, Leadership
 - Australian Business Excellence Framework (ABEF)
 - ISO 9001:2015 Quality Management Systems





A 'benefit' is the positive impact created by a business improvement project.

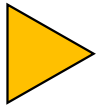
Benefits may be tangible or intangible across five categories and 21 subcategories.

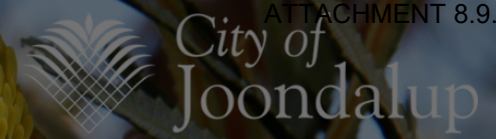
Benefits category

- Financial
- Improved performance
- Social/employee
- Environmental
- Improved governance

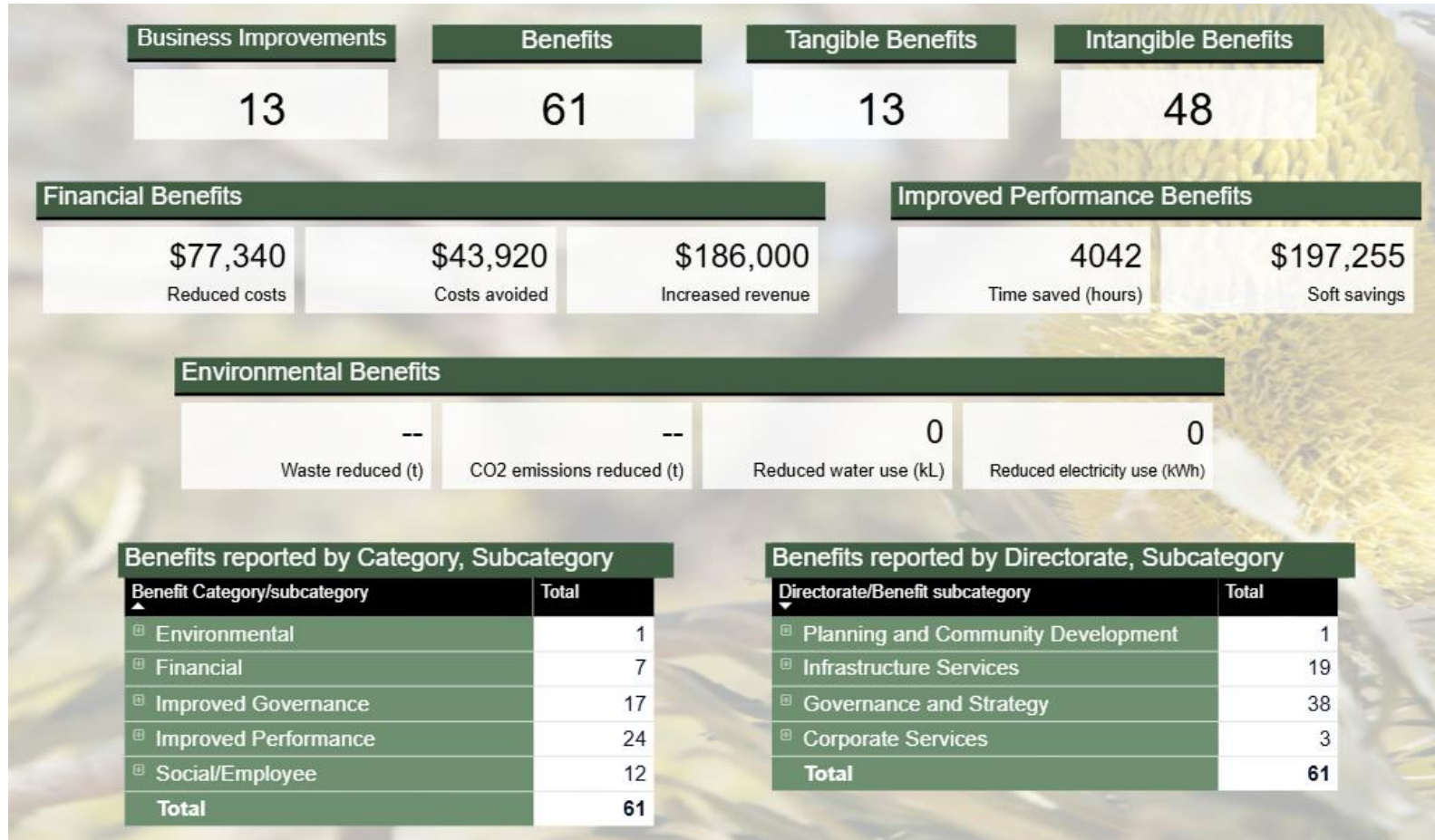
Benefits subcategories

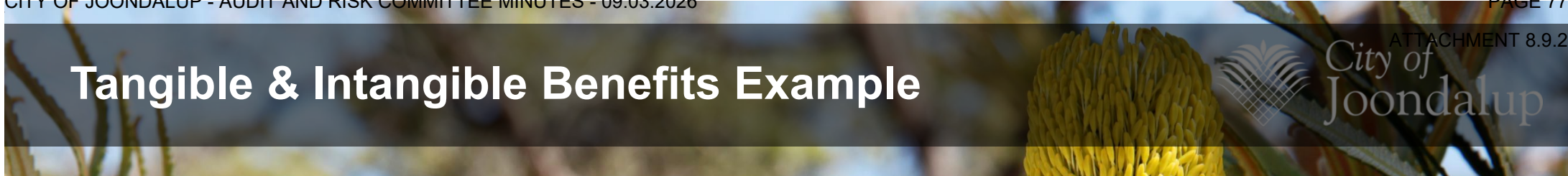
- Reduced risk
- Greater transparency
- Improved knowledge sharing
- Improved decision making
- Improved data security
- Greater financial sustainability





Benefits Realisation Dashboard





Tangible & Intangible Benefits Example

Business improvement:

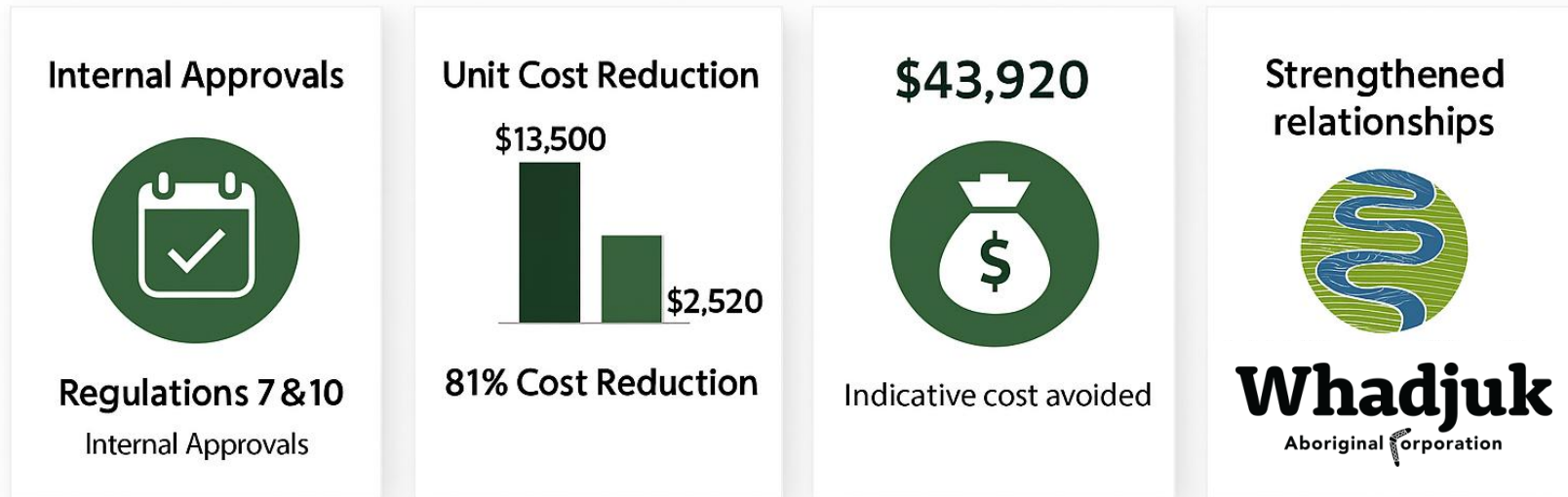
Aboriginal heritage approvals business improvement



Costs avoided



Improved communication & collaboration

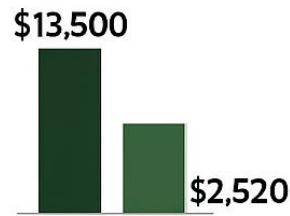


Internal Approvals



Regulations 7 & 10
Internal Approvals

Unit Cost Reduction



81% Cost Reduction

\$43,920



Indicative cost avoided

Strengthened relationships



Whadjuk
Aboriginal Corporation



Tangible Benefits Example

Business improvement:

Forestree Tree Management software implementation



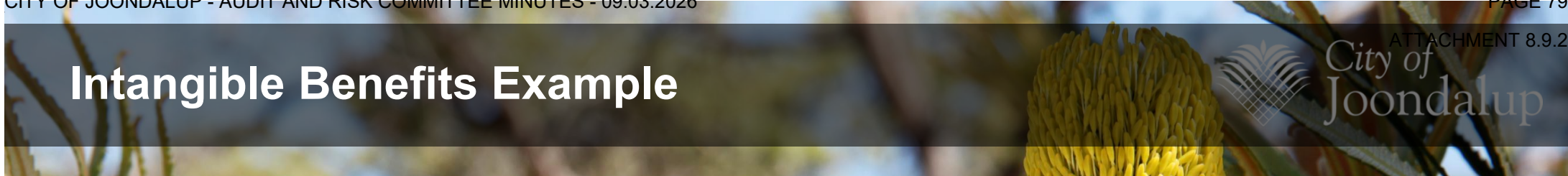
Improved processes



Officer time saved
~2,360 hours



Soft savings =
\$118,040



Business improvement:

Forestree Tree Management implementation



Reduced risk



Improved health & safety



Improved compliance



Improved wellbeing/morale



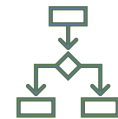
Improved communication



Improved data collection



Improved reporting



Improved decision making

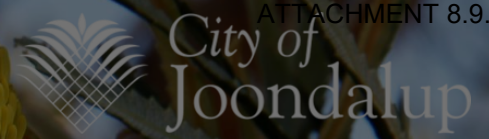


Improved transparency



Fewer errors

Next steps



Continue building staff capacity through benefits realisation training and support.



Review and refinement of organisation approach to benefits realisation, including consultation with staff 12 months-post implementation.



Half yearly reports to Audit and Risk Committee summarising business improvement benefits.

Title	Benefit description	Tangible/intangible	Benefit category	Benefit subcategory
Aboriginal heritage approvals	Strengthened collaboration and communication with the Whadjuk Aboriginal Corporation through direct, consistent engagement, building more trusted working relationships.	Intangible	Improved Performance	Improved communication/ collaboration
Aboriginal heritage approvals	Environmental Development team are conducting Regulation 7 and 10 Aboriginal heritage approvals internally for projects with minor impacts to Aboriginal heritage sites rather than engaging a consultant to undertake them.	Tangible	Financial	Cost avoided
Bulk Waste Collection Services	New revenue stream of \$41k since June 2024 created through the City selling the metal commodity (such as white goods) to metal recyclers.	Tangible	Financial	Increased revenue
Bulk Waste Collection Services	Smarter procurement of the collection of Bulk Waste and White Goods contract direct with local supplier has saved \$45k per year.	Tangible	Financial	Reduced operating costs
Consultation Request Process Improvement	Digital workflow and SharePoint tracking reduces the need of printed documentation and paper-based records.	Intangible	Environmental	Improved recycling
Consultation Request Process Improvement	Supports good governance by aligning with the Privacy and Responsible Information Sharing Act 2024 and internal protocols requiring engagement with the Policy, Planning and Research team for all City consultations.	Intangible	Improved Governance	Improved compliance
Consultation Request Process Improvement	Higher-quality data and consistent processes support more informed planning and prioritisation of consultation activities.	Intangible	Improved Governance	Improved decision making
Consultation Request Process Improvement	Improved transparency by using the SharePoint list to provide a clear audit trail of all requests, approvals and Policy, Planning and Research actions.	Intangible	Improved Governance	Improved transparency
Consultation Request Process Improvement	The Consultation form is accessible to all staff creating timely, standardised submissions which reduce back-and-forth communication and improves engagement with the Policy, Planning and Research team.	Intangible	Improved Performance	Improved communication/ collaboration
Consultation Request Process Improvement	Improved data entry and collection is supported by relevant and targeted questions, with responses automatically captured in a centralised SharePoint list to enable more effective data tracking.	Intangible	Improved Performance	Improved data collection
Consultation Request Process Improvement	Improved reporting enabled through centralised tracking of request volumes and status, reducing administrative effort.	Intangible	Improved Performance	Improved reporting
Consultation Request Process Improvement	Anecdotal improved customer satisfaction through a guided, consistent and supportive process.	Intangible	Social/Employee	Improved customer satisfaction
Consultation Request Process Improvement	Reducing repetitive and administrative tasks enables staff to focus on more value-add work, which improves job satisfaction and wellbeing.	Intangible	Social/Employee	Improved job satisfaction
Consultation Request Process Improvement	Consultation Form process improvement delivers a consistent, simplified & efficient request experience for internal staff to obtain prior approval to engage Policy, Planning and research expertise. Optimising existing Nintex workflow and SharePoint functionality has reduced time taken and administrative tasks.	Tangible	Improved Performance	Improved processes
Corporate Sponsorship Program (Smartygrants) process improvement	Software adheres to Corporate Sponsorship Program Council Policy providing visibility of consecutive submissions.	Intangible	Improved Governance	Improved compliance
Corporate Sponsorship Program (Smartygrants) process improvement	Data driven decisions inform the sponsorship process and are no longer subjective to an individual's opinion. Data provides insight to understand sponsorship opportunities to meet community needs.	Intangible	Improved Governance	Improved decision making

Corporate Sponsorship Program (Smartygrants) process improvement	Software provides transparent and rigorous assessments that ensures fairness and builds confidence in sponsorship decisions.	Intangible	Improved Governance	Improved transparency
Corporate Sponsorship Program (Smartygrants) process improvement	Improved communication through one concise Sponsorship summary report. Improved collaboration and visibility across Business Units and the Mayor's office.	Intangible	Improved Performance	Improved communication/ collaboration
Corporate Sponsorship Program (Smartygrants) process improvement	Improved data collection through automation and consistent format in one system. than emails and files which was onerous to analyse and track. and imported into the dashboard.	Intangible	Improved Performance	Improved data collection
Corporate Sponsorship Program (Smartygrants) process improvement	Streamlined reporting processes to remove duplication. Dashboard presents accurate and real-time data in a clear and understandable format to manage and report Sponsorships.	Intangible	Improved Performance	Improved reporting
Corporate Sponsorship Program (Smartygrants) process improvement	Streamlined reporting and administration of sponsorship applications without impacting submission volumes. Greater confidence in dependable and effective operational practices. Reduced unnecessary repetition in report preparation.	Intangible	Social/Employee	Improved employee wellbeing/morale
Corporate Sponsorship Program (Smartygrants) process improvement	Streamlined process from 12 submissions per year to two rounds per year, reducing assessment time, volume and frequency of council reports. Process is efficient, consistent and rigorous.	Tangible	Improved Performance	Improved processes
Development Application and Building Application Survey Benefits	Improved decision making through accurate and easy to interpret reports, highlighting trends and improvements where action is required.	Intangible	Improved Governance	Improved decision making
Development Application and Building Application Survey Benefits	Improved data collection to enhance accuracy, quality and relevance has been achieved through the survey being segmented into two, one for each Application service. This provides rigour and consistency for KPI reporting and prevents inaccurate data.	Intangible	Improved Performance	Improved data collection
Development Application and Building Application Survey Benefits	Improved reporting through removal of underutilised reports and introduction of automated reporting.	Intangible	Improved Performance	Improved reporting
Development Application and Building Application Survey Benefits	Improved processes have been streamlined to prioritise value-adding tasks, enhance efficiencies in customer engagement, and automate data analysis and report generation.	Tangible	Improved Performance	Improved processes
Expansion of Craigie Leisure Centre retail range	Creation of a new wearable merchandise range for customers to purchase, developed using Craigie Leisure Centre's intangible brand elements, will generate a projected revenue of \$20,000 a year.	Tangible	Financial	Increased revenue
Extension of Joondalup Libraries branch opening hours	In a community survey, conducted as part of an external whole-of-service review of Joondalup Libraries in 2024, respondents identified an extension to current branch opening hours as an area for improvement. From September 2025, the three suburban branches (Duncraig, Whitford, Woodvale) now open their doors to the public at 9am, instead of 9.30am.	Intangible	Social/Employee	Improved customer satisfaction
Forestry Tree Management Implementation	Improved compliance through better visibility and management of polyphagous shot-hole borer sites and urban forest maintenance to prevent risk of injury.	Intangible	Improved Governance	Improved compliance

Forestree Tree Management Implementation	The platform delivers detailed reports that support informed and data-driven decision-making across business units and directorates, helping improve planning, identify improvements, and optimise resourcing.	Intangible	Improved Governance	Improved decision making
Forestree Tree Management Implementation	Improved transparency and completeness of tree and vegetation assets in one place.	Intangible	Improved Governance	Improved transparency
Forestree Tree Management Implementation	Forestree enhances the City's ability to assess, mitigate, monitor, and respond to environmental risks such as extreme weather events, tree failure, pests such as PSHB, and disease outbreaks. Provision of improved maintenance schedules reduces the risk of insurance claims and utilises the international standard TRAQ risk assessment methodology.	Intangible	Improved Governance	Reduced risk
Forestree Tree Management Implementation	The platform captures real-time data in one place rather than having to manage over multiple platforms (T1, GIS, JEM), leading to fewer errors.	Intangible	Improved Performance	Fewer errors
Forestree Tree Management Implementation	On site app access to view real-time data and work orders for CoJ workforce and contractors. Integration with City's website assists residents with tree related queries.	Intangible	Improved Performance	Improved communication/ collaboration
Forestree Tree Management Implementation	Accurate real-time data recording captures richer and valuable insights and has transformed Urban Forest asset management. Tracking of critical issues like the polyphagous shot-hole borer (PSHB) is essential for managing the bio-diversity threat.	Intangible	Improved Performance	Improved data collection
Forestree Tree Management Implementation	Improved reporting and transparency of urban forest status, tree management activities and schedules. Data can be captured in real time, on site through an app creating efficiencies and accurate data. The dashboard provides rich data analytics to effectively manage the urban forest.	Intangible	Improved Performance	Improved reporting
Forestree Tree Management Implementation	The platform enables service levels to be achieved, and reduced complaints through active management and integration with the City's website.	Intangible	Social/Employee	Improved customer satisfaction
Forestree Tree Management Implementation	The workforce can review and update data onsite using mobile devices, enabling a streamlined, user-friendly, first-touch resolution experience.	Intangible	Social/Employee	Improved employee wellbeing/morale
Forestree Tree Management Implementation	Tasks aligned to employee expertise and outside workforce report platform is easy to use.	Intangible	Social/Employee	Improved job satisfaction
Forestree Tree Management Implementation	Capturing tree protection zones and structural root zones in the platform improves safety and compliance by ensuring accurate maintenance and inspection information is always accessible. This removes the need for onsite measurement checks.	Intangible	Social/Employee	Improved workplace health and safety
Forestree Tree Management Implementation	Forestree supports consistent assessment processes and streamlines workflows by integrating inspection records, work orders, and reporting within a single platform. This improves operational efficiency and reduces duplication of effort across teams and contractors. Use of automation through data input and algorithms drives proactive maintenance and planning activities resulted in reduced workloads.	Tangible	Improved Performance	Improved processes
Improve class transfer process for swim school customers	Review of swim school class transfer process increased revenue by \$50,000 per year.	Tangible	Financial	Increased revenue

Knowledge Capture Program	Develop a process for the capture of organisational knowledge held by long standing employees leaving the organisation to ensure business continuity and effective succession planning.	Intangible	Improved Governance	Improved decision making
Knowledge Capture Program	Develop a process for the capture of organisational knowledge held by long standing employees leaving the organisation to ensure business continuity and effective succession planning.	Intangible	Improved Governance	Reduced risk
Knowledge Capture Program	Developed a process for the capture of organisational knowledge held by long standing employees leaving the organisation to ensure business continuity and effective succession planning.	Intangible	Improved Performance	Improved communication/ collaboration
Management of non-compliant Election Signage process	The register provides a mechanism to assess and measure the compliance of the Candidates signage, record removed signs considered in breach and issued infringement notices as required in line with Local Government and Public Property Local Law 2014.	Intangible	Improved Governance	Improved compliance
Management of non-compliant Election Signage process	The updated process simplifies the decision making and reporting process for Field Officers on whether the signage is compliant or not. Identifying trends on the number of requests may inform better development of rosters and FTEs available during the busier periods.	Intangible	Improved Governance	Improved decision making
Management of non-compliant Election Signage process	Now accessed through SharePoint, transparency of Election Signage requests has been improved and allows for Community Safety and Governance to view and progress requests in real-time. Both Business Units have responsibility for maintaining accuracy of the related information.	Intangible	Improved Governance	Improved transparency
Management of non-compliant Election Signage process	Nintex form has provided a guided and consistent approach to capturing election signage requests which minimised errors and reduced the back-and-forth required to clarify the request, resulting in faster turnaround times and improved employee satisfaction.	Intangible	Improved Performance	Fewer errors
Management of non-compliant Election Signage process	Improved cross-functional collaboration between the Governance and Community Safety business units to address the previously cumbersome process.	Intangible	Improved Performance	Improved communication/collaboration
Management of non-compliant Election Signage process	The Nintex report form creates cross-functional and consistent data collection between Governance and Community Safety. The improved report captures end-to-end data that demonstrates time spent, volumes, location, Local Authority and associated Candidate of non-compliant Election Signage. All Federal, State and Local Government election issues are now centralised in one register.	Intangible	Improved Performance	Improved data collection
Management of non-compliant Election Signage process	Visibility of reports is accessible and easily maintained by Governance and Community Safety which ensures information is accurate and current. Built in service level agreements and status of request provides enhanced coordination and insight into managing election signage requests.	Intangible	Improved Performance	Improved reporting
Management of non-compliant Election Signage process	Staff have reported the process has significantly improved the way requests are reported, managed, and actioned, resulting in greater efficiency in their work.	Intangible	Social/Employee	Improved customer satisfaction

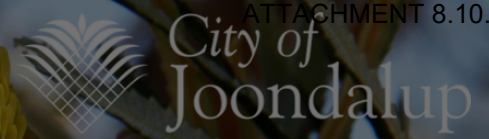
Management of non-compliant Election Signage process	Streamlined process allows for staff to quickly access the required information in one space rather than multiple sources of spreadsheets, tables and Content Manager. Better efficiency = improved employee performance and wellbeing.	Intangible	Social/Employee	Improved employee wellbeing/morale
Management of non-compliant Election Signage process	Improved process ensures requests are actioned efficiently with the right information provided upfront meaning the request can be actioned immediately. Frustrations with process have been reduced, achieving better outcomes and service delivery for all involved Business Units.	Intangible	Social/Employee	Improved job satisfaction
Management of non-compliant Election Signage process	A process review enabled streamlining of steps and implementation of new platforms to report and provide oversight of complaints across Governance and Community Safety.	Tangible	Improved Performance	Improved processes
Relocation of Beach Tractor	Risk is reduced through the use of secure premises and minimised vehicle operation time, lowering the likelihood of hazards and incidents.	Intangible	Improved Governance	Reduced risk
Relocation of Beach Tractor	Improved safety through storage of the vehicle on secure and CCTV monitored premises and reduction in driving time.	Intangible	Social/Employee	Improved workplace health and safety
Relocation of Beach Tractor	Storing the Beach Cleaning Tractor on under-utilised City owned property at MacDonald Park has saved \$32,340 over the next three years by ending the lease with Ern Halliday Recreation Camp.	Tangible	Financial	Reduced operating costs
Relocation of Beach Tractor	Improved processes through consolidation of operations, reduction in maintenance and operating costs and time.	Tangible	Improved Performance	Improved processes
Removal of one-month free upfront gym memberships	Increased revenue of \$75,000 per year has been realised by removing the one-month free gym membership offer. This change was informed by analysis of market and industry trends towards direct debit memberships undertaken as part of the service review.	Tangible	Financial	Increased revenue



Performance Measure Framework

Audit and Risk Committee, March 2026

Overview



Oct 2022

- Council considered a confidential item on the CEO's Annual Performance Review and requested the CEO prepare a report on developing efficiency and effectiveness measures for City services.

Nov 2023

- A report on potential performance measures was presented to Council, which resolved to commence the Performance Measures Project in FY2024–25.

Jun 2025

- Council endorsed the proposed performance measures, recognising their value in strengthening accountability, increasing transparency, and supporting data-driven decision-making across the City.

Nov 2025

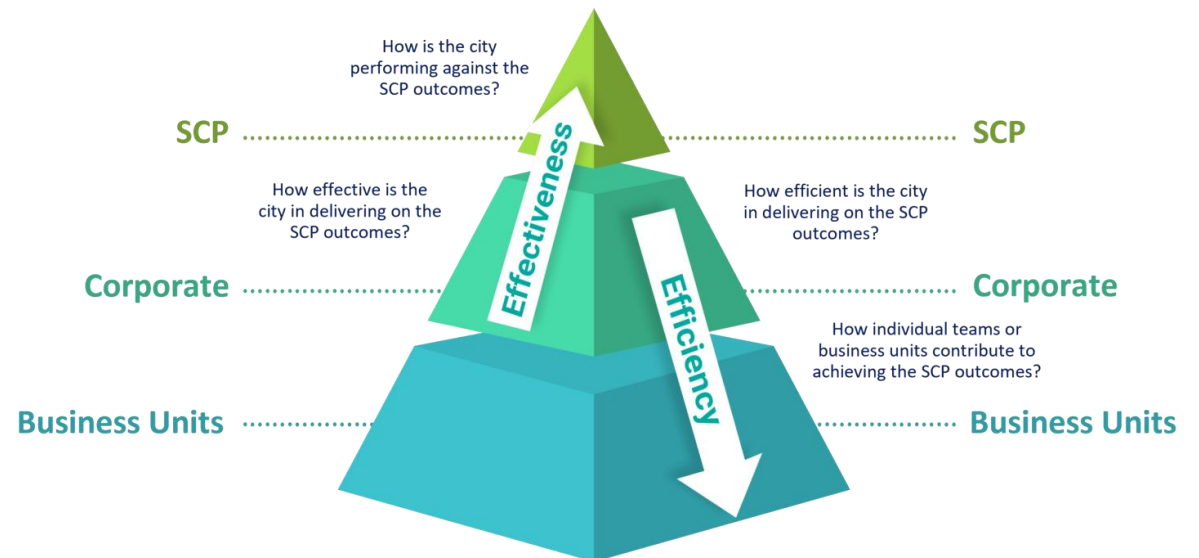
- Implementation of the Performance Measure Reporting Project commenced, supported by the development of a Framework detailing the processes, tools, standards and methodologies required for consistent performance reporting across the organisation.

Ongoing

- Twice-yearly progress reports will be provided to the Audit and Risk Committee, and staff training is underway to build capability and ensure consistent application of the performance reporting framework.

Background

- The Performance Measure Framework establishes the processes, tools, standards and methodologies required for consistent performance reporting across the City.
- Strategic alignment with:
 - *Strategic Community Plan (Joondalup 2032)*
- Efficiency and effectiveness are key performance measures that guide this approach.
 - **Efficiency** is about *doing things right*—using resources wisely to deliver services.
 - **Effectiveness** is about *doing the right things*—achieving the outcomes that matter most to our community.



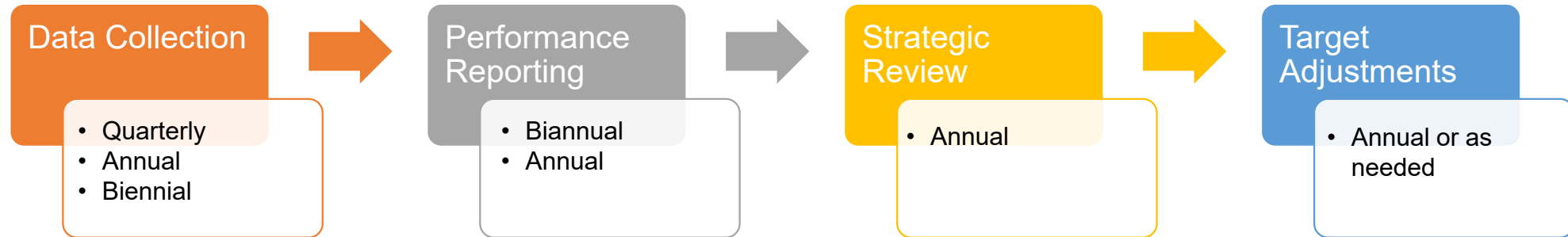
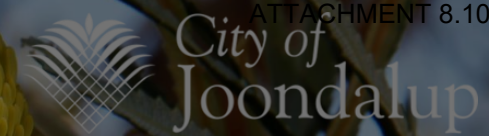
Our Measures



Two sets of measures were developed in consultation with Elected Members, Executive Leadership Team (ELT) and Executive Management Team (EMT) and endorsed by Council in June 2025:

- **SCP Measures**- Reported annually through the Annual Report, showing how we're performing against community outcomes.
- **Organisational Measures**- Reported to the Audit and Risk Committee twice yearly, supported by an internal dashboard that tracks progress and drives accountability.

Reporting Actuals Against Target



Reporting actual results against established targets enables the community to evaluate how effectively the council has delivered its services.

❖ Target Thresholds

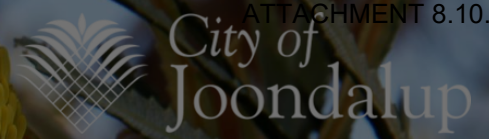
A range is used across targeted results to better express the outcome. The variance outcome between the target and the result can be represented in three categories:

- Meets target;
- Within range; and
- Missed target.

The nature of the measure (increasing or decreasing will determine how the range applies to the result:

1. Expected Increasing Trend Measures
2. Expected Decreasing Trend Measures

Expected Increasing Trend Measures



❖ Definition

A performance measure with an **expected increasing trend** reflects an area where growth, improvement, or higher participation is desirable. The measure is considered to improve as the value increases.

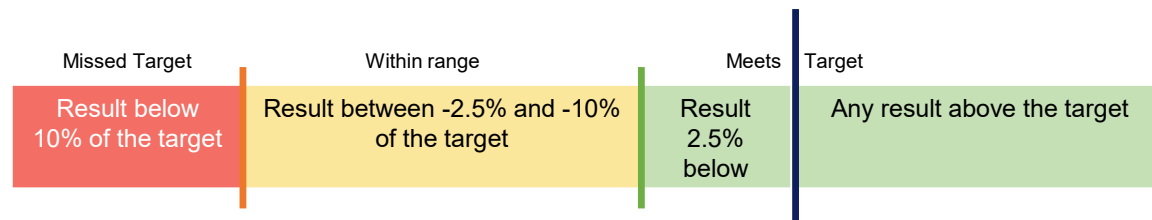
❖ Assumption

As the value increases, performance is improving. A target is set based on desired outcomes, and a performance range is applied to allow for acceptable variation.

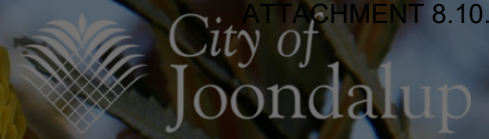
❖ Target Thresholds

A range is used across targeted results to better express the outcome. The variance outcome between the target and the result can be represented in three categories:

- Meets target: Result is equal to or above the set target, or up to 2.5% below it.
- Within range: Result is below the target but within the acceptable range.
- Missed target: Result is below both the target and the acceptable range.



Expected Decreasing Trend Measures



❖ Definition

A performance measure with an **expected decreasing trend** represents an area where reduction, minimisation, or lower occurrence is the goal. The measure is considered to improve as the value decreases.

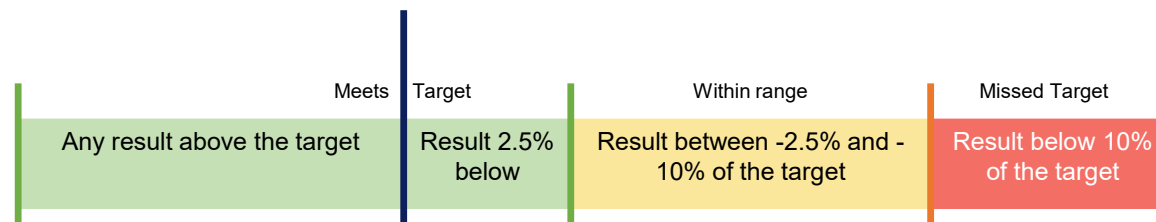
❖ Assumption

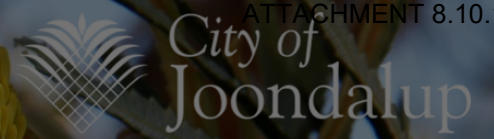
As the value decreases, performance is improving. A target is set based on desired outcomes, and a performance range is applied to allow for acceptable variation.

❖ Target Thresholds

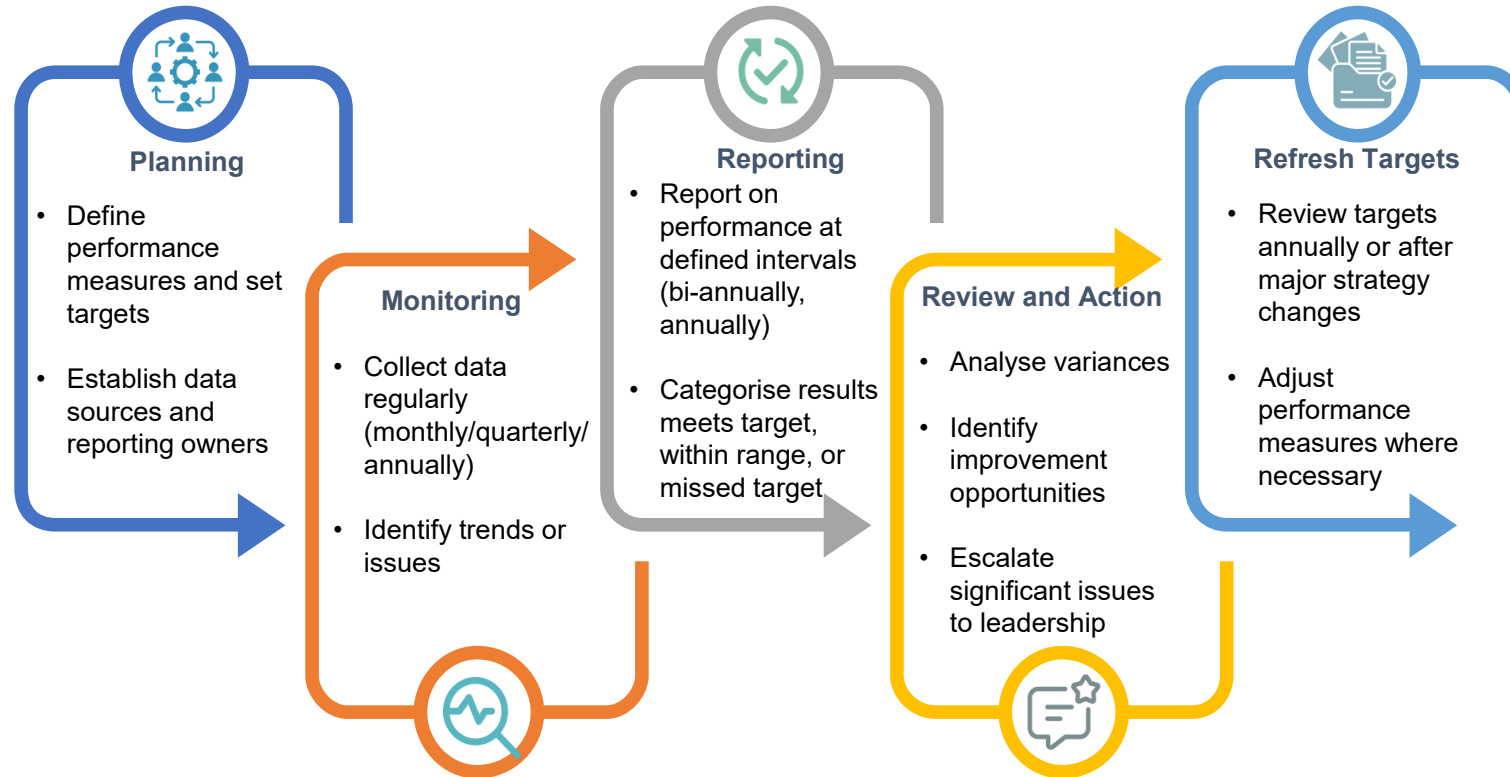
A range is used across targeted results to better express the outcome. The variance outcome between the target and the result can be represented in three categories:

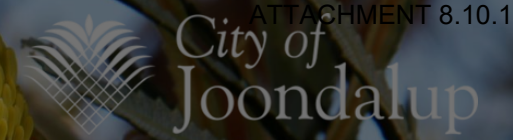
- Meets target: Result is equal to or above the set target, or up to 2.5% below it.
- Within range: Result is below the target but within the acceptable range.
- Missed target: Result is below both the target and the acceptable range.



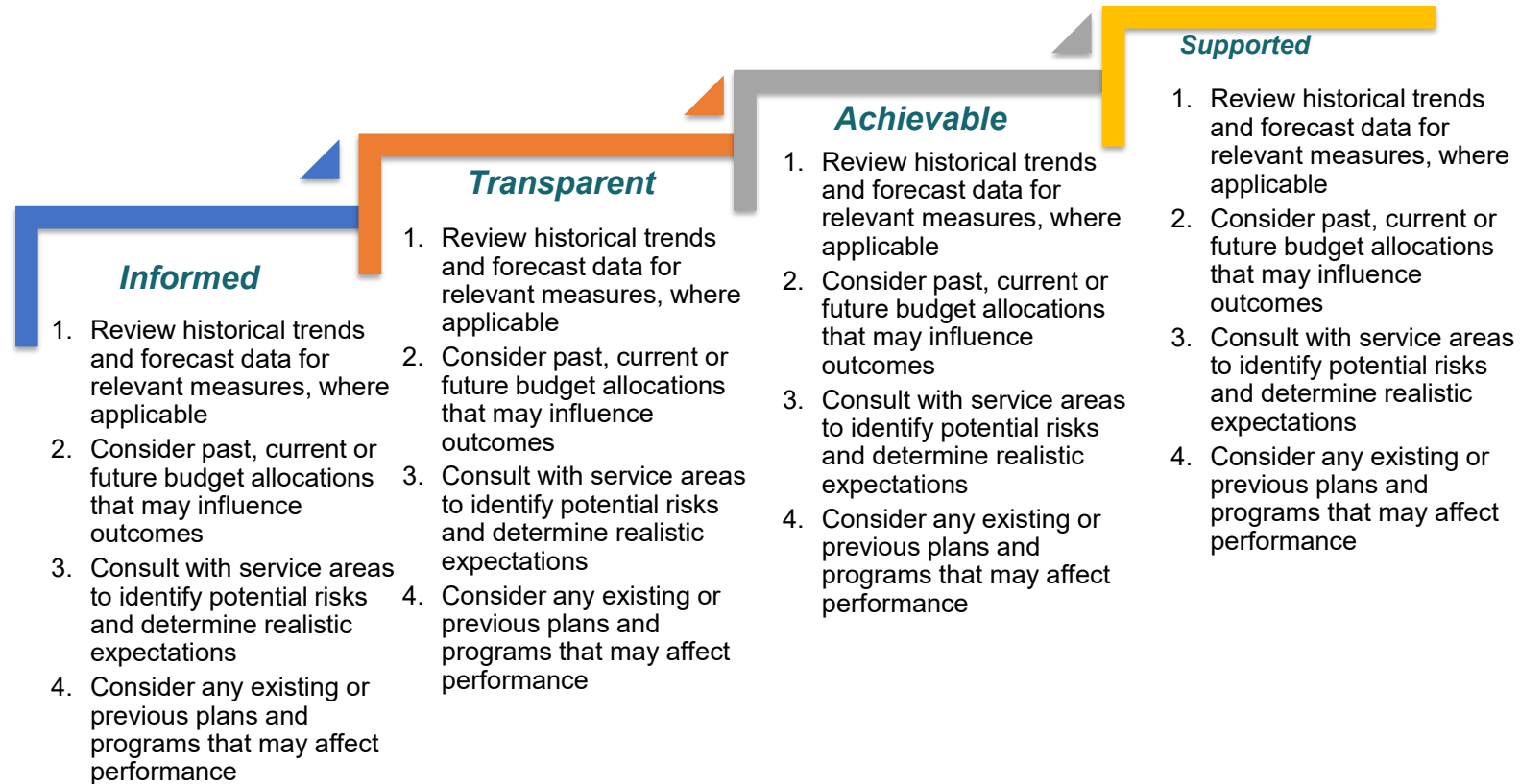


Performance Target Reporting Cycle

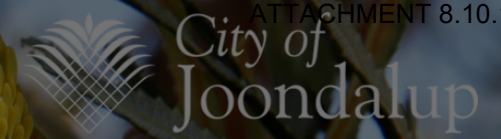




Principles for setting targets



Org Measures- Outcome Dashboard (Traffic Light System)



❖ *Organisational measures*

- The organisational measures will be reported to the Audit and Risk Committee twice yearly.

COMMUNITY				
Outcome	Measure	Target	Current Result	Status
1.1 Healthy and Safe	Graffiti removed within target (2 days of incident)	> 95%	98.9%	●
1.2 Inclusive and Connected	Percentage change in volunteers engaged through the Joondalup Volunteer Resource Centre	<10%	25%	●
1.3 Active and Social	Community Satisfaction with Craigie Leisure Centre	> 90%	85%	●

The diagram provides an example of how the organisational performance measures will be displayed within the internal dashboard.

SCP: Joondalup 2032- Organisational Measures (Efficiency/Effectiveness)

Key theme	Outcomes	Measure	Measure Type	Target/Trend	Collection Frequency	Data Source	New/ Existing	Service
COMMUNITY	1-1 Healthy and safe - You feel healthy and safe in your local community.	Graffiti removed within target (2 days of incident)	Effectiveness	Maintain above 95%	Quarterly	Corporate Dashboard	Existing	Community Safety, Compliance & Education services
		Cost of graffiti removal per incident/quarter	Efficiency	Baseline to be established- Maintain baseline + Increasing trend	Quarterly	TBD	Proposed	Community Safety, Compliance & Education services
		Percentage of cautions issued vs infringements	Effectiveness	Increasing/decreasing trend	Quarterly	Pinforce	Existing	Community Safety, Compliance & Education services
		Community Satisfaction with Community Safety Services	Effectiveness	Maintain above 80%	Biennial	Community Satisfaction Survey	Existing	Community Safety, Compliance & Education services
		Percentage of pool inspections overdue	Effectiveness	Maintain below 1%	Quarterly	TechOne	Existing	Building and Planning Compliance services
		Community satisfaction with Pool Inspections	Effectiveness	Maintain above 80%	Biennial	Community Satisfaction Survey	Existing	Building and Planning Compliance services
		Percentage of environmental health applications processed within target timeframes	Effectiveness	Maintain above 90%	Quarterly	TBD	Proposed	Health and Environmental Services
		Community Satisfaction with Environmental Health Services	Effectiveness	Maintain above 85%	Biennial	Community Satisfaction Survey	Existing	Health and Environmental Services
		Number of rescues performed by beach lifeguard services contracted by the City	Output	Maintain below 10	Quarterly	Surf Life Saving WA	Existing	Recreation Services
		Number of preventative actions performed by beach lifeguard services contracted by the City	Output	Maintain above 6000 preventive actions	Annual	Surf Life Saving WA	Existing	Recreation Services
	1-2 Inclusive and connected - You enjoy local services and programs that cater for different ages, abilities and backgrounds.	Percentage change in volunteers engaged through the Joondalup Volunteer Resource Centre	Effectiveness	Establish baseline, increasing/decreasing trend	Annual	TBD	Existing	Community Development services
		Number of support opportunities provided to community groups / leaders	Output	TBD	Annual	TBD	Proposed	Community Development services
	1-3 Active and social - You enjoy quality local activities and programs for sport, learning and recreation.	Average percentage of learning programs delivered (against planned for the year)	Effectiveness	Baseline to be established- Maintain baseline + Increasing trend	Annual	TBD	Proposed	Libraries services
		Community Satisfaction with Craigie Leisure Centre	Effectiveness	Maintain above 90%	Biennial	Community Satisfaction survey	Existing	Craigie Leisure Centre Management services
		Membership numbers - Craigie Leisure Centre	Output	Increasing trend	Quarterly	CLC booking system	Existing	Craigie Leisure Centre Management services
		Craigie Leisure Centre financial performance against position statement	Effectiveness	Within budget	Quarterly	Finance one data	Existing	Craigie Leisure Centre Management services
		Craigie Leisure Centre Attendances	Output	Increasing trend	Quarterly	CLC booking system	Existing	Craigie Leisure Centre Management services
		Utilisation of sports parks and recreation parks	Output	Establish baseline, increasing trend	Quarterly	TBD	Existing	Recreation Services
	1-4 Artistic and creative - You celebrate, support and participate in art and events in your local area.	Customer satisfaction with community facilities	Effectiveness	Maintain above 85%	Biennial	Community Satisfaction Survey	Existing	Cultural Events, Visual Arts and Arts Development services
		Galleries/ exhibitions attendances	Output	Increasing trend	Quarterly	TBD	Existing	Cultural Events, Visual Arts and Arts Development services
Average percentage of attendees at major City of Joondalup art and cultural events versus capacity crowd		Output	Baseline to be established- Maintain baseline + Increasing trend	Quarterly	TBD	Existing	Cultural Events, Visual Arts and Arts Development services	
Community Funding Applications Determined		Output	Baseline to be established- Maintain baseline + Increasing trend	Quarterly	TBD	Existing	Cultural Events, Visual Arts and Arts Development services	
Total number of local artists receiving support or grants		Output	Baseline to be established- Maintain baseline + Increasing trend	Quarterly	TBD	Proposed	Cultural Events, Visual Arts and Arts Development services	
Number of Programs delivered under the cultural events program		Output	Baseline to be established- Maintain baseline + Increasing trend	Quarterly	TBD	Existing	Cultural Events, Visual Arts and Arts Development services	
Percentage of Event Attendees versus Venue Capacity - cultural events (average attendance)		Output	Baseline to be established- Maintain baseline + Increasing trend	Quarterly	TBD	Existing	Cultural Events, Visual Arts and Arts Development services	
ENVIRONMENT	2-1 Managed and protected - You value and enjoy the biodiversity in local bushland, wetland and coastal areas.	Volunteer Hours Contributed by Environmental friends groups	Output	Baseline to be established- Maintain baseline + Increasing trend	Quarterly	TBD	Existing	Natural Areas Management services
		Number of trees planted across the city in urban areas through the Leafy City Program and Winter Tree Planting Program	Output	Baseline to be established- Maintain baseline + Increasing trend	Annual	GIS data	Existing	Natural Areas Management services
		Number of native plants provided to households, environmental groups and schools for planting in urban and natural areas	Output	Baseline to be established- Maintain baseline + Increasing trend	Quarterly	TBD	Proposed	Natural Areas Management services
	2-2 Clean and sustainable - You are supported to minimise waste and live sustainably in a clean environment	Customer satisfaction with conservation and natural area management	Effectiveness	Maintain above 85%	Biennial	Customer satisfaction Survey	Existing	Natural Areas Management services
		Customer satisfaction with waste management services	Effectiveness	Maintain above 88%	Biennial	Customer satisfaction Survey	Existing	Natural Areas Management services
		Presentation rates - kerbside bins by bin type (red, green, yellow)	Output	Red-90, Y-90, G-50	Quarterly	Veolia Reports	Existing	Waste Management services
		Percentage change in tonnage of illegally dumped waste collected	Effectiveness	Baseline to be established- Maintain baseline + Increasing trend/ decreasing trend	Annual	TBD	Proposed	Litter Collection services
	2-3 Responsible and efficient - You benefit from a responsible and efficient use of natural resources	Percentage of bins collected	Efficiency	Baseline to be established	Quarterly	TBD	Existing	Waste Management services
		Waste Requests Resolved Within Target	Efficiency	Maintain above 95%	Quarterly	Waste Contractor data	Existing	Waste Management services
		Amount of water used for irrigation (KL per hectare)	Efficiency	Baseline to be established- Maintain baseline + Increasing trend/ decreasing trend	Quarterly	TBD	Existing	Natural Areas Management services
		Water consumed by City Buildings and Facilities	Efficiency	Baseline to be established- Maintain baseline + Increasing trend/ decreasing trend	Quarterly	Azility Reporting	Existing	Strategic asset management
		Amount of renewable energy generated by City buildings and facilities (kWhr)	Efficiency	Increasing trend	Annual	Azility Reporting	Existing	Strategic asset management
	2-4 Resilient and prepared - You understand and are prepared for the impacts of climate change and natural disasters.	Percentage of City fleet consisting of electric vehicles	Efficiency	Increasing trend	Annual	TBC	Proposed	Strategic asset management
Energy consumed by City Buildings and Facilities		Efficiency	Baseline to be established- Maintain baseline + Increasing trend/ decreasing trend	Quarterly	Azility Reporting	Existing	Strategic asset management	
Community Satisfaction with Emergency Management Services		Effectiveness	Maintain above 85%	Biennial	Customer Satisfaction Survey	Existing	Emergency Management services	
Percentage of Fire Break Inspections completed within statutory timeframe		Effectiveness	Maintain above 100%	Quarterly	TBD	Proposed	Community Safety, Compliance & Education services	
Percentage of fuel load assessments completed within timeframe (city managed land)		Effectiveness	Baseline to be established- Maintain baseline + Increasing trend	Quarterly	TBD	Proposed	Natural Areas Management services	
PLACE	3-1 Connected and convenient - You have access to a range of interconnected transport options.	Number of Capital Works Programs delivered on time and within budget- Traffic Management Program and Civil construction Program	Effectiveness	Baseline to be established	Annual	TBD	Existing	Transport and Traffic Engineering services
		Number of reactive maintenance request resolved within target (including footpaths, roads, etc)	Output	Baseline to be established- Maintain baseline + Increasing trend	Quarterly	TechOne	Existing	Engineering Maintenance services

3-2 Well-planned and adaptable - You enjoy well-designed, quality buildings and have access to diverse housing options in your neighbourhood.	Percentage of community satisfied with transport and traffic management services	Effectiveness	Maintain above 85%	Biennial	Community Satisfaction survey	Existing	Transport and Traffic Engineering services	
	Percentage of community satisfied with parking management services	Effectiveness	Maintain above 70%	Biennial	Community Satisfaction survey	Existing	Paid Parking Activities services	
	Percentage of planning applications determined within timeframe	Efficiency	Baseline to be established- Maintain baseline + Increasing trend	Quarterly	TechOne	Existing	Building and Planning Compliance services	
	Percentage of building permit applications determined within statutory timeframe	Efficiency	Maintain above 95%	Quarterly	TechOne	Existing	Building and Planning Compliance services	
	Community Satisfaction with Planning and Urban Design Services	Effectiveness	Baseline to be established- Maintain baseline + Increasing trend	Biennial	Community Satisfaction Survey	Existing	Planning and Urban Design services	
	Community satisfaction with City of Joondalup landscaping design	Effectiveness	Maintain above 85%	Biennial	Community Satisfaction Survey	Existing	Landscape Design services	
	Percentage increase in canopy cover across the City	Effectiveness	Maintain above 12%	Annual	CSIRO	Existing	Natural Areas Management services	
	Number of significant trees registered on the Significant Tree Register	Effectiveness	Increasing trend	Annual	TBD	Proposed	Natural Areas Management services	
	Percentage of Maintenance Work Completed – Parks	Effectiveness	Baseline to be established- Maintain baseline + Increasing trend	Quarterly	TechOne	Existing	Park Maintenance services	
	Maintenance cost per hectare for Parks	Efficiency	Baseline to be established	Quarterly	TBD	Proposed	Park Maintenance services	
3-4 Functional and accessible - You have access to quality community facilities that are functional and adaptable.	Efficiency	Baseline to be established	Quarterly	TBD	Proposed	Community Venues and Sports Floodlighting Upgrades services		
	Overall utilisation rate of Community Facilities							
ECONOMY	4-1 Prosperous and local - You feel supported to grow your business in the City.	Percentage of businesses who are satisfied with the support provided by the City of Joondalup	Effectiveness	Maintain above 60%	Biennial	Business Perception survey	Existing	Economic Development services
		Utilisation rate of business support services	Output	Baseline to be established- Maintain baseline + Increasing trend	Quarterly	TBD	Existing	Economic Development services
	4-2 Innovative and confident - You are attracted to the City's unique characteristics and potential and feel confident in investing.	Investment in the City - Direct and Indirect economic value as a result of investment and attraction activities undertaken by the City	Effectiveness	Baseline to be established- Maintain baseline + Increasing trend	Quarterly	Economic ID/ ABS	Existing	Economic Development services
4-3 Appealing and welcoming - You welcome residents, and local and international visitors to the City	Number of events held in the City and attendances	Output	Baseline to be established- Maintain baseline + Increasing trend	Quarterly	Pathzz	Existing	Economic Development services	
LEADERSHIP	5-1 Capable and effective - You have an informed and capable Council backed by a highly-skilled workforce.	FTE Lost Time Injury	Efficiency	Baseline to be established	Quarterly	HR Dashboard data	Existing	Human Resources services
		Employee satisfaction with Joondalup as a place to work	Effectiveness	Baseline to be established- Maintain baseline + Increasing trend	Biennial	Employee Satisfaction survey	Existing	Human Resources services
		FTE Vacancy Rate	Efficiency	Baseline to be established	Quarterly	HR Dashboard data	Existing	Human Resources services
		FTE Turnover Rate	Efficiency	Baseline to be established	Quarterly	HR Dashboard data	Existing	Human Resources services
		Training and Learning Investment per Employee- (Total Training and Learning Budget/Number of Employees)	Efficiency	Baseline to be established	Quarterly	TBD	Existing	Human Resources services
		Number of motions deferred/referred back to the CEO / Committee / Strategy Session.	Output	TBD	Annual	TBD	Proposed	Governance Support services
	5-2 Proactive and represented - You are confident that the City is advocating on your behalf for the initiatives that benefit the community	Percentage of Councillors attending Civic meetings/ Sessions/ Workshops	Output	TBD	Annual	TBD	Proposed	Governance Support services
		Percentage of Grant Applications Successful	Effectiveness	Baseline to be established- Maintain baseline + Increasing trend	Quarterly	Grants Report	Existing	Grants and Awards Management services
		Value of successful grant applications	Effectiveness	Baseline to be established- Maintain baseline + Increasing trend	Quarterly	Grants Report	Existing	Grants and Awards Management services
	5-3 Engaged and informed - You are able to actively engage with the City and have input into decision-making.	Community satisfaction with the City's Website	Effectiveness	Maintain above 84%	Biennial	Customer Satisfaction survey	Existing	Communications and Stakeholder Relations services
		Number of public consultations by category	Output	Baseline to be established	Quarterly	TBD	Existing	Communications and Stakeholder Relations services
		Cost Per Consultation	Efficiency	Baseline to be established	Quarterly	TBD	Proposed	Communications and Stakeholder Relations services
		Number of campaigns and campaigns reach (tracked against target)	Output	Baseline to be established	Quarterly	TBD	Proposed	Communications and Stakeholder Relations services
	5-4 Responsible and financially-sustainable - You are provided with a range of City services which are delivered in a financially responsible manner.	Rates complaints vs rates collections	Effectiveness	Baseline to be established	Quarterly	TechOne	Existing	Rates Levying and Collection services
		Percentage rates paid within due dates	Effectiveness	Maintain above 98%	Quarterly	TechOne	Existing	Rates Levying and Collection services
		Rates complaints vs ratepayer numbers	Effectiveness	Baseline to be established	Quarterly	TechOne	Existing	Rates Levying and Collection services
Purchasing of goods and services - Number of compliance rate		Effectiveness	TBD	Quarterly	TBD	Proposed	Purchasing of Goods and Services	
Community satisfaction with the way in which information provided by residents to the city is managed		Effectiveness	Baseline to be established- Maintain baseline + Increasing trend	Biennial	Customer Satisfaction Survey	Proposed	Audit, Risk and Integrity services	
Number of breaches identified via the annual compliance audit return		Output	Baseline to be established	Quarterly	TBD	Existing	Audit, Risk and Integrity services	
Number of OAG audit outcomes		Output	Baseline to be established	Quarterly	TBD	Existing	Audit, Risk and Integrity services	
Number of misconduct findings- Staff and Elected members		Output	Baseline to be established	Quarterly	TBD	Existing	Audit, Risk and Integrity services	
Number of key priorities (CBP) Delivered on time and in budget	Effectiveness	Maintain above 70%	Annual	TBD	Existing	Audit, Risk and Integrity services		
Number of process improvements that led to benefits derived (Cost reduction)	Effectiveness	Baseline to be established- Maintain baseline + Increasing trend	Annual	TBD	Existing	Audit, Risk and Integrity services		
Number of FOI requests completed in statutory timeframe	Effectiveness	Baseline to be established- Maintain baseline + Increasing trend	Annual	TBD	Existing	Audit, Risk and Integrity services		

Joondalup 2032- SCP Measures

Key theme	Measure	Target/Trend	Collection Frequency	Data Source	New/ Existing
Community 1-1 Healthy and safe 1-2 Inclusive and connected 1-3 Active and social 1-4 Artistic and creative 1-5 Cultural and diverse	Percentage of the community who report feeling safe in their local community	Maintain baseline + Increasing trend /Baseline to be established after first survey (e.g. after baseline is established this could look like 'maintain above 70%')	Biennially	NEW - Community Perceptions Survey (City of Joondalup)	New
	City of Joondalup Liveability Score	Could be achieved through the .id Community Views Survey, see example: https://views.id.com.au/canning/values-experiences Benchmark against Greater Perth, Western Australia or Australia	Annually	City of Joondalup Community Views (.id informed decisions) — not yet active	New
	Percentage of the community satisfied with the Accessibility and Inclusion available to them within the community	Maintain baseline + Increasing trend /Baseline to be established after first survey	Biennially	NEW - Community Perceptions Survey (City of Joondalup)	New
	Net Promoter Score - Craigie Leisure Centre	TBD	Annually	TBD	New
	Percentage of the community satisfied with the library services provided by the City	TBD	Biennially	Customer Satisfaction Survey (City of Joondalup)	New
	Percentage resident satisfaction with City of Joondalup cultural events, festivals, art exhibitions and public art	Maintain above 80%	Biennially	Customer Satisfaction Survey (City of Joondalup)	Existing
	Percentage of the community satisfied with the cultural representation in City services, programs, events and materials	Maintain baseline + Increasing trend /Baseline to be established after first survey	Biennially	NEW - Community Perceptions Survey (City of Joondalup)	New
Environment 2-1 Managed and protected 2-2 Clean and sustainable 2-3 Responsible and efficient 2-4 Resilient and prepared	Percentage natural areas protected within City of Joondalup reserves	Minimum of 87.5%	Annually	GIS Mapping	Existing
	Amount of native vegetation protected under the City's Local Planning Scheme No 3, Metropolitan Region Scheme and Bush Forever*	Maintain above 1,211 ha	Annually	GIS Mapping	Existing
	Percentage of the community who value/visit/enjoy the City's Local bushland, wetland and coastal areas	Maintain baseline + Increasing trend /Baseline to be established after first survey	Biennially	NEW - Community Perceptions Survey (City of Joondalup)	New
	Percentage increase in vegetation quality scores within each site category (e.g., dunes, wetlands) over a specific period.	Maintain above 80%	Annually	Ecological Surveys	Existing
	Percentage residential waste diverted from landfill in the City of Joondalup	Establish baseline year, Decreasing trend year on year	Annually	Waste contractor	Existing
	Percentage decrease in the annual tonnage of litter collected	Establish baseline year, Decreasing trend year on year	Annually	Waste contractor	Existing
	Percentage of Community who feel they live in a clean environment	Maintain baseline + Increasing trend /Baseline to be established after first survey	Biennially	NEW - Community Perceptions Survey (City of Joondalup)	New
	Percentage of groundwater usage within prescribed allocation limits	Maintain below 110% (Baseline- 108.9 %)	Annually	Bore meter data	Existing
	Percentage reduction in scheme water usage compared to a baseline year.	Establish baseline year, Maintain 5% below	Annually	Water corporation	Existing
	Percentage reduction in greenhouse gas emissions compared to a baseline year	Establish baseline, decreasing trend year on year	Annually	Azility	Existing
	Percentage decrease in emission due to renewable energy generation	Decreasing trend year on year	Annually	Azility	Existing
Percentage of the community who feel informed and prepared for the impacts of climate change and natural disasters	Maintain baseline + Increasing trend /Baseline to be established after first survey	Biennially	NEW - Community Perceptions Survey (City of Joondalup)	New	

ATTACHMENT 8.10.3

Place 3-1 Connected and convenient 3-2 Well-planned and adaptable 3-3 Attractive and leafy 3-4 Functional and accessible	Percentage of the community satisfied with ease of movement between points of interest in the city	Maintain baseline + Increasing trend /Baseline to be established after first survey	Biennially	NEW - Community Perceptions Survey (City of Joondalup)	New
	Percentage of the community who feel they have access to a range of transport options in their local area	Maintain baseline + Increasing trend /Baseline to be established after first survey	Biennially	NEW - Community Perceptions Survey (City of Joondalup)	New
	Community Satisfaction with City parking Management and provision (availability of parking etc.)	Maintain above 70% (72% in FY2022-23, trending downwards from previous years)	Biennially	Customer Satisfaction Survey (City of Joondalup)	Existing
	Percentage progress towards state dwelling infill targets	Increasing trend year on year (100% of 22,630 additional dwellings by 2050)	Annually	Tech1 (Property and Rating database)	Existing
	Percentage of canopy cover in the City	Establish baseline- 12 % (Increasing trend year-on-year)	Annually	Department of Planning, Lands and Heritage- Urban Canopy data through Urban Forrest mapping and Urban Tree Canopy Dashboard	Existing
	Percentage resident satisfaction with City of Joondalup parks	Maintain above 90% (91% in FY 2022-23, trending downwards from previous years)	Biennially	Customer Satisfaction Survey (City of Joondalup)	Existing
	Percentage of residences within 400 metres of a sports park, recreation park or park	TBD	Annually	GIS data	Existing
	Percentage of community buildings that meet accessibility standards	Maintain 100%	Annually	TBD	Existing
	Percentage of community facilities with multi-purpose or adaptable spaces.	Maintain above 80%	Annually	TBD	New
	Percentage of community satisfied with City of Joondalup community facilities	Maintain above 80% (87% in FY2022-23, trending downwards from previous years)	Biennially	Customer Satisfaction Survey (City of Joondalup)	Existing
Economy 4-1 Prosperous and local 4-2 Innovative and confident 4-3 Appealing and welcoming	Percentage increase in GST-registered businesses over a specific period (e.g., year-on-year growth)	Increasing trend year on year	Annually	ABS	Existing
	Percentage of businesses satisfied with the City of Joondalup as a location to operate your business	Maintain above 60% (Business Perception Survey 2022- 62.6% Satisfied vs 27.4% Neutral)	Biennially	Business Perception Survey	Existing
	Percentage of business who are satisfied with the support provided by the City of Joondalup for their business	Maintain above 60% (Business Perception Survey 2022- 60.3 % Satisfied vs 17.6% Neutral)	Biennially	Business Perception Survey	Existing
	Percentage increase in local employment opportunities created by businesses in the City.	Increasing trend year on year	Annually	ABS	Existing
	Business satisfaction with parking management (availability) and pedestrian access to commercial areas	Maintain above 60% and 40% (Business Perception Survey 2022- Easy pedestrian access- 60% Managing Public Parking- 41.1%)	Biennially	Business Perception Survey	Existing
	Percentage increase in Gross Regional Product and contribution to total economic output	Increasing trend year on year	Annually	ABS	Existing
	Percentage of visitors to the City year on year	Increasing trend year on year	Annually	Economy ID	Existing
	Economic impact of major City-led events (*Pathzz data, define events)	Increasing trend year on year	Annually	Pathzz	New
Leadership 5-1 Capable and effective 5-2 Proactive and represented 5-3 Engaged and informed 5-4 Responsible and financially-sustainable	FTE per 1000 residents	TBD	Annually	HR Dashboard	Existing
	Percentage of Elected Members attending civic meetings, sessions or workshops	Maintain above 90%	Annually	TBD	Existing
	Percentage of project/activity delivered within target timeframes.	Maintain above 70%	Annually	Corporate Business Plan Reports	Existing
	Average duration of Council meetings	TBD	Annually	TBD	New
	Value of competitive grant funding received (State, Federal, other)	Establish baseline - Increasing trend year on year	Annually	Grants Report	Existing



Elected Members' Entitlements Council Policy

Responsible directorate: Governance and Strategy

Objective: To set out the support and allowances available to the City's Elected Members.

1. Definitions:	3
2. Statement:	3
3. Provision of support:	3
3.1. Objective:	3
3.2. Mayor:	3
3.3. Deputy Mayor and Councillors:.....	4
4. Issue and return of Council equipment:	5
4.1. Objective:	5
4.2. Equipment:	5
4.3. Other items:.....	5
4.4. Return of equipment issued:	6
5. Payment of fees and allowances:	6
5.1. Objective:	6
5.2. Annual meeting attendance fees in lieu of Council meeting and committee meeting attendance fees:.....	6
5.3. Annual local government allowances — Mayor and Deputy Mayor:.....	7
5.4. Annual allowance for ICT expenses:	7
5.5. Conditions of payment:.....	7
6. Mandatory Elected Member Training:	8
7. Continuing Professional Development within Australia:	8
7.1. Objective:	8
7.2. Statement:.....	8

7.3. Annual conference and training expense allocation:	8
7.4. Approval:	9
7.5. Conferences and training that may be attended:	9
7.6. Payment of conference and training expenses:	9
7.7. Elected Member / delegate accompanying person:	12
7.8. Guidelines for conference and training attendance:	13
8. Attendance at overseas conferences:	13
9. Report:	14
10. Reimbursement of expenses:	14
10.1. Objective:	14
10.2. Child care:	14
10.3. Travel:	15
10.4. Other specified expenses:	15
10.5. Time limit on claims and approval process:	16
10.6. Allowances and limits are exclusive of G.S.T:.....	16
10.7. Supporting documentation:.....	16
11. Other entitlements:.....	16
11.1. Elected Member dinners:.....	16
11.2. Acknowledgement of service:	17

1. Definitions:

“**annual period**” means the third Saturday in October to the third Saturday in October in the following year.

“**conferences and training**” means conferences, seminars, congresses, forums, workshops, courses, meetings, deputations, information and training sessions and events related to the industry of local government and held within Australia.

“**fair value**” means the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date (AASB 13).

“**ICT expenses**” means:

- a. rental charges in relation to one telephone and one facsimile machine, as prescribed by regulation 31(1)(a) of the *Local Government (Administration) Regulations 1996*; or
- b. any other expenses that relate to information and communications technology (for example, telephone call charges and internet service provider fees) and that are a kind of expense prescribed by regulation 32(1) of the *Local Government (Administration) Regulations 1996*.

2. Statement:

This policy has been prepared to comply with the provisions relevant to Elected Members' entitlements under the *Local Government Act 1995* and supporting Regulations.

3. Provision of support:

3.1. Objective:

To provide Elected Members with appropriate facilities, equipment, material and information to support them in performing their duties of Office.

3.2. Mayor:

- a. The Mayor shall, in carrying out the duties and responsibilities of that Office, be entitled to receive the benefit of the following facilities without the reduction of the fees and allowances approved by Council under section 5.98, 5.98A, 5.99 and 5.99A of the *Local Government Act 1995*:
 - i. The provision of a luxury sedan type motor vehicle with unrestricted use for all official and civic duties connected to the Office of Mayor and for personal private use. This vehicle will be changed over in accordance with the City's general management of its light vehicles fleet. The Mayor may elect to have City of Joondalup vehicle licence number plates fitted to the vehicle at the City's expense for their term of Office (i.e. COJ 1, COJ 001, COJ 001 etc.).
 - ii. Where the Mayor is provided with a vehicle as detailed in 3.2(a)(i) above, the costs associated with the Mayor's private use of the vehicle are to be reimbursed by the Mayor.

The calculation of the reimbursement for the private use is by way of a Log Book in accordance with the requirements of the Australian Taxation Office.

- iii. Membership of the Qantas Club.
 - iv. The registration cost or ticket cost for the Mayor to attend a pre-approved event or non-approved event under the City's Attendance at Events Council Policy, provided the event does not fall into the category of a conference and training event (as defined in section 1 of this policy).
 - v. The registration cost or ticket cost of the Mayor's accompanying person (such as a spouse, family member or relative) to an event, where the Mayor is attending, or been invited to attend in an official capacity (as prescribed in clause 4(a) of the City's Attendance at Events Council Policy).
 - vi. Suitable contemporary office accommodation within the Civic Centre.
 - vii. Administrative support associated with the role of Mayor in accordance with the provisions of the *Local Government Act 1995*.
 - viii. Access to the Elected Member Lounge and refreshments.
- b. All equipment and facilities subject of this policy are provided to the Mayor on the absolute understanding that they will not be used for any election purposes.

3.3. Deputy Mayor and Councillors:

- a. The Deputy Mayor and Councillors shall, in carrying out the duties and responsibilities of their Office, be entitled to receive the benefit of the following facilities without the reduction of the fees and allowances under section 5.98, 5.98A, 5.99 and 5.99A of the *Local Government Act 1995*:
- i. Access to the Elected Member Lounge and refreshments.
 - ii. Access to suitably equipped shared office accommodation, reading room, ward meeting and conference rooms within the Civic Centre with photocopying, printing, facsimile, internet and telephone facilities.
 - iii. Some secretarial support as resources allow, including limited word processing, photocopying, and postage.
 - iv. The registration cost or ticket cost for the Deputy Mayor or Councillor to attend a pre-approved event or non-approved event under the City's Attendance at Events Council Policy provided the event does not fall into the category of a conference and training event (as defined in section 1 of this policy).
 - v. The registration cost or ticket cost of the Deputy Mayor's or Councillor's accompanying person (such as a spouse, family member or relative) to an event, where the Deputy Mayor or Councillor is attending, or been invited to attend in an official capacity (as prescribed in clause 4(a) of the City's Attendance at Events Council Policy).
- b. All equipment and facilities subject of this policy are provided to the Deputy Mayor and Councillors on the absolute understanding that they will not be used for any election purposes.

4. Issue and return of Council equipment:

4.1. Objective:

To enable Elected Members to be accessible to the community, their colleagues and the City's staff.

4.2. Equipment:

The following equipment, documents, stationery and other items will be issued to Elected Members:

- a. Either a Macbook Air, Macbook Pro or an iMac (or similar Microsoft Windows based device); an Apple iPhone; an Apple iPad; and all-in-one printer.
- b. A file backup device and a Wi-Fi capable broadband modem (such as a Time Capsule device for Mac, or an external USB device and a Wi-Fi modem for non-Mac).
- c. Elected Member Lounge key.
- d. Security card/building access card.
- e. Satchel or briefcase (optional).

Computer equipment supplied (if required) will be issued new and replaced following each local government election where the Elected Member is elected (that is every four years). Apple iPhones will be issued new and replaced following each local government election (that is every two years). Notwithstanding, equipment issued under 4.2(a) and 4.2(b) will be replaced on failure if this occurs prior to its scheduled replacement.

At the end of each two and four year period (for mobile phones and computer equipment respectively), Elected Members will have the option to either return or purchase the devices provided by the City, at fair value. The Chief Executive Officer is authorised to approve the purchase of devices at a value to be determined by the Chief Executive Officer.

The specification of the equipment supplied under 4.2(a) and 4.2(b) shall be the highest specification for the model proposed. Elected Members will be consulted prior to the provision of the equipment and have the opportunity to make requests for changes to the equipment supplied.

4.3. Other items:

- a. The following items will be issued to Elected Members:
 - i. Two name badges, and one name badge for their partner.
 - ii. Business cards.
 - iii. City of Joondalup Elected Members' letterhead.
 - iv. Christmas cards or a Christmas e-card.
 - v. Elected Member uniform (optional) (one jacket, two trousers/skirts and three shirts/blouses) and two casual City of Joondalup polo-shirts (or similar).

- b. Each Elected Member is entitled to be reimbursed to a maximum amount of \$1,610 (**July 2025**) following their inaugural election and every second ordinary election thereafter in which they are elected, or where an Elected Member is elected as a result of an extraordinary election, for the purchase of relevant home office furniture/equipment to assist them to perform their role as an Elected Member and to be used for Council-related purposes.

The amount allocated for reimbursement will be inflated annually as from 1 July based on the Consumer Price Index (All Groups Perth) Rate, rounded to the nearest \$10.

4.4. Return of equipment issued:

- a. An Elected Member must return the following equipment to the City within 14 days of ceasing to be an Elected Member:
 - i. Any mobile phone or computer equipment issued by the City (unless otherwise negotiated to purchase, at fair value). The Chief Executive Officer is authorised to approve the purchase of devices at a value to be determined by the Chief Executive Officer.
 - ii. All equipment leased by the City and provided to the Elected Member.
 - iii. Security card/building access card.
 - iv. Elected Member Lounge key.
 - v. City of Joondalup vehicle licence number plates (to be returned and exchanged at the Department of Transport Licensing Centre at the cost of the City).
- b. The value of any equipment retained by an Elected Member on retirement cannot be more than the limits set under regulation 34AC of the *Local Government (Administration) Regulations 1996*. This value will also be deducted from the value of any retirement gift given by the City under 11.2 of this policy.

5. Payment of fees and allowances:

5.1. Objective:

To detail the amount of fees and allowances to be paid to Elected Members and the conditions under which those fees and allowances shall be paid.

5.2. Annual meeting attendance fees in lieu of Council meeting and committee meeting attendance fees:

- a. In lieu of paying the Mayor and Councillors a meeting attendance fee for each prescribed meeting, the City will pay the maximum amount within the range set by the Salaries and Allowances Tribunal through a determination published from time to time that may be paid annually for meeting attendance fees for the Mayor and Councillors (see Item CJ128-07/13).
- b. Payments will be made monthly in arrears on a pro-rata basis throughout the annual period.

5.3. Annual local government allowances — Mayor and Deputy Mayor:

- a. The City will pay the maximum annual local government allowance within the range set by the Salaries and Allowances Tribunal through a determination published from time to time that may be paid to the Mayor and Deputy Mayor (see Item CJ128-07/13).
- b. Payments will be made monthly in arrears on a pro-rata basis throughout the annual period.

5.4. Annual allowance for ICT expenses:

- a. The City will pay all Elected Members the maximum annual allowance for ICT expenses as set by the Salaries and Allowances Tribunal through a determination published from time to time that may be paid to Elected Members (see Item CJ128-07/13). Additional to the annual allowance for ICT expenses, a mobile telephone is provided to Elected Members under 4.2 of this policy.
- b. Any claims by Elected Members for expenses incurred over the maximum annual allowance for ICT expenses detailed in 5.4(a) above are to be submitted on the form provided for the purpose. Additional claims above the maximum limit must be supported by receipted invoices for the maximum limit plus the additional amounts claimed. Where an Elected Member reaches the limit, all claims for reimbursement shall be referred to Council for approval.
- c. Subject to 5.4(d) full payment of the annual allowance for ICT expenses will be made in advance at the commencement of the financial year.
- d. Where an Elected Member's term of Office ceases at a local government election in a financial year, the Elected Member will be paid the annual allowance for ICT expenses on a pro-rata basis up until the local government election day. Should that Elected Member be re-elected at the local government election the remainder of the annual allowance for ICT expenses will be paid following the local government election day.
- e. Where an Elected Member commences their term of Office at a local government election, the annual allowance for ICT expenses will be paid on a pro-rata basis following the local government elections (end of October) and for the period between the local government election day and the end of the financial year in which the local government election occurred.

5.5. Conditions of payment:

- a. All allowances and fees shall be paid automatically unless an Elected Member has advised the Chief Executive Officer, in writing, that he/she does not want to claim any or part of those fees and allowances.
- b. If an Elected Member advises that he/she does not want all or part of the fees and allowances to which he/she is entitled, any subsequent request for full or additional payment will not be back paid but accrue from the date of the Chief Executive Officer receiving such a request.
- c. The taxation liability arising from these payments is the individual responsibility of each Elected Member.

6. Mandatory Elected Member Training:

Elected Members are required to complete the Council Member Essentials Course within 12 months from the day on which they are elected, unless exempt under regulation 36 of the *Local Government (Administration) Regulations 1996*. Elected Members should confirm with the Chief Executive Officer whether they are eligible for an exemption.

All costs associated with mandatory Elected Member training will be paid for by the City. The Annual Budget will include an allocation for Council as a whole, to be used for this purpose.

The City of Joondalup will provide new Elected Members with information on training options from which the Elected Member may select according to their preferred delivery mode and availability. The City will make the necessary arrangements for enrolment.

7. Continuing Professional Development within Australia:

7.1. Objective:

To enable Elected Members to develop and maintain skills and knowledge relevant to either their role as an Elected Member or the Council's role as defined under the Act.

7.2. Statement:

Elected Members are encouraged to attend conferences and training relating to the business of the City and to enable them to be more informed and better able to fulfil their duties of Office. In accordance with regulation 37(2) of the *Local Government (Administration) Regulations 1996*, Continuing Professional Development must be relevant to the Elected Member's role as defined under the Act, or the Council's role as defined under the Act.

7.3. Annual conference and training expense allocation:

- a. The following conference and training expense allocation shall be made available to Elected Members during an annual period:
 - i. The Mayor shall be entitled to \$19,800 (**July 2025**) inflated by the Consumer Price Index (All Groups Perth) Rate on 1 July each year and rounded to the nearest \$100.
 - ii. All Councillors shall be entitled to \$9,000 (**July 2025**) inflated by the Consumer Price Index (All Groups Perth) Rate on 1 July each year and rounded to the nearest \$100.
- b. In addition to the conference and training expense allocation detailed in 7.3(a) above, the Mayor shall be entitled to attend the following conferences, at the City's cost:
 - i. Annual Western Australian Local Government Association.
 - ii. Annual National Australian Local Government Association.
 - iii. Annual National Congress of the Local Government Professionals Australia.

- c. In addition to the conference and training expense allocation detailed in 7.3(a) above, Councillors shall be entitled to attend the Annual Western Australian Local Government Association conference, at the City's cost.

7.4. Approval:

Subject to section 8 of this policy for overseas travel, Elected Members may attend conferences and training:

- a. following approval by the Council where such approval is required; and
- b. by informing the Chief Executive Officer in advance of attendance.

In accordance with regulation 37(3) of the *Local Government (Administration) Regulations 1996*, approval will not be granted for training or continuing professional development that is scheduled to occur within the last three (3) months of an Elected Member's term of office or upon delivery of a notice of resignation to the Chief Executive Officer.

7.5. Conferences and training that may be attended:

The conferences and training to which this policy applies shall generally be limited to the following:

- a. Western Australian Local Government Association and Australian Local Government Association conferences.
- b. Special 'one off' conferences called for or sponsored by the Western Australian Local Government Association and/or Australian Local Government Association on important issues.
- c. Annual conferences of the major professions in local government and other institutions of relevance to local government activities.
- d. Australian Sister Cities conferences.
- e. Western Australian Local Government Association Elected Members' training and development.
- f. Training relating to the role of Elected Members.
- g. Other local government-specific training courses, workshops and forums, relating to such things as understanding the roles/responsibilities of Elected Members, meeting procedures, etc.

7.6. Payment of conference and training expenses:

7.6.1. Payment from conference and training expense allocation:

The City will pay conference or training expenses where the Elected Member has been authorised to attend and there are sufficient funds remaining within the Elected Member's annual conference and training expense allocation. Should sufficient funds be unavailable, the Elected Member may meet the difference between the actual cost and their remaining conference and training expense allocation themselves.

7.6.2. Booking arrangements:

Registration, travel and accommodation for Elected Members will normally be arranged by the City, with the appropriate City discount for travel and accommodation being provided. In general, all costs including airfares, registration fees and accommodation will be paid direct by the City. Alternatively, Elected Members may make their own booking arrangements.

7.6.3. Support activities:

The City will pay all costs for Elected Members that are charged by organisers for support activities, including those costs relating to official luncheons, dinners and tours/inspections that are relevant to the conference and training event.

7.6.4. Accommodation:

- a. The City will pay reasonable accommodation costs for Elected Members including the night before and/or after the conference and training event where this is necessary because of travel and/or the conference and training event timetables which make it unreasonable to arrive at or return home in normal working hours.
- b. Accommodation shall normally be booked at the conference and training venue or, where unavailable, at a similar-rated accommodation in the vicinity of the conference and training venue.
- c. Only accommodation costs for hotels, motels or accommodation of a similar type will be paid utilising an Elected Member's annual conference and training expense allocation. Accommodation provided by relatives or friends at a private address will not be reimbursed by the City although a meal and refreshment costs can be offered in return to the hosts under 7.6.6(e).

7.6.5. Travel:

- a. Where travel is involved, the travel is to be undertaken with all due expedition, by the shortest most practical route, to and from the conference and training venue. All reasonable travel costs for Elected Members to and from the venue/accommodation will be met by the City.
- b. Where air travel is involved, approval to attend should ideally be sought two months prior to departure to facilitate booking arrangements.
- c. All air travel within Australia shall be by Economy Class.
- d. If accommodation is at the conference or training venue, or in close proximity, taxis (or similar type service) should be used for reasonable travel requirements. Where necessary, a hire car may be arranged for the conduct of Council business. Costs of taxi fares (or similar type service), vehicle hire and parking, which are reasonable, required and incurred in attending conferences and training, will be reimbursed by the City.
- e. Where, in particular circumstances, Elected Members desire to travel interstate or intrastate by private motor vehicle, they will be reimbursed for vehicle costs in accordance with the local government kilometre allowance up to an equivalent amount that would have been expended had arrangements been made to travel by air.

7.6.6. Extent of expenses to be reimbursed:

- a. An Elected Member attending a conference and training event is entitled to be reimbursed for 'normally accepted' living costs while travelling. Such living costs would include, but are not limited to:
 - i. meals and refreshments for the Elected Member (that are not covered by the conference and training registration costs);
 - ii. dry-cleaning and laundry expenses; and
 - iii. reasonable telephone, internet and facsimile charges.
- b. Elected Members will generally not be reimbursed for the cost of meals or refreshments for other people. The main exception is where it is indicated that the meal or refreshment provided to another person is in response to a meal or refreshments previously received.
- c. Expenses will generally be reimbursed from the time an Elected Member leaves home to attend an event to the time the Elected Member returns home. Should an Elected Member extend a visit by leaving prior to the time necessary to arrive for the event or return after the time at which the Elected Member could have returned following the event, reimbursements will be paid:
 - i. for the days of the conference and training event only; and
 - ii. for the cost of travel to and from the airport to the accommodation to be used for the conference and training.
- d. Where a visit is extended, as discussed in 7.6.6(c), an Elected Member may stay for the period of the extension in different accommodation to that used for the attendance at the conference and training event. In such situations, the reimbursement of taxi fares (or similar type service) will be to the estimated cost of travel between the conference and training event's accommodation and the airport. The Elected Member will be required to pay any greater amount.
- e. Where an Elected Member does not require paid accommodation for a conference and training event because the Elected Member is able to source accommodation from another party (the hosts), the Elected Member is entitled to be reimbursed for meal and refreshment costs provided to the hosts up to the amount that would have been incurred had paid accommodation been used.
- f. Where an Elected Member attends two conference and training events and there is a gap of no more than three days between the conclusion of the first event and the start of the second event, the Elected Member shall be entitled to reasonable accommodation expenses and the reimbursement of 'normally accepted' living costs during that 'gap' period. If the gap is greater than three days, only three days reimbursement can be claimed.

7.6.7. Payment of expense reimbursements:

- a. The extent to which an Elected Member can be reimbursed for intrastate and interstate travel and accommodation costs incurred in any of the circumstances referred to in regulation 32(1) of the Regulations is as set by the Salaries and Allowances Tribunal through a determination published from time to time.

- b. Nothing prevents an Elected Member from being reimbursed expenses for intrastate and interstate travel and accommodation costs above the levels set in 7.6.7(a) where an Elected Member produces receipts or other sufficient information for the total cost to support their claim.

7.6.8. Cash advances associated with interstate and overseas travel:

- a. A cash advance of \$170 per day (**July 2025**) for interstate travel and \$270 per day (**July 2025**) for overseas travel shall be made available to Elected Members for each day the Elected Member is travelling. The cash advances per day will be inflated annually from 1 July based on the Consumer Price Index (All Groups Perth) Rate and rounded to the nearest \$10.
- b. Payments will be made by Electronic Funds Transfer into the Elected Member's nominated bank account. Any other administrative arrangements for managing this will be the most appropriate to the circumstances in the view of the Chief Executive Officer.
- c. The cash advance shall be paid to cover all reasonable incidental expenses associated with attending conference and training events attendance such as:
 - i. hotel/motel charges other than accommodation, such as dry-cleaning and laundry expenses;
 - ii. reasonable telephone, or facsimile or internet use;
 - iii. meals and refreshments for the Elected Member that are not covered by the conference and training registration cost; and
 - iv. any optional activity in a conference and training program.
- d. Documentary evidence, in the form of original invoices and receipts, must be provided for the acquittal of all cash advances. All cash advances must be acquitted within two weeks of the Elected Member returning to Perth. Amounts not acquitted shall be refunded to the City or, where agreed by the Elected Member, deducted from their annual attendance meeting fee.

7.7. Elected Member / delegate accompanying person:

- a. Subject to 7.7(d) where an Elected Member is accompanied at a conference and training event, all costs for or incurred by the accompanying person, including, but not limited to, travel, breakfast, meals, registration and/or participation in any event programs, are to be borne by the Elected Member/accompanying person and not by the City. The exception to the above being the cost of attending any official conference and training event dinner where partners would normally attend as well as accommodation costs associated with a shared room with the Elected Member where such costs are not above a room rate for the Elected Member alone.
- b. An accompanying person's registration, or accompanying person's program fee, is to be paid to the conference organiser, at time of registration. The City will administer the registration and payment process for the accompanying person if the relevant forms and payment are made to the City in advance for the accompanying person.
- c. Where the City meets an account containing any expenditure or cost incurred on behalf of an accompanying person attending, such expenditure must be repaid to the

City by the Elected Member/accompanying person within 30 days of being invoiced for such expenditure following the conclusion of the conference and training event.

- d. Where an Elected Member is attending a conference and training event and has a 'disability' as defined in the *Disability Services Act 1993*, the City will meet the travel, accommodation, and registration costs for a carer (as defined by section 3A of the *Disability Services Act 1993*) to accompany that Elected Member where that carer is a person who provides ongoing care or assistance. Costs paid by the City will not be deducted from the relevant Elected Member's annual conference and training expense allocation.

7.8. Guidelines for conference and training attendance:

Subject to the provisions of 7.3 of this policy the guidelines detailed in this section shall apply to all conference and training under this policy:

- a. An Elected Member is only entitled to attend up to two interstate conference and training events per financial year.
- b. Generally, no more than two Elected Members may attend a particular conference or training event outside Western Australia at the same time. The Chief Executive Officer or Council may, however, approve attendance by more than two Elected Members if a particular purpose or need arises.
- c. All unspent funds within an Elected Member's conference and training expense allocation shall be carried forward at the completion of each annual period.
- d. Following each ordinary local government election, Elected Members will forfeit any unspent funds, and commence their annual Elected Member's conference and training expense allocation as detailed in 7.3 of this policy.
- e. Elected Members will only be registered for conference and training events itemised in this policy if the Elected Member has sufficient funds in their annual conference and training expense allocation to meet the costs.
- f. The cost of training that is specifically arranged for attendance by all Elected Members (e.g. team-building) shall be paid from a separate allocation for the purpose and not considered as part of, and debited to, the individual Elected Member's conference and training expense allocation referred to in this policy.

8. Attendance at overseas conferences:

- a. An Elected Member may, with Council approval, attend an overseas conference. The Council report must include details of the anticipated benefits to the City and the Elected Member in attending the requested overseas conference. The specific Council resolution must state the authorised travel period that would include sufficient time to travel to and from the conference location (including a reasonable acclimatisation period) and attendance at the conference; and
- b. An Elected Member may attend an overseas conference if the Elected Member has sufficient funds in their annual conference and training expense allocation to meet the costs. Where there are insufficient funds to meet the cost of the registered overseas conference or training in the Elected Member's conference and training expense allocation, Council approval must be obtained before costs are incurred in keeping with 7.8(d) above or the Elected Member agrees to meet the additional costs personally.

- c. Air travel overseas may be by Business Class, except where an Elected Member chooses to travel at a cheaper rate. If Business Class is not available, Economy Class is to be used.
- d. Cash advances are payable for overseas conferences (see 7.6.8).

9. Report:

Upon return from any interstate or overseas conference and training event as detailed within this policy, where registration and other associated costs are met by the City of Joondalup, the attending Elected Member is required to:

- a. prepare a detailed written report on their attendance and benefits to them and the City, to be circulated to all Elected Members within one month; or
- b. present a verbal report on their attendance and benefits to them and the City, at the next available Strategy Session.

10. Reimbursement of expenses:

10.1. Objective:

To provide for the reimbursement of expenses necessarily incurred by Elected Members while performing their duties so that no Elected Member should be unreasonably disadvantaged financially due to meeting the requirements of their Office.

10.2. Child care:

- a. In accordance with regulation 31 of the *Local Government (Administration) Regulations 1996*, child care costs will be paid at the rate set by the Salaries and Allowances Tribunal through a determination published from time to time for an Elected Member's attendance at a Council meeting or a meeting of a committee of which he or she is a member and the expense is to be claimed on the form provided.
- b. Where an Elected Member attends any other meeting, reception, citizenship or other Council function, or Council-related activity and incurs child care costs, such costs may be claimed at the rate set by the Salaries and Allowances Tribunal through a determination published from time to time, provided they are substantiated with details of the date, activity attended, the actual costs incurred and original receipts being provided and attached to the claim form.
- c. Child care costs are applicable for children, either of natural birth or guardianship determined by legal process.
- d. Child care costs will not be paid for where the care is provided by a relative living in the same premises as the Elected Member. For this purpose "relative" means a spouse, de facto partner, parent, grandparent, brother, sister, uncle, aunt, nephew, niece, cousin, lineal descendant of the Elected Member or a relative of the Elected Member's spouse or de facto partner.
- e. Child care costs shall be debited to a separate account in the budget and not be debited to or form part of an Elected Member's annual expense reimbursement limit as referred to in 10.4 of this policy.

10.3. Travel:

- a. The payment of travel costs is covered under regulations 31 and 32 of the *Local Government (Administration) Regulations 1996*.
- b. Travel costs incurred and paid by Elected Members will be reimbursed for the following:
 - i. Travel and parking expenses incurred by an Elected Member using a private motor vehicle or bicycle to, from and attending:
 - meetings of the Council or a committee of the Council and civic or Council-related functions;
 - as a delegate of the Council to statutory and other boards and committees, community organisations, conferences, local government association or industry groups or committees of them;
 - a specific request or instruction of the Council and/or including inspection, ratepayer/electors' requests or other Council duty; and
 - social functions where the Elected Member is representing the Mayor or is attending by resolution of Council or where the function is an otherwise authorised activity.
 - ii. The amount payable in respect of travelling expenses shall be paid from when a Councillor-Elect makes their declaration of Office.
 - iii. Travel expenses claimed for motor vehicles under this policy are to be calculated in accordance with the rate set by the Salaries and Allowances Tribunal through a determination published from time to time.
 - iv. Travel expenses claimed for bicycles under this policy are to be calculated in accordance with the rate of \$0.10 per kilometre.
 - v. A claim for reimbursement of expenses form indicating the date, particulars of travel, nature of business, distance travelled, vehicle displacement and total travelled in kilometres, is to be completed by members to ensure that the transport expense can be verified.
- c. Where an Elected Member deems it is more appropriate to attend a Council-related commitment without a motor vehicle or bicycle, a taxi or similar type service may be used and the costs incurred reimbursed.
- d. Should an Elected Member travel by a motor vehicle or bicycle which is not his or her own, the reimbursement will be calculated in accordance with 10.3(b) above.

10.4. Other specified expenses:

Outside of child care and travel costs an annual reimbursement limit of \$1,470 (**July 2025**) shall be available to Elected Members during an annual period for reimbursement of costs incurred as a result of performing their duties as an Elected Member. Other specified expenses include:

- a. business attire, including footwear;

- b. dry-cleaning;
- c. stationery; and
- d. paid tickets to events where the Elected Member has been invited and attendance is approved under the City's Attendance at Events Council Policy, including costs of tickets for accompanying persons to events under 3.2(a)(v) and 3.3(a)(v) of this policy.

The amount allocated for reimbursement of other specified expenses will be inflated annually from 1 July, based on the Consumer Price Index (All Groups Perth) Rate, and rounded to the nearest \$10.

Costs incurred and paid by Elected Members will be reimbursed by the City up to the reimbursement limit in each annual period. When an Elected Member reaches the limit, all claims for reimbursement shall be referred to the Council for approval. All expenses claimed must have been incurred and substantiated with provision of original invoices/receipts attached to the claim form, prior to being reimbursed on a monthly basis.

10.5. Time limit on claims and approval process:

Members electing to receive reimbursement of expenses in accordance with the provisions of this policy should submit the appropriate claim form to the Chief Executive Officer, together with supporting documentation, within two calendar months after the month in which the expenses were incurred, and by 15 July of the next financial year, in order to facilitate the finalisation of the City's annual financial statements.

10.6. Allowances and limits are exclusive of G.S.T:

Unless otherwise specified in this policy, all allowances and limits set out in this policy are exclusive of G.S.T.

Where an Elected Member does not provide appropriate documentary evidence to enable G.S.T to be claimed, the full amount of the expense incurred by the City, inclusive of G.S.T, will be applied to the relevant allocation.

10.7. Supporting documentation:

Documentary evidence is required for all expenses claimed. Original tax invoices and receipts are required for audit purposes and to enable G.S.T to be claimed.

11. Other entitlements:

11.1. Elected Member dinners:

- a. To provide an avenue to facilitate networking possibilities and for Elected Members to undertake discussions with various representatives of the community, the Council has agreed to host Elected Member dinners.
- b. The Mayor is entitled to host six dinners per calendar year, and each Ward a total of 12 each year, based on six dinners per Ward Councillor.
- c. Each table will allow for the Elected Member as host, plus up to a maximum of nine guests. Except for the Elected Member's spouse or partner, all guests invited are to have a relationship with the City or be a stakeholder of the City. Prior to an Elected

Member dinner, Elected Members are to advise the City the details of their invited guests and their relationship with the City. Details of invited guests that attend Elected Member dinners are to be reported to the Audit and Risk Committee on a quarterly basis.

11.2. Acknowledgement of service:

On retirement, Council will acknowledge the service of Elected Members through the provision of an appropriate memento, which will take the form of an engraved plate (or plaque) commemorating the Elected Member's service and a suitable gift.

The value of any gift provided to a retiring Elected Member plus the residual value of any furniture and/or office equipment retained by a retiring Elected Member is limited to the prescribed amount (excluding GST) as set out in regulation 34AC of the *Local Government (Administration) Regulations 1996*.

Creation date:	June 2002 (CJ121-06/02)
Formerly:	<ul style="list-style-type: none">• Elected Member — Allowances• Elected Member Training• Elected Members' Attendance Fees• Issue and Return of Council Related Equipment to Elected Members• Members of Council — Reimbursement of Expenses• Travel/Accommodation — Elected Members and Staff
Amendments:	CJ121-06/02, CJ206-10/05, CJ007-02/07, CJ052-04/08, CJ007-02/09, CJ094-06/10, CJ174-10/10, CJ041-03/11, CJ032-03/12, CJ185-09/13, CJ050-03/15, CJ051-04/17, CJ072-05/21, CJ077-05/22, CJ067-05/23, CJ058-03/24.
Last reviewed:	March 2024 (CJ058-03/24)
Related documentation:	<ul style="list-style-type: none">• Annual Budget• Attendance at Events Council Policy• Code of Conduct for Employees, Elected Members and Committee Members• Information Technology Service Agreement for Elected Members• Local Government Act 1995• Local Government (Administration) Regulations 1996• Public Service Officers Award• Register of Delegation of Authority• Salaries and Allowances Tribunal Determination for Local Government Chief Executive Officers and Elected Members
File reference:	101269

2022-2023 CPI (6.2%)	Existing (July 2022)	New (July 2023)	Rounded (July 2023)
Office Equipment	\$1,411.77	\$1,499.29	\$1,500
Conference	(Mayor) \$17,337.58 (Councillors) \$7,925.73	\$18,412.50 \$8,417.12	\$18,400 \$8,400
Cash Advance	(Interstate) \$148.56 (International) \$235.30	\$157.77 \$249.88	\$160 \$250
Other Specified Exp.	\$1,287.92	\$1,367.77	\$1,370

2023-2024 CPI (4.3%)	Existing (July 2023)	New (July 2024)	Rounded (July 2024)
Office Equipment	\$1,499.29	\$1,563.75	\$1,560
Conference	(Mayor) \$18,412.50 (Councillors) \$8,417.12	\$19,204.23 \$8,779.05	\$19,200 \$8,800
Cash Advance	(Interstate) \$157.77 (International) \$249.88	\$164.55 \$260.62	\$160 \$260
Other Specified Exp.	\$1,367.77	\$1,426.58	\$1,430

2024-2025 CPI (3.0%)	Existing (July 2024)	New (July 2025)	Rounded (July 2025)
Office Equipment	\$1,563.75	\$1,610.66	\$1610
Conference	(Mayor) \$19,204.23 (Councillors) \$8,779.05	\$19,780.35 \$9,042.42	\$19,800 \$9,000
Cash Advance	(Interstate) \$164.55 (International) \$260.62	\$169.48 \$268.43	\$170 \$270
Other Specified Exp.	\$1,426.58	\$1,469.37	\$1,470



Attendance at Events Council Policy

Responsible directorate: Governance and Strategy

Objective: To establish the requirements around the attendance at events where tickets are offered to Elected Members and employees.

1. Application:

This policy applies to Elected Members and employees where tickets to events are offered to them in their official capacity or role at the City.

2. Definitions:

“**Chief Executive Officer**” means the Chief Executive Officer of the City.

“**City**” means the City of Joondalup.

“**employee**” means the Chief Executive Officer and other employees of the City.

“**event**” has the meaning given to it under the *Local Government Act 1995*.

Note: Section 5.90A (1) of the Act states the following:

event includes the following:

- a. *a concert*
- b. *a conference*
- c. *a function*
- d. *a sporting event*
- e. *an occasion of a kind prescribed for the purposes of this definition.*

“**gift**” has the meaning given to it under the *Local Government Act 1995*.

Note: Section 5.57 of the Act states the following:

gift means:

- a. a conferral of a financial benefit (including a disposition of property) made by 1 person in favour of another person unless adequate consideration in money or money's worth passes from the person in whose favour the conferral is made to the person who makes the conferral; or
- b. a travel contribution.

For the purposes of the above definition:

- **travel** includes accommodation incidental to a journey;
- **travel contribution** means a financial or other contribution made by 1 person to travel undertaken by another person.

“**ticket**” means an admission ticket to an event, or an invitation to attend an event, or a complimentary registration to an event, that is offered by a third party.

3. **Statement:**

Due to the nature of a local government's business, Elected Members and employees deal regularly with third parties and from time to time may be offered tickets to attend events. The City acknowledges the acceptance of tickets, and therefore attendance at events, can provide opportunity to work and network with stakeholders to legitimately further the interests of the City or the Joondalup community.

To ensure the City is carrying out its functions impartially, Elected Members and employees must be able to demonstrate they are not improperly influenced by third parties through the acceptance of tickets to events. It is therefore important for the City to manage any real or perceived conflicts of interest in terms of decision-making undertaken by Elected Members (when meeting as a Council) or employees, when tickets are accepted and used.

This policy provides a framework for the acceptance of tickets to events by Elected Members and employees and to actively consider the purpose of and benefits to the community in attending. It also details what disclosure requirements are needed when attending events by Elected Members and employees and a range of other governance arrangements when attending events.

The purpose of this policy is to comply with the requirements of section 5.90A of the *Local Government Act 1995* and the City's *Code of Conduct for Employees* and *Code of Conduct for Council Members, Committee Members and Election Candidates*.

4. **Pre-approved events:**

Subject to clause 11, the acceptance and subsequent use of a ticket by an Elected Member or employee for an event within the Perth Metropolitan Area is deemed a pre-approved event under the following circumstances:

- a. Where the Elected Member or employee is attending an event in an official capacity, such

as:

- performing a speaking role or some other welcoming role;
- participating as a member of a discussion panel or judging panel;
- presenting at the event as part of the event program;
- representing the City of Joondalup at a sponsorship acknowledgement event or award ceremony, where the primary purpose of attendance is not for the entertainment of the individual Elected Member or employee, but enable the City to fulfil its role, and exercise its rights and benefits, as a sponsor;
- presenting awards or prizes to others on behalf of the City; or
- attending an exhibition or display where the City, its programs or services are being showcased at the event.

b. Where the ticket is offered by:

- the Western Australian Local Government Association;
- the Australian Local Government Association;
- Local Government Professionals;
- a department of the Public Service;
- a government department of another State, a Territory or Commonwealth;
- a State or Federal Member of Parliament, other than for party political events or fundraisers;
- a local government or regional local government;
- major professional or industry association(s) relevant to local government activities;
- a stakeholder partner of the City;
- a civic/cultural/community organisation within the City of Joondalup;
- educational institutions; or
- a not-for profit organisation.

5. Non-approved events:

Subject to clause 11, the acceptance and subsequent use of a ticket by an Elected Member or employee, for an event that is not a pre-approved event in accordance with clause 4, must be approved by the Chief Executive Officer (or by the Mayor for the Chief Executive Officer).

In making a decision to approve the attendance at a non-approved event, the Chief Executive Officer (or the Mayor) is to consider:

- who is providing the ticket to the event (the organiser of the event, or a third party);
- the location of the event in relation to the City's district;
- the role of the Elected Member or employee when attending the event (ie presenter, participant or observer);
- whether the event is sponsored by the City;
- the Elected Member's or employee's justification of the benefit to the City and the City's community through the attendance at the event;
- how many people should be authorised to attend the event;
- any costs associated in attending the event; and
- whether advice following the attendance at the event is required.

Elected Members or employees that attend paid events may be required to provide advice to the Chief Executive Officer (at the Chief Executive Officer's discretion) on the outcomes of their attendance and the benefits to them and the City in attending the event. The advice may cover the following topics:

- The nature of the event.
- The stated benefits to the City or the Joondalup community in attending the event.
- What the Elected Member or employee observed by attending the event.
- Any networking links that were made or stakeholder interactions.
- How attendance benefited the Elected Member's or employee's role at the City generally.

6. Free tickets to the City for events:

Where tickets are given to the City as opposed to an Elected Member or employee directly, the Chief Executive Officer may allocate the tickets as he/she sees fit, if attendance is deemed to satisfy the approval criteria detailed within this policy.

The Chief Executive Officer may allocate a ticket to an Elected Member where the purpose of attendance is to enable the Elected Member to perform their role as a community representative and to network and liaise with community individuals/groups within the district.

7. Complimentary tickets and benefits under sponsorship agreements:

Where the provision of complimentary tickets or a benefit exists under a current sponsorship agreement or arrangement between the City and a third party, the management and allocation of tickets or benefits (unless expressly stated) shall be determined by the Chief Executive Officer and disclosed in accordance with this policy.

An Elected Member may be allocated a ticket or benefit by the Chief Executive Officer on the basis that attendance would enable the Elected Member to perform their role as a community representative and to network and liaise with community individuals/groups within the City's

district.

8. Costs for tickets:

Where there is ticket cost for the Elected Member to attend a pre-approved event or non-approved event, the Elected Member will be reimbursed the cost of the ticket under the *Elected Members' Entitlements Council Policy*. Any ticket costs for an employee to attend a pre-approved event or non-approved event, will be paid for by the City, or the cost reimbursed to the employee.

Where a ticket can be purchased for a non-approved event, and in the opinion of the Chief Executive Officer it is in the interests of the City for one or more Elected Members or employees to attend in order to assess and understand any possible impacts on the Joondalup community or City business, then one or more tickets for that event can be purchased by the City, at full cost, on behalf of the Elected Member or employee.

Subject to the approval of the Chief Executive Officer, tickets for accompanying persons (such as spouse, family member or relative) will not be purchased by the City, however the Elected Member or employee may purchase a paid ticket at their own expense.

9. Travel and accommodation costs:

The City may pay or reimburse reasonable travel and accommodation costs for an Elected Member or employee to attend an event.

Any travel costs paid by the City whereby an Elected Member or employee uses their own vehicle on official business is to be calculated at the same rate contained in section 30.6 of the *Local Government Officers' (Western Australia) Interim Award 2011*.

Accommodation costs may be paid for events outside the Perth Metropolitan Area, interstate or internationally. Any accommodation costs paid by the City is to be calculated at the same rate contained in clause 29 of the *Local Government Officers (Western Australian) Interim Award 2011*.

Documentary evidence is required for all expenses or costs claimed by an Elected Member or employee. Original tax invoices and receipts are required for audit purposes and to enable GST to be claimed.

10. Exemptions:

The requirements of this policy do not apply to any training or conference event attended by an Elected Member in accordance with the City's *Elected Members' Entitlements Council Policy*, or any training or conference event for the professional development of employees that are paid for by the City.

The requirements of this policy do not apply where an Elected Member or employee is the City's representative on a board or external organisation where the Elected Member or employee is required to attend an event for the purposes of fulfilling their role on the board or external organisation.

11. Disclosure requirements relating to tickets:

Where an Elected Member or employee is offered a ticket, and the ticket falls under the definition of a gift, details of the ticket are to be disclosed in accordance with sections 5.87A–5.87C of the *Local Government Act 1995* (for Elected Members and the Chief Executive Officer) or the City's *Code of Conduct for Employees*.

For the purposes of clarity, a disclosure is to be made to the Chief Executive Officer (or Mayor if it is the Chief Executive Officer) within 10 days of the Elected Member or employee receiving the ticket, and is to include the following:

- Description of the ticket;
- Name and address of the person who gave the ticket;
- Date on which the ticket was received;
- Estimated value of the ticket at the time it was made; and
- Nature of the relationship between the person who made the ticket and the person who received it.

Elected Members and employees must adhere to the provisions of the City's *Code of Conduct for Employees* or *Code of Conduct for Council Members, Committee Members and Election Candidates* in relation to the acceptance of gifts and make any necessary disclosures.

12. Reporting:

The disclosure information for tickets received by Elected Members and employees that are deemed a gift, will be listed within the City's Gift Register(s).

In accordance with section 5.62(1B) of the *Local Government Act 1995* attendance at an event in accordance with this policy will exclude the Elected Member from the requirement to disclose an interest when the donor of the ticket has a matter before Council (or a committee).

Creation date:	May 2020 (CJ067-05/20)
Formerly:	
Amendments:	CJ131-05/25
Last reviewed:	May 2025 (CJ131-05/25)
Related documentation:	<ul style="list-style-type: none">• City of Joondalup Code of Conduct for Employees• City of Joondalup Code of Conduct for Council Members, Committee Members and Election Candidates• Elected Members' Entitlements Council Policy• Local Government (Administration) Regulations 1996• Local Government Act 1995
File reference:	108509



CASH ADVANCE ACQUITTAL FORM – ELECTED MEMBER

**Cash Advance/Daily Allowance Received on -
NIL**

		Amount
\$		-

Elected Member's Name and Conference

Cr Nige Jones - Developing Northern Australia
Conference
Conference 22.07.25 - 24.07.25
Flights 20.07.25 - 25.07.25

Total Expenditure	\$	630.97
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Details of Expenditure Incurred:

Item	Description	Account Code	GST (exclusive amount)	GST	Total
Travel	21.07.25 - Uber	120-E1015-3207-0000	-\$ 19.48	\$ 1.95	\$ 21.43
Travel	23.07.25 - Uber	120-E1015-3207-0000	-\$ 10.12	\$ 1.01	\$ 11.13
Travel	23.07.25 - Uber	120-E1015-3207-0000	-\$ 13.95	\$ 1.40	\$ 15.35
Travel	24.07.25 - Uber	120-E1015-3207-0000	-\$ 15.91	\$ 1.59	\$ 17.50
Travel	25.07.25 - Uber	120-E1015-3207-0000	-\$ 32.65	\$ 3.27	\$ 35.92
Beverage	20.07.25 - SSP Australia Catering	120-E1015-3207-0000	-\$ 17.27	\$ 1.73	\$ 19.00
Beverage	21.07.25 - Oakberry Acai Cairns	120-E1015-3207-0000	-\$ 11.98	\$ 1.20	\$ 13.18

Meal + Beverage	21.07.25 - PJ O'Briens the Irish Pub	120-E1015-3207-0000	-\$ 20.00	\$ 2.00	\$ 22.00
Beverage	21.07.25 - Paddy's Cairns	120-E1015-3207-0000	\$ 36.00	\$ 2.18	\$ 24.00
Beverage	21.07.25 - Paddy's Cairns	120-E1015-3207-0000	-\$ 10.91	\$ 1.09	\$ 12.00
Beverage	21.07.25 - Paddy's Cairns	120-E1015-3207-0000	\$ -	\$ -	\$ -
Meal + Beverage	21.07.25 - Salt House	120-E1015-3207-0000	-\$ 38.18	\$ 3.82	\$ 42.00
Beverage	21.07.25 - Salt House	120-E1015-3207-0000	\$ -	\$ -	\$ -
Meal+ Beverage	22.07.25 - Bang & Grind The Esplanade	120-E1015-3207-0000	-\$ 31.36	\$ 3.14	\$ 34.50
Beverage	22.07.25 - Hemmingways Restaurant	120-E1015-3207-0000	-\$ 11.96	\$ 1.20	\$ 13.16
Beverage	22.07.25 - PJ O'Briens	120-E1015-3207-0000	-\$ 11.06	\$ 1.11	\$ 12.17
Beverage	22.07.25 - Deck Bar	120-E1015-3207-0000	-\$ 7.33	\$ 0.73	\$ 8.06
Meal	22.07.25 - Deck Bar	120-E1015-3207-0000	-\$ 10.99	\$ 1.10	\$ 12.09
Beverage	22.07.25 - Deck Bar	120-E1015-3207-0000	-\$ 7.33	\$ 0.73	\$ 8.06
Meal + Beverage	23.07.25 - Bang & Grind The Esplanade	120-E1015-3207-0000	-\$ 26.82	\$ 2.68	\$ 29.50
Beverage	23.07.25 - Paddy's Cairns	120-E1015-3207-0000	\$ -	\$ -	\$ -
Beverage	23.07.25 - Paddy's Cairns	120-E1015-3207-0000	-\$ 21.82	\$ 2.18	\$ 24.00
Beverage	23.07.25 - Paddy's Cairns	120-E1015-3207-0000	\$ -	\$ -	\$ -
Meal + Beverage	23.07.25 - Thai Fish	120-E1015-3207-0000	-\$ 69.00	\$ 6.90	\$ 75.90
Beverage	23.07.25 - Main Bar 3	120-E1015-3207-0000	\$ -	\$ -	\$ -
Beverage	23.07.25 - The Woolshed	120-E1015-3207-0000	\$ -	\$ -	\$ -
Meal + Beverage	24.07.25 - Bang & Grind The Esplanade	120-E1015-3207-0000	-\$ 26.82	\$ 2.68	\$ 29.50

Meal	24.07.25 - Cakao Plus	120-E1015-3207-0000	-\$ 7.27	\$ 0.73	\$ 8.00
Beverage	24.07.25 - Cakao Plus	120-E1015-3207-0000	-\$ 11.14	\$ 1.11	\$ 12.25
Beverage	24.07.25 - Woolshed	120-E1015-3207-0000	\$ 35.02	\$ 2.14	\$ 23.52
Meal	24.07.25 - Woolshed	120-E1015-3207-0000	-\$ 31.37	\$ 3.14	\$ 34.51
Beverage	24.07.25 - Paddys	120-E1015-3207-0000	\$ -	\$ -	\$ -
Beverage?	24.07.25 - McGinty's Irish Bar	120-E1015-3207-0000	-\$ 18.43	\$ 1.84	\$ 20.27
Beverage	25.07.25 - Mr Greens	120-E1015-3207-0000	-\$ 12.41	\$ 1.24	\$ 13.65
Meal + Beverage	25.07.25 - Mangrove Jacks	120-E1015-3207-0000	-\$ 34.84	\$ 3.48	\$ 38.32
Total			-\$ 459.38	\$ 57.37	\$ 630.97
Authorising Officer					
Name: Approved by CEO for payment 29.08.25					
Signature: INT25/34704					
Date: 29.08.25					

Expenditure with GST	\$	630.97
Expenditure without GST	\$	-
	\$	630.97

Cr owes
\$ 630.97 Reimbursement due



Elected Member Expenses

Name: <u>Councillor Nige Jones</u>	
Elected Member Travelling Expenses Claim	
Make of Vehicle: <u>Velitor Hyundai</u>	
Period from: <u>9/7/25</u>	to: <u>26/8/25</u>
Registration Number: <u>Jonesy 2</u>	Engine Capacity: <u>1600</u>

Date	Details of meeting or other authorised activity	Distance travelled
9/7	COJ Meeting	15
16/7	Huza Residents Association AGM	9
18/7	JBA Meeting Whitford, Lions Club	24
19/7	WALGA Award, Museum Perth.	64
20/7	Home to Airport	64
25/7	Airport to Home	64
9/8	ISO Government House Perth.	66
11/8	COJ Meeting MPFC	15
12/8	COJ Meeting Briefing	15
13/8	COJ Appreciation Event	15
14/8	COJ Special Meeting	15
15/8	Lottery Commission Joondalup	15
22/8	Pome Mullaloo Meeting	10
26/8	COJ Meeting	15
Total kilometres travelled		406

Office use only	Rate per kilometre	\$ 67.72
	Amount payable	\$ 274.94 ⁸⁶

0.677

Signature required on reverse side

Express Trip from Saturday Afternoon

DiDi didi@...
nige.jones@hotmail.com
Sat, 23 Aug 2025, 6:10 pm



Express

Total **\$7.30** Sat, 23 Aug, 2025

nige, thanks for riding with Express!



Total

\$7.30

Fare Breakdown

Fare	\$9.40
Duration	7 min
Booking Fee	\$0.69
Fuel Surcharge	\$0.10
Handling Fee	\$0.11
Voucher	-\$3.00

Payment Method

Credit / Debit Card	-\$7.30
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[? Question about Fare](#)

Trip Details

 **Express**

05:58 pm
31 Bacchante Cir

06:10 pm
Joondalup Country Club



Further Assistance

[Lost Items](#) >

[Help Centre](#) >

[Terms and Conditions](#)

[DiDi Mobility Information Technology Pte. Ltd.](#)

Sunday, August 24, 2025 at 06:10:32 Australian Western Standard Time

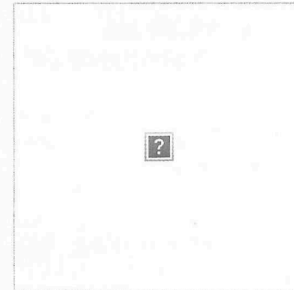
Subject: Your Express Trip from Saturday Evening
Date: Saturday, 23 August 2025 at 10:24:47 pm Australian Western Standard Time
From: DiDi
To: nige.jones@hotmail.com



Express

Total \$7.71 | Sat, 23 Aug, 2025

nige, thanks for riding with Express!



Total

\$7.71

To help promote a safe and fair ridesharing community, drivers are encouraged to wait at the pickup point for a certain amount of time. Once this time has passed, if you still haven't arrived at the pickup point, a Waiting Fee may apply.

Fare Breakdown

Fare	\$9.20
Duration	6 min
Booking Fee	\$0.69
Wait Time Fee	\$0.60
Fuel Surcharge	\$0.11
Handling Fee	\$0.11
Voucher	-\$3.00
Payment Method	
Credit / Debit Card <input type="checkbox"/>	-\$7.71

Question about Fare



EasyPark | Tax Invoice

Date: 09.08.2025

Tax Invoice reference: 79082770
 Period: 01.08.2025 - 31.08.2025
 Customer number: 3579953

Transactions

+61468562099, +61468562099

Parkings Tax invoice established in the name and for the account of the operator as listed below

Parking details	Parking area	Amount (excl. GST)	GST %	GST	Amount AUD (incl. GST)
1. Start time: 09.08.2025 17:12 End time: 09.08.2025 18:00 License plate: JONESY2 Transaction ID: 1-AU-62-5255176	City of Perth* ABN: Area code: 37455 Area name: Pier St - East b/w St Georges Tce & Hay St	4.58 AUD	10%	0.46 AUD	5.04
* The claim concerning this parking has been transferred from the parking operator to EasyPark.					
Sum parkings:		4.58 AUD		0.46 AUD	5.04

Parking fees and road toll fees for all domestic and foreign transactions are paid to EasyPark.

EasyPark service Billed in the name and for the account of EasyPark

Billing reason	Specification	Amount (excl. GST)	GST %	GST	Amount AUD (incl. GST)
2. Transaction ID: 0-AU-EP-55664506	Pier St - East b/w St Georges Tce & Hay St 09.08.2025 - 09.08.2025	0.53 AUD	10%	0.05 AUD	0.58
Sum EasyPark service:		0.53 AUD		0.05 AUD	0.58

Total +61468562099, +61468562099: 5.11 AUD 0.51 AUD 5.62

Summary

Total not subject to GST	0.00
Total subject to GST	5.11
GST AU (10.00%)	0.51
Total, payment via **** 0709	5.62

Address
 EasyPark ANZ PTY LTD
 Suite 6, Level 7, 350 Collins St.
 Melbourne VIC 3000

ABN
 15160029470

BSB
Account Number

Contact
 www.easypark.com.au
 customer.service@easypark.com.au
 1300 734 070

DOME MULLALOO
10 Oceanside Promenade
MULLALOO WA 6027
Tel: +61 8 9403 3256
mullaloo@domecoffeees.com

TAX INVOICE
ABN: 31 455 659 756

1	Earl Grey Tea	\$5.50
Subtotal		\$5.50
Total		\$5.50

Tax		\$0.50
Cash		\$10.50

Payment Total		\$10.50
Change Given		\$5.00

Order type: Dine In
Date: 25/08/2025 9:54:06 AM
Clerk: LEWIS
Receipt No: 256812
Tran Ref: 95406102
Order No: 11
Terminal: Mullaloo Till 2 (17191)

* Indicates tax free item(s)

Thankyou
Your feedback is important
please visit www.domecoffeees.com
to tell us what you think.

DOME MULLALOO
10 Oceanside Promenade
MULLALOO WA 6027
Tel: +61 8 9403 3256
mullaloo@domecoffees.com

TAX INVOICE

ABN: 31 455 659 756

1	Evergreen Smoothie	\$11.45
Subtotal		\$11.45
Total		\$11.45
Tax		\$1.04
Cash		\$15.00
Payment Total		\$15.00
Change Given		\$3.55

Order type: Dine In
Date: 25/08/2025 9:52:28 AM
Clerk: CLAIRE
Receipt No: 256811
Tran Ref: 95228084
Order No: 11
Terminal: Mullaloo Till 2 (17191)

* Indicates tax free item(s)
Thankyou


Your feedback is important
please visit www.domecoffees.com
to tell us what you think.



RECEIPT / TAX INVOICE

Thank you for your purchase for '2025 Regional Western Australia
Community Achievement Awards - Gala Presentation Dinner'
Sat 25th Oct 2025, 6:30 pm AWST

Customer name Nige Jones
Order ID QJ929L9B
Order date 3rd Sep 2025

Payment method
 **** 1130
Appears on your card statement as:
AAF* TICKETS-2025 REGI

\$144.00 AUD paid on 3rd Sep 2025

Your payment includes the following items:

Tax invoice from Awards Australia Pty Ltd
Unit 9, 42-50 Stud Road BAYSWATER VIC 3153

ABN: 77 116 170 220

Item description	Qty	Unit price	Sub total
Nominee/Semi Finalist	1	\$140.00	\$140.00

Total AUD \$140.00 ¹

GST included in total \$12.73

Tax invoice from Humanitix Limited
Level 1/1-5 Hickson Rd The Rocks NSW 2000 Australia

ABN: 32 618 780 439

Item description	Sub total
Humanitix booking fee	\$4.00

Total AUD \$4.00

GST included in total \$0.00

\$144.00 AUD paid on 3rd Sep 2025

Olympic Kingsway Sports Club

Olympickingswaysc Main Store
accounts@olympic-kingsway.com.au

Receipt of Purchase(Incl Tax)		27/08/2025 17:16:39	
Staff Device			Vasko TIII2
PRODUCT	PRICE	QTY	TOTAL
Canadian Club & Dry	A\$10.00	1	A\$10.00
	Total Qty	1	
Sub Total			A\$10.00
Total			A\$10.00
PAYMENT BY TENDER		AMOUNT	
Cash			A\$10.00
TAX RATE	PERCENTAGE	TAX	
GST	10.00%	A\$0.91	

Thank you for shopping with us

Olympic Kingsway Sports Club

Olympickingswaysc Main Store
accounts@olympic-kingsway.com.au

Receipt of Purchase(Incl Tax)		27/08/2025 18:31:01	
Staff Device			Vasko TIII2
PRODUCT	PRICE	QTY	TOTAL
Canadian Club & Dry	A\$10.00	1	A\$10.00
	Total Qty	1	
Sub Total			A\$10.00
Total			A\$10.00
PAYMENT BY TENDER		AMOUNT	
Cash			A\$10.00
TAX RATE	PERCENTAGE	TAX	
GST	10.00%	A\$0.91	

Thank you for shopping with us

**Accounts Payable Invoice
Elected Member Monthly Allowances**



Elected Member: Cr Nige Jones
Creditor No: MJ00108
Allowance Period: September 2025
Reference: ALLOW-MTG-SEP 2025
Narrative: Meeting Fee - September 2025

Account Number	GST Code	Amount	Narrative	Narrative (line 2)	GL Account Description
120-E1015-3205-0000	NA	\$2,956.66	Meeting Fee - September 2025	Jones, Nige	Elected Members Meeting Fee
		\$2,956.66			

Prepared by:

Marilize Myburgh

Calculations and Computation Checked

Passed for Payment	\$2,956.66
Electronically approved for payment by:	
Kylie Bergmann, Manager Governance	
Date Approved	15 September 2025

Month and Year	Meeting Fee - Month and Year
January 2025	Meeting Fee - January 2025
February 2025	Meeting Fee - February 2025
March 2025	Meeting Fee - March 2025
April 2025	Meeting Fee - April 2025
May 2025	Meeting Fee - May 2025
June 2025	Meeting Fee - June 2025
July 2025	Meeting Fee - July 2025
August 2025	Meeting Fee - August 2025
September 2025	Meeting Fee - September 2025
October 2025	Meeting Fee - October 2025
November 2025	Meeting Fee - November 2025
December 2025	Meeting Fee - December 2025

ALLOW-MTG-<MONTH>

ALLOW-MTG-JAN 2025

ALLOW-MTG-FEB 2025

ALLOW-MTG-MAR 2025

ALLOW-MTG-APR 2025

ALLOW-MTG-MAY 2025

ALLOW-MTG-JUN 2025

ALLOW-MTG-JUL 2025

ALLOW-MTG-AUG 2025

ALLOW-MTG-SEP 2025

ALLOW-MTG-OCT 2025

ALLOW-MTG-NOV 2025

ALLOW-MTG-DEC 2025

List of Sundry Debtors write off

Invoice	Invoice Date	Amount	Debtor	Business Unit	Nature of Debt
34425	20/12/2024	\$ 374.59	436489 - Yaya Ngor	Leisure and Cultural Services - Recreational Services Community Venues	Additional Clean Warwick Hall Hire
34850	18/02/2025	\$ 136.36	436529 - Georgia Wallace	Community Safety	After-hours vehicle release Reid Promenade Car Park
34249	13/11/2024	\$ 136.36	436482 - Janelle Patricia Morey	Community Safety	After-hours vehicle release Reid Promenade Car Park
31081	12/06/2023	\$ 1,538.27	436284 - Kashmira S Mistry, Sharukh D Mistry	Community Safety	Legal Settlement Balance on Recoupment Fire-break clearing costs for 9 Pya Place, Joondalup
34708	29/01/2025	\$ 136.36	436501 - Paige Simone Berdal	Community Safety	After-hours vehicle release Reid Promenade Car Park
28506	1/03/2022	\$ 450.00	436090 - Yenny Tan	Community Safety	Recoupment Fire-break clearing costs for 11 Tottenham Road, Joondalup
		\$ 2,771.94			

BI-ANNUAL FIGURES FOR CONTRACT EXTENSIONS
1 JULY 2025 TO 31 DECEMBER 2025

RFT NO.	TITLE	CONTRACTOR	CONTRACT TERM & EXTENSION OPTIONS	COUNCIL APPROVED			INITIAL PERIOD		FIRST EXTENSION		SECOND EXTENSION		CUMULATIVE CONTRACT COST	EXTENSIONS APPROVED BY THE CEO DURING THE PERIOD
				From	To	Total Cost	Expiry Date	Cost	From / To	Cost / Estimate	From / To	Estimate		
010/21	Building minor works and maintenance <\$250k	Hickey Constructions Pty Ltd	3 years plus 2 x1 year options to extend	13/08/2021	12/08/2024	\$5,028,576.00	31/08/2024	\$4,811,536.00	13/08/2024 to 12/08/2025	\$2,491,703	13/08/2025 to 12/08/2026	\$1,800,000	\$9,103,239.00	Second extension
013/21	Irrigation Electrical Services	Triton Electrical Contractors Pty Ltd	3 years plus 2 x1 year options to extend	22/08/2021	21/08/2024	\$1,803,230.00	21/08/2024	\$597,539.00	22/08/2024 to 21/08/2025	\$258,993	22/08/2025 to 21/08/2026	\$100,000	\$956,532.00	Second extension
043/22	provision of Planting, Maintenance and Truck Watering Services for the City of Joondalup Leafy City Program	Total Landscape Redevelopment Service Pty Ltd	2 years and 3 months plus x1 year option to extend	1/05/2023	31/08/2025	\$758,609.00	31/08/2025	\$744,863.00	1/09/2025 to 31/08/2026	\$130,000	-	-	\$874,863.00	First extension
038/22	Supply and delivery of PVC pipes, fittings and sprinklers	Western Irrigation Pty Ltd	3 years plus 2 x1 year options to extend	17/12/2022	16/12/2025	\$940,492.00	16/12/2025	\$1,064,740.00	17/12/2025 to 16/12/2026	\$255,605	17/12/2026 to 16/12/2027	-	\$1,320,345.00	First extension
042/22	Irrigation pump and bore maintenance services	Hydroquip Pumps & Irrigation Pty Ltd	3 years plus 2 x1 year options to extend	17/12/2022	16/12/2025	\$3,936,635.00	16/12/2025	\$1,997,105.00	17/12/2025 to 16/12/2026	\$374,160	17/12/2026 to 16/12/2027	-	\$2,371,265.00	First extension
020/21	Drilling, development and testing of bores	MD & DM Water Boring Contractors	3 years plus 2 x1 year options to extend	20/12/2021	19/12/2024	\$626,542.00	19/12/2024	\$253,726.00	20/12/2024 to 19/12/2025	\$28,496	20/12/2025 to 19/12/2026	\$10,000	\$292,222.00	Second extension
030/22	Electrical Services	Wanneroo Electric Pty Ltd as trustee for Wanneroo Electrics Unit Trust	3 years plus 2 x1 year options to extend	1/12/2022	30/11/2025	\$3,586,802.00	30/11/2025	\$3,569,124.00	1/12/2025 to 30/11/2026	\$1,300,000	1/12/2026 to 30/11/2027	-	\$4,869,124.00	First extension
029/22	Graffiti Control Services	Kleenit Pty Ltd	3 years plus 2 x1 year options to extend	1/11/2022	31/10/2025	\$243,660.00	31/10/2025	\$317,393.00	1/11/2025 to 31/10/2026	\$90,000	1/11/2026 to 31/10/2027	-	\$407,393.00	First extension
033/22	Dog and Cat (Animal) Holding Facilities	RSPCA WA	3 years plus 2 x1 year options to extend	18/11/2022	17/11/2025	\$384,086.00	17/11/2025	\$448,381.00	18/11/2025 to 30/06/2026	\$106,250	-	-	\$554,631.00	First extension
021/21	Supply and installation of concrete paths, crossovers and associated works	Axiis Contracting Pty Ltd	3 years plus 2 x1 year options to extend	1/01/2022	31/12/2024	\$4,186,604.00	31/12/2024	\$2,486,250.00	1/01/2025 to 31/12/2025	\$843,662	1/01/2026 to 31/12/2026	\$809,000	\$4,138,912.00	Second extension

CONTRACTS >\$250,000 AWARDED 1 SEPTEMBER 2025 TO 31 DECEMBER 2025

Contract No.	Title	WALGA /CUA	Contractor	Contract Term & Extension Options	Contract Term		Contract Value	Award Date
					From	To		
VP489182	Pure Storage Renewal	WALGA	Data#3	3 years	1/4/2026	1/3/2029	\$262,093.14	12/9/2025
VP492355	Supply and Installation of Flexible Payment Platform	WALGA	Civica Pty Ltd	2 years with 1 year extension option	1/19/2026	1/18/2028	\$334,650.00	12/31/2025
VP485307	Sorrento Surf Life Saving Club Revegetation Works	WALGA	Natural Area Consulting Management Services	5 years	11/19/2025	11/18/2030	\$314,179.70	11/18/2025
CUAPLC00617	Field Services Van Replacements 2025-26	CUA	Grand Toyota	One-off	-	-	\$284,927.25	11/6/2025
4600022056	Marmion Avenue Road Upgrades	Sole Supply	ATCO Gas Australia Pty Ltd	8 Months	10/23/2025	6/30/2026	\$609,362.00	10/23/2025