



ATTACHMENTS

Audit, Risk and Improvement Committee

Tuesday 02 June 2026

5.30pm

Council Chambers

AUDIT, RISK AND IMPROVEMENT COMMITTEE
ATTACHMENTS – 02/06/2026

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Public Sector
Commission



Annual Collection



Thank you for completing the annual collection for 2026. Below you can view and download a copy of your responses.

Over the next few weeks we will be validating the information provided, and we will be in touch if any questions arise.

Your responses are vital in building our understanding of the integrity of the Western Australian government sector.

Once you have downloaded a copy of your responses, you can close this browser. Once you close this window, you will be unable to access this PDF via this link again.

PUBLIC SECTOR COMMISSION

collections@psc.wa.gov.au

WA.gov.au



Your response has been received and saved, and you can now close this browser.

Welcome to the 2026 Annual Collection for **City of Albany**.

The collection consists of a number of questions, and your authority's responses are to be submitted through this online platform.

Local governments, public universities and government trading enterprises are also required to download and complete a [Workforce Data Spreadsheet](#), then submit via this platform.

The deadline for your submission is **5.00 pm on Wednesday 22 April 2026**.

If you require clarification on an issue not included in the [Guidance Notes](#) located at the bottom of every page, or if you experience any technical issues, please email Collections@psc.wa.gov.au.

SECTION A: INTEGRITY PRACTICES

A1. In October 2024, the Commission released the second [Integrity Strategy for WA Public Authorities 2024-2028](#). Has the strategy informed your authority's approach to embedding integrity since its release?

- Yes, the strategy has informed significant changes to our approach
- Yes, the strategy has informed moderate changes to our approach
- Yes, the strategy has informed minor changes to our approach
- The strategy has confirmed that our approach meets or exceeds requirements**
- No, but we expect the strategy will inform changes in the next 12 months
- No (specify why)

A2. Does your authority have an integrity framework in place?

- Yes, we have developed and implemented one**
- No, but we plan to develop and implement one in the next 12 months
- No (describe why)

A3.1 Has your authority used the Commission's [Integrity Framework Maturity Self Assessment Tool](#) to assess and improve your approach to integrity?

- Yes**
- No, but we plan to use this tool in the next 12 months
- No, we have not used this resource (specify why)

A3.2 What areas has your assessment identified for improvement? (select all that apply)

- Clear expectations**
- Roles and responsibilities**
- Legislation and regulations
- Risk analysis and planning for integrity**
- Internal controls, audit and governance**
- Fraud and corruption detection systems**
- Values and standards**
- Leadership and management attitude
- Organisational culture
- Integrity education and capacity**
- Responses to integrity breaches
- Self analysis and review**
- Oversight**
- No areas for improvement were identified

A3.3 Have you developed a plan to improve these areas?

- Yes, we have developed a plan for each area we identified**
- No (describe why)

A4. In the last 12 months which of the following approaches has your authority used to assess its integrity environment? (select all that apply)

- We have evaluated the integrity environment internally using the Public Sector Commission’s [Integrity Snapshot Tool](#)**
- We have evaluated the integrity environment using the services of an external consultant
- We have evaluated policies, procedures and systems in line with the recommendations of WA integrity agencies (eg Public Sector Commission, Corruption and Crime Commission, Office of the Auditor General)**
- We have conducted a staff perception survey including questions on integrity and ethics
- We have conducted a broader satisfaction or perception survey (eg to customers, suppliers, contractors) including questions on integrity and ethics
- We have assessed completion rates of training and information sessions related to integrity**
- We have assessed knowledge gained or skills developed as a result of training and information sessions related to integrity
- We have evaluated how integrity matters are addressed and resolved (eg quality of and time taken to complete discipline processes, investigations)
- We have reviewed completed actions resulting from reviews and internal and external audits**
- We have assessed the types of matters reported to identify emerging integrity trends and risks
- Other (describe)
- None of the above – we have not assessed the integrity environment in the last 12 months

SECTION B: CODE OF CONDUCT

B1.1 Does your authority have a code of conduct?

- Yes, we have our own**
- Yes, we apply the code of conduct of another public sector body under a documented arrangement (specify body)
- No (explain why)

B2. Does your authority provide training on your code of conduct to your employees?

- Yes, we conduct our own training**
- Yes, we receive training from another public sector body under a documented arrangement (specify body)
- No (describe why)

B4. Which measures did your authority have in the last 12 months to ensure all employees are familiar with your code of conduct? (select all that apply)

- Our code's requirements are covered in induction programs for new employees**
- Formal and planned refresher training on our code is provided to employees throughout their tenure
- Employees acknowledge in writing that they have read, understand and commit to our code
- The code's requirements are reinforced in performance management meetings
- Information sessions are held about our code or that refer to our code**
- Information about our code is included in staff newsletters or bulletins**
- Information is provided to managers and leaders about their role in upholding our code**
- The requirement to comply with our code is included in position descriptions
- Our code is promoted on our intranet**
- Other (specify)
- None of the above

B5. Which approaches has your authority used in the last 12 months to monitor compliance with your code of conduct? (select all that apply)

Internal reviews or audits (eg audits of procurement decisions, gifts and benefits registers, conflicts of interest declarations)

External reviews or audits

General staff survey feedback

Exit interview/survey feedback

Employee consultative committees

Analysis of external complaints and/or reports of integrity issues

Analysis of internal staff reports of integrity issues

Leadership team monitoring compliance (eg integrity and conduct matters are a standing item on the leadership team meeting agenda)

Other (specify)

None of the above

SECTION C: REPORTING

C1. In the last 12 months which measures did your authority have in place to encourage employees to report unethical conduct including any behaviour considered to be a breach of the code? (select all that apply)

- The way to report unethical conduct is published in our code or policy**
- The option for a person to report anonymously is provided for in our code or policy**
- Our code or policy states that victimisation of employees reporting unethical conduct is not tolerated**
- Our chief executive regularly publicises their commitment to speaking up and reporting unethical conduct
- Our authority communicates to employees (eg via newsletters, emails) about how to report unethical conduct**
- Managers are trained in how to deal with reports of unethical conduct
- Contact names for reporting unethical conduct are accessible to employees**
- A confidential phone or email service is available to report unethical conduct
- Public interest disclosure procedures are accessible to all employees**
- Information about external reporting avenues (eg Corruption and Crime Commission, Public Sector Commission) is included in our code or policy**
- Other (specify)
- None of the above

C2. How does your authority advise its contractors and suppliers about the ethical conduct requirements for your employees and how they can report any concerns? (select all that apply)

- Direct engagement such as induction, feedback surveys and/or interviews
- Promotional material such as posters and/or notices in public areas
- Formal documentation such as contracts, tenders and/or service agreements**
- Informal ad hoc measures or word of mouth**
- Currently under consideration**
- Other (specify)
- None of the above

SECTION D: DISCIPLINE

D1. How many discipline processes were finalised (this includes all processes that were commenced, regardless of whether they resulted in no action, only improvement action or where no breach was found) in your authority between 1 April 2025 and 31 March 2026?

Total number of discipline processes finalised (if none enter '0')

34

D2: How many finalised discipline processes involved officers who resigned while under investigation?

Total number of employees who resigned (if none enter '0')

2

D4. For finalised discipline processes what were the types of conduct considered or investigated? (if none enter '0')

Use the table below to categorise the allegations considered or investigated

	Number of allegations	Number of substantiated allegations
Fraud or falsification of records	<input type="text" value="0"/>	<input type="text" value="0"/>
Corrupt use of position with intent (for benefit or detriment)	<input type="text" value="0"/>	<input type="text" value="0"/>
Theft or misappropriation of public money or assets	<input type="text" value="0"/>	<input type="text" value="0"/>
Misuse of public resources	<input type="text" value="0"/>	<input type="text" value="0"/>
Unauthorised or improper accessing of confidential information	<input type="text" value="0"/>	<input type="text" value="0"/>
Unauthorised use or release of confidential information	<input type="text" value="0"/>	<input type="text" value="0"/>
Failure to manage conflicts of interest	<input type="text" value="0"/>	<input type="text" value="0"/>
Improper management of gifts, benefits or hospitality	<input type="text" value="0"/>	<input type="text" value="0"/>
Assault or excessive use of force	<input type="text" value="0"/>	<input type="text" value="0"/>
Threatening, abusive or harassing conduct	<input type="text" value="2"/>	<input type="text" value="2"/>
Sexual misbehaviour and or sexual harassment	<input type="text" value="2"/>	<input type="text" value="2"/>
Bullying	<input type="text" value="12"/>	<input type="text" value="10"/>
Racism or other discriminatory behaviour	<input type="text" value="0"/>	<input type="text" value="0"/>

REPORT ITEM AR191 REFERS

	Number of allegations	Number of substantiated allegations
Offensive or inappropriate personal behaviour	4	4
Reprisal action (in response to reporting matters including an act of victimisation within the meaning of section 15 of the Public Interest Disclosure Act 2003)	0	0
Inappropriate use of drugs or alcohol	1	1
Criminal offences affecting ongoing employment	0	0
Careless or negligent performance of duties	4	3
Failure to declare, or unauthorised, secondary employment	3	0
Disobeying or disregarding a lawful instruction	6	4
Other (specify) <input type="text"/>	0	0
Total	34	26

D5. How many finalised disciplinary processes resulted in substantiated allegations?

Total number of finalised processes with substantiated allegations (if none enter '0')

26

D6. How many times was the following discipline action and or improvement action applied for finalised discipline processes where a breach of discipline was found to have occurred? (if none enter '0')

Use the table below to categorise the type of action taken

	Number of times action was applied
Reprimand	0
Imposition of fine (eg financial penalty)	0
Transfer	0
Reduction in monetary remuneration of employee	0
Reduction in level of classification	0
Dismissal	2
Discipline action – other (specify)	24
Verbal Warning	
Improvement action - counselling	20
Improvement action - training	10
Improvement action – other (specify)	
Performance Improvement Plans (PIPs)	8
Total	64

IMPORTANT:

Please ensure the **total number of actions** entered above is equal to or greater than 26 (number of completed discipline processes with substantiated allegations entered in **D5**)

D7. What was the estimated average time taken to complete a discipline process that was finalised between 1 April 2025 and 31 March 2026?

- Less than 3 months**
- Between 3 and 6 months
- Between 6 and 12 months
- More than 12 months

SECTION E: PUBLIC INTEREST DISCLOSURES (PID)

E1. Has your authority designated at least one public interest disclosure (PID) officer to receive public interest disclosures (as required under section 23(1)(a) of the PID Act)?

- Yes**
- No

E2. Has your authority published internal procedures relating to your authority's obligations under the PID Act (section 23(1)(e))?

- Yes**
- No

E3. Are your authority's procedures consistent with the [guidelines issued by the Public Sector Commission](#) (section 23(2) of the PID Act)?

- Yes**
- No

E4.1 Between 1 April 2025 and 31 March 2026 was your authority found to be non-compliant with the PID Act or PID Officer's Code of Conduct and Integrity (code)?

- No**
- Yes

E5.1 How many public interest disclosures were lodged with your authority between 1 April 2025 and 31 March 2026?

Total number of public interest disclosures received (if none enter '0')

SECTION F: GRIEVANCES

F1. How many grievance processes did your authority finalise between 1 April 2025 and 31 March 2026?

Total number of grievance processes dealt with (if none enter '0')

SECTION G: WORKFORCE DATA

G1. Provide workforce data in the attached spreadsheet by uploading a copy of your Excel file below. A blank spreadsheet template is on WA.gov.au or via the link at the bottom of this page.

Please ensure the file you upload is named using the style <YourAuthorityName>_WorkforceData, for example *PublicSectorCommission_WorkforceData*. To replace a file, drag a new file into the upload field.

City of Albany_WorkforceData.xlsx

0.9 MB

application/vnd.openxmlformats-officedocument.spreadsheetml.sheet

G2. Total Headcount data. Please enter the following metrics as displayed on the ‘Submission Fields’ page of the workforce data spreadsheet. (If none enter '0')

	Field Value
G2.1 Total Headcount	<input type="text" value="518"/>
G2.2 Total FTE	<input type="text" value="602.9"/>
G2.3 Permanent full time FTE	<input type="text" value="216.0"/>
G2.4 Permanent part time FTE	<input type="text" value="58.2"/>
G2.5 Fixed term full time FTE	<input type="text" value="35.0"/>
G2.6 Fixed term part time FTE	<input type="text" value="10.9"/>
G2.7 Casual FTE	<input type="text" value="22.8"/>

G3. Gender data. Please enter the following metrics as displayed on the ‘Submission Fields’ page of the workforce data spreadsheet. (If none enter '0')

	Field Value
G3.1 Women	<input type="text" value="301"/>
G3.2 Men	<input type="text" value="216"/>
G3.3 Another term	<input type="text" value="1"/>
Total	<input type="text" value="518"/>

G4. Women in Leadership data. Please enter the following metrics as displayed on the 'Submission Fields' page of the workforce data spreadsheet. (If none enter '0')

	Field Value
G4.1 Women in leadership - Tier 1	<input type="text" value="0"/>
G4.2 Women in leadership - Tier 2	<input type="text" value="0"/>
G4.3 Women in leadership - Tier 3	<input type="text" value="5"/>
Total	<input type="text" value="5"/>

G5. Valid Responses. Please enter the following metrics as displayed on the 'Submission Fields' page of the workforce data spreadsheet. (If none enter '0')

	Field Value
G5.1 Aboriginal and Torres Strait Islander people (valid responses)	<input type="text" value="512"/>
G5.2 People with disability (valid responses)	<input type="text" value="518"/>
G5.3 Culturally and linguistically diverse people (valid responses)	<input type="text" value="518"/>

G6. Diversity data. Please enter the following metrics as displayed on the ‘Submission Fields’ page of the workforce data spreadsheet. (If none enter '0')

	Field Value
G6.1 Aboriginal and Torres Strait Islander people	<input type="text" value="9"/>
G6.2 People with disability	<input type="text" value="10"/>
G6.3 Culturally and linguistically diverse people	<input type="text" value="17"/>
Total	<input type="text" value="36"/>

G7. Age group data. Please enter the following metrics as displayed on the ‘Submission Fields’ page of the workforce data spreadsheet. (If none enter '0')

	Field Value
G7.1 People 24 and under	<input type="text" value="80"/>
G7.2 People 45 and over	<input type="text" value="252"/>
Total	<input type="text" value="332"/>

G8. Equity index. Please enter the following metrics as displayed on the 'Submission Fields' page of the workforce data spreadsheet. (enter N/A if displayed on 'Submission Fields' page)

	Field Value
G8.1 Equity Index (Women)	86
G8.2 Equity Index (Aboriginal and Torres Strait Islander people)	50
G8.3 Equity Index (People with disability)	55
G8.4 Equity Index (Culturally and linguistically Diverse people)	49

G9. Median Equivalent Annual Salary data. Please enter the following metrics as displayed on the 'Submission Fields' page of the workforce data spreadsheet. (If none enter '0')

	Field Value
G9.1 Median Equivalent Annual Salary	75744
G9.2 Median Equivalent Annual Salary Men	76393
G9.3 Median Equivalent Annual Salary Women	74003

SECTION I: DIVERSITY ACTIVITIES

11. What activities and programs has your authority undertaken in the period 1 April 2025 to 31 March 2026 to improve the representation of, promote the inclusion of and/or reduce discrimination against any of the following 6 diversity groups in your authority’s workforce? What results were achieved?

- Women
- Youth (people aged 24 years and younger)
- Aboriginal and Torres Strait Islander people
- Culturally and linguistically diverse people
- People with disability
- People of diverse sexualities and genders

Activity/program 1 Attend 2025 Deadly Career's Forum as a platinum sponsor.

Results 1 Saw an increase in youth engagement and Aboriginal job applications

Activity/program 2 Disability Training with lived experience facilitator

Results 2 Better understanding seen within teams, an employee completed further study in accessibility relevant to building codes

Activity/program 3 IDAHOBIT Day celebration

Results 3 Increase in engagement from LGBTQIA+ employee community

I2. What activities and programs does your authority plan to commence in the next 12 months to improve the representation of, promote the inclusion of and/or reduce discrimination against any of these 6 diversity groups in your authority’s workforce? What results does your authority aim to achieve?

- Women
- Youth (people aged 24 years and younger)
- Aboriginal and Torres Strait Islander people
- Culturally and linguistically diverse people
- People with disability
- People of diverse sexualities and genders

Planned activity/program 1	Communicating with the disabled community training
Desired results 1	Better understanding within customer facing teams with an increase in positive interactions

Planned activity/program 2	Roll-out of LGBTQIA+ Awareness Training
Desired results 2	Increased understanding among staff cohorts and a heightened feeling of safety for those that identify.

Planned activity/program 3	Harmony Week celebrations
Desired results 3	All sites hold some form of celebration and gain an increased understanding of each others cultures.

SECTION J: CULTURAL AWARENESS TRAINING

J1. How many of your current employees completed [Aboriginal and Torres Strait Islander cultural awareness training](#) in the last 5 years?

Number of employees that have completed training

518

Click here if number is not available

SUBMITTING YOUR RESPONSE

Details of officer submitting collection

Name	Heidi Loncar / Stuart Jamieson
Position	Training & Development Facilitator / Manager Governance
Email	heidi.loncar@albany.wa.gov.au
Telephone	08 6820 3000

AUTHORISATION


To review your responses and data before submitting, use the table of contents menu. If you click **Submit** and proceed to the next page, you cannot go back and edit your responses.

By clicking the **Submit** button and finalising your submission, you are confirming the data is current and accurate, and that your responses have been approved by the head of your authority.

Once you click the **Submit** button you are taken to a summary of your finalised responses and can download a PDF version. It is strongly recommended that you download a PDF of your responses and file it for record keeping purposes.

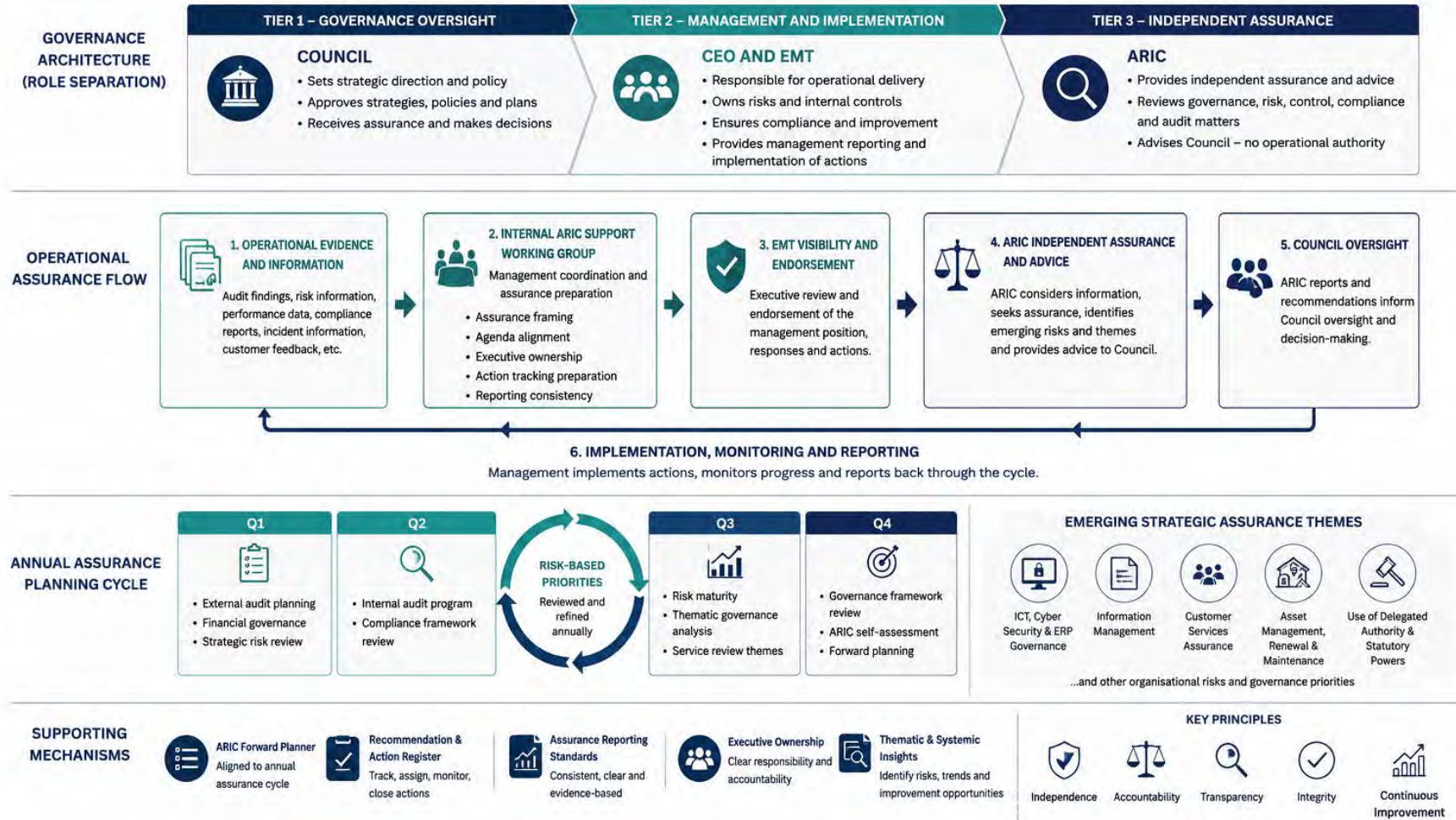
Guidance Notes

If you have any queries please email Collections@psc.wa.gov.au.

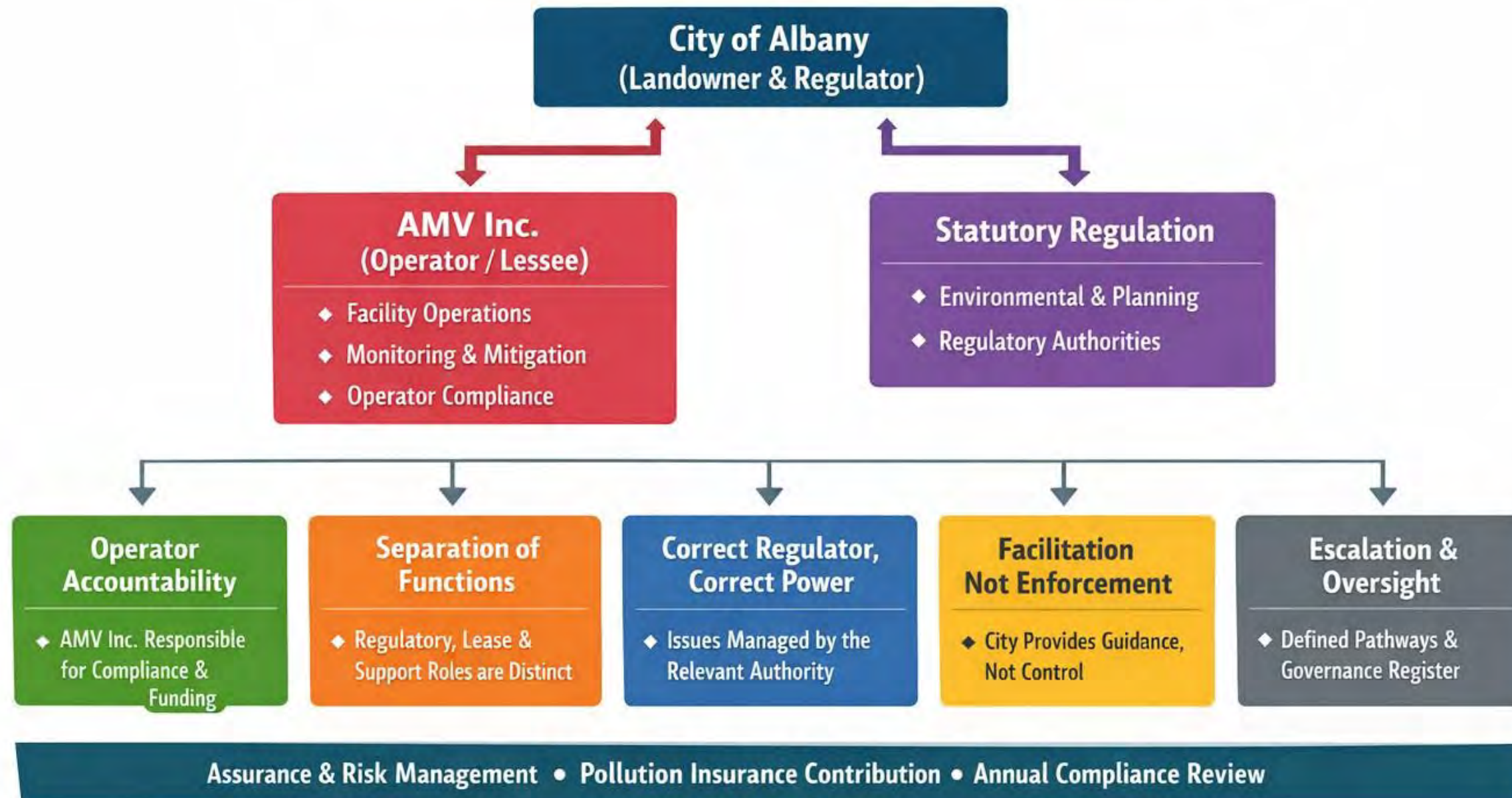
Powered by Qualtrics 

ARIC GOVERNANCE AND PLANNING FRAMEWORK (2026)

From Operational Evidence to Council-Level Assurance



Albany Motorsport Park Governance, Compliance & Support Framework



**CITY OF ALBANY
ALBANY MOTORSPORT VENUE INC. (AMV)
ANNUAL INSPECTION CHECKLIST**

(Joint Inspection with Leasing Team, Recreation Services & Regulatory Teams)

Inspection Details

Date	
Time	
Location	Albany Motorsport Park
Lessee / Operator Contact	
Contact Phone	

City of Albany – Attendance

- Leasing (Land lease matters) _____
- Recreation Services (Governance & facilitation) _____
- Environmental Health (Advisory / regulatory) _____
- Emergency Management (Advisory / regulatory) _____
- Planning & Building Compliance (Advisory / regulatory) _____
- Other: _____

Inspection Model

- Leasing to coordinate annual inspection
- Inspection undertaken jointly where possible
- Where joint attendance is not possible, each team is to complete their section independently & register their completed checklist in Synergy file no PRO449
- Each team is responsible for their own follow-up and escalation
- Completion of a section does not imply endorsement of another team’s compliance area
- AMV Inc. retains responsibility for all operational, asset and statutory compliance

Section 1 – LEASING (Inspection)

Purpose: Confirm compliance with land-based lease obligations

Scope: Lease administration, permitted use and site management

Out of Scope: Operations, building compliance, statutory regulation

Lease Administration & Permitted Use

- Rent payments up to date
- Required insurances provided and current
- Current motorcross track licence
- Current motor racing track licence
- No unauthorised sub-letting or encumbrances
- Required landlord consents obtained (if applicable)
- Land use aligns with permitted use
- No unauthorised activities observed
- No lease-related breaches identified

Site management

- Emergency access and egress clear
- Drainage paths clear
- Rubbish managed appropriately
- No obvious unauthorised clearing
- Firebreaks and fencing evident
- Buildings appear clean and in reasonable condition
- Emergency / evacuation signage displayed

Leasing Outcome

- No further action required
- Monitor at next annual inspection
- Follow-up required (details below)
- Recreation Services advised of any issues
- Leasing enforcement pathway required

Details / Notes:

Risk Rating & Assurance Assessment

Risk Area	Risk Description	Inherent Risk Rating	Key Controls / Mitigations	Residual Risk Rating	Control Effectiveness / Assurance Maturity
Residual Landowner Liability	Statutory environmental liability remains with the City as landowner despite lease and indemnities	High	<ul style="list-style-type: none"> - Governance framework (role separation) - Legal advice confirming position - Escalation pathways to regulators - Management plan framework 	Medium	Moderate-High – Strong control design; ongoing reliance on operator compliance and effective escalation
Pollution / Environmental Incident	Risk of contamination event exceeding operator’s capacity to respond, resulting in financial and regulatory exposure to the City	High	<ul style="list-style-type: none"> - Operator required to hold pollution insurance - Proposed incremental insurance uplift - Environmental management plans - DWER as primary regulator 	Medium (potentially Medium Low if insurance uplift implemented)	Moderate – Insurance adequacy remains a key variable; improvement expected with higher limits
Operator Financial Capacity	AMV Inc may lack financial capacity to meet compliance, insurance or remediation obligations	High	<ul style="list-style-type: none"> - Lease obligations - Governance framework reinforcing accountability - City facilitation/support (non-regulatory) 	Medium	Moderate – Structural limitation due to incorporated association model; risk cannot be fully mitigated
Governance / Role Clarity Risk	Risk that City actions (support, inspections) are perceived as operational control or enforcement outside authority	Medium	<ul style="list-style-type: none"> - Explicit separation of functions - “Facilitation not enforcement” principle - RACI and escalation framework - Recordkeeping standards 	Low	High – Clearly defined and documented framework provides strong defensibility if consistently applied
Compliance Failure (Management Plans / Approvals)	Failure by operator to implement required plans (e.g., Noise Management Plan) leading to regulatory or reputational impact	High	<ul style="list-style-type: none"> - Compliance framework and escalation pathways - Regulatory oversight (EHOs, Planning, EM) - Lease enforcement mechanisms - Annual inspections 	Medium	Moderate-High – Good control structure; effectiveness dependent on timely escalation and enforcement
Regulatory / Enforcement Risk	Failure to appropriately escalate or exercise statutory/contractual powers	Medium	<ul style="list-style-type: none"> - Defined trigger table (regulatory vs lease) - Delegations and authority framework - Escalation flow and documentation requirements 	Low Medium	High – Strong governance design; periodic assurance review recommended
Reputational Risk	Public perception of City responsibility for AMP operations or incidents	Medium	<ul style="list-style-type: none"> - Clear governance messaging - Public-facing framework (Annexure B) - Separation of roles 	Low Medium	Moderate-High – Depends on consistent communication and incident handling



Reform Item	What is it?	How is it required?	When is it required?	DLG Status	CoA Status	Accountable Manager	Notes	Assurance Status
Tranche 1								
Changes to Special Electors Meetings	Updates meeting procedures to improve accessibility, participation and administrative efficiency for Special Electors' Meetings.	Act Amendment	19-May-23	Implementation	Complete	Manager Governance & Risk	Legislative reform implemented May 2023. Procedures embedded within Governance practices. No residual implementation risk identified. Ongoing compliance maintained through meeting administration procedures.	Embedded Compliance
Compliance Exemptions from the Act	Introduces targeted legislative exemptions reducing administrative burden while maintaining core accountability requirements.	Act Amendment	1-Jul-23	Implementation	Complete	Manager Governance & Risk	Reform transitioned to business-as-usual legislative environment. Exemptions now form part of normal operational compliance framework. No further reform monitoring required.	Embedded Compliance
Parental Leave for Council Members	Establishes statutory parental leave entitlements for elected members through approved leave of absence provisions.	Act Amendment	1-Jul-23	Implementation	Complete	Manager Governance & Risk	Legislative entitlement operational since July 2023. Governance processes and leave provisions aligned with Act requirements. Compliance risk assessed as low.	Embedded Compliance
Recording votes in minutes of Council Meetings	Requires individual elected member votes to be formally recorded in Council meeting minutes to improve transparency.	Act Amendment	1-Jul-23	Implementation	Complete	Manager Governance & Risk	Statutory transparency requirement embedded in minute-taking procedures. Responsibility rests with CEO under amended Act provisions. Compliance assured through governance quality review.	Embedded Compliance
Classes for Local Governments	Classifies local governments by size and capacity to apply proportionate governance and regulatory obligations.	Act Amendment	1-Jul-23	Implementation	Complete	N/A	City of Albany confirmed as Class 1 local government. Classification now informs applicability of future reforms including CEO superannuation and recruitment standards. Monitoring only.	Operational - Monitoring
Changes for 2023 Elections	Modernises local government electoral processes to improve integrity, accessibility and administration.	Regulation	2023 Election Cycle	Implementation	Complete	Manager Governance & Risk	Electoral reforms successfully implemented. No ongoing reform activity required outside normal electoral compliance obligations.	Embedded Compliance
Payment and reimbursement of training for Council Members	Requires local governments to fund and support elected member training and professional development.	Regulation	19-Oct-23	Implementation	Complete	Manager Governance & Risk	Policy framework implemented and aligned with reform intent. Scheduled policy review in 2026 will confirm continued legislative alignment.	Operational - Monitoring
Owners and occupiers enrolment changes	Updates eligibility and enrolment processes for owners and occupiers voting in local government elections.	Regulation	1-Jan-24	Implementation	Complete	Manager Governance & Risk	Legislative amendments operational. Existing enrolments grandfathered. Governance and Rates teams monitoring future regulatory adjustments.	Operational - Monitoring
Payment for independent committee members	Enables remuneration of independent committee members to strengthen governance oversight capability.	Regulation	1-Jan-24	Implementation	Complete	Manager Finance	Remuneration framework implemented and funded within governance budget allocations. Supports independent oversight objectives of reform program.	Embedded Compliance
Caretaker period provisions	Establishes statutory restrictions on decision-making during election caretaker periods.	Act Amendment	1-Jul-24	Implementation	Complete	Manager Governance & Risk	Caretaker Period Policy (1.24) updated to align with legislative provisions.	Embedded Compliance
Purchase Card Reporting	Strengthens financial transparency through enhanced reporting of purchase card expenditure.	Regulation	2024 (Progressive commencement)	Implementation	Complete	Manager Finance	Reporting requirements embedded within financial management controls. Reform obligations now considered business-as-usual financial governance practice.	Embedded Compliance
Long Service Leave	Aligns local government long service leave arrangements with contemporary employment standards.	Regulation	2024 (Progressive commencement)	Implementation	Complete	Manager People & Culture	Employment entitlement aligned with updated legislative framework. Managed operationally through People & Culture systems. No reform action outstanding.	Embedded Compliance



Reform Item	What is it?	How is it required?	When is it required?	DLG Status	CoA Status	Accountable Manager	Notes	Assurance Status
Livestreaming and recording requirements for council meetings	Requires Council meetings to be livestreamed and recorded to improve public transparency and access.	Regulation	1-Jan-25	Implementation	Complete	Manager Information Technology	Statutory requirement effective January 2025. Technology and procedures operational. Reform transitioned to ongoing compliance obligation.	Embedded Compliance
Tranche 2								
Roles & Responsibilities – Council (s2.7)	Clarifies Council’s strategic governance role including policy setting, resource allocation and CEO oversight.	Act Amendment	6-Dec-24	Implementation	N/A	Manager Governance & Risk	Governance role clarification now embedded within legislative framework. Reinforces separation between strategic governance and administration. Education ongoing for elected members.	Operational - Monitoring
Roles & Responsibilities – Mayor/President (s2.8)	Defines leadership responsibilities of the Mayor/President including governance leadership and representation.	Act Amendment	6-Dec-24	Implementation	N/A	Manager Governance & Risk	Leadership responsibilities clarified by statute. Incorporated into elected member induction and governance training materials.	Operational - Monitoring
Roles & Responsibilities – Council Members (s2.10)	Establishes behavioural, representative and governance expectations for elected members.	Act Amendment	6-Dec-24	Implementation	N/A	Manager Governance & Risk	Behavioural and governance expectations strengthened under amended Act. Supports positive organisational culture reform objective.	Operational - Monitoring
Minutes Responsibility (s5.22)	Transfers statutory responsibility for meeting minutes from the Presiding Member to the CEO.	Act Amendment	6-Dec-24	Implementation	N/A	Manager Governance & Risk	Responsibility formally transferred to CEO. Governance procedures updated accordingly. No implementation risk remaining.	Embedded Compliance
CEO Functions (s5.41)	Clarifies CEO authority over administration, operations, systems and provision of professional advice to Council.	Act Amendment	6-Dec-24	Implementation	N/A	Manager Governance & Risk	Amendment reinforces CEO statutory authority over administration, systems and advice to Council. Incorporated into governance education framework.	Operational - Monitoring
Notification of Council Member Resignations	Requires CEO notification to the Director General when council member vacancies occur.	Act Amendment	6-Dec-24	Implementation	N/A	Manager Governance & Risk	Administrative requirement operational. Governance team maintains compliance monitoring and reporting process to Director General.	Embedded Compliance
LOCAL LAW & GOVERNANCE REFORMS								
Local Laws Reform	Streamlines local law processes and introduces a mandatory 15-year review cycle with automatic repeal if not reviewed.	Act Amendment	6-Dec-24	Implementation	In progress	Manager Governance & Risk	Reform introduces 15-year mandatory review cycle and streamlined adoption processes. Review program being aligned to avoid automatic repeal risk. Monitoring continues. Local Law EMT Briefing conducted in May 2025. MGR: Emerging Reform Risk (automatic repeal exposure), noting Automatic repeal creates potential strategic legislative risk if review schedule not actively managed.	Operational - Monitoring
Regional Subsidiaries (Act)	Enables local governments to establish regional subsidiary entities to deliver shared services or functions.	Act Amendment	6-Dec-24	Implementation	N/A	Manager Governance & Risk	Enabling legislation operational. No current subsidiary proposed; governance awareness maintained should regional collaboration opportunities arise.	Transition / Preparation
Stronger Penalties (Act Level)	Updates offence penalty levels across the Act to strengthen compliance and deterrence.	Act Amendment	6-Dec-24	Implementation	In progress	EMT	Penalty framework strengthened through Amendment Act. Operational impact linked to Inspector regulatory regime now in force. Financial Penalties: The financial penalties for offences have been broadly doubled to reflect the effects of inflation since the Act was passed in 1995.	Operational - Monitoring



Reform Item	What is it?	How is it required?	When is it required?	DLG Status	CoA Status	Accountable Manager	Notes	Assurance Status
PLANNING / DEVELOPMENT								
Developer Assessment Panel (DAP) Functions	Transfers responsibility for preparing Responsible Authority Reports to authorised officers rather than Council.	Existing Framework	1-Mar-24	Implementation	Complete	Manager Development Services	Delegations Register amended and authorised officer appointed in accordance with reform requirements.	Embedded Compliance
COUNCIL MEMBER ENTITLEMENTS								
Elected Member Superannuation	Introduces mandatory superannuation contributions for elected members in Class 1 and 2 local governments.	Regulation	19-Oct-25	Implementation	Complete	Manager Finance	Mandatory superannuation implemented ahead of legislative requirement. City positioned as early adopter. Compliance assured.	Embedded Compliance
UNIFORM LOCAL PROVISIONS (PENDING REGULATIONS)								
Incidental Outdoor Trading (Alfresco Reforms)	Draft Regulations Proposed: Deregulates incidental outdoor trading activities subject to standard statewide operating conditions. These regulations would provide that a business owner can conduct incidental outdoor trading activities outside their place of business, provided they meet certain conditions.	Future Regulation (Draft)	Expected 2025-26 (TBC)	Drafting	Not Yet Available	Manager Development Services	Regulations not yet finalised. Reform monitored pending publication of Uniform Local Provisions Regulations.	Regulatory Pending
Crossover Reforms	Draft Regulations Proposed: Establishing standardised crossover construction requirements and deemed approval pathways.	Future Regulation (Draft)	Expected 2025-26 (TBC)	Development	Not Yet Available	Manager Engineering	Standardisation reforms under development by State Government. Engineering standards review deferred pending final regulations.	Regulatory Pending
CEO GOVERNANCE REFORMS (HIGH PRIORITY)								
CEO Recruitment	Draft regulations (pending as at 26 February 2026) will amend CEO Employment Standards to: _Require the independent selection panel member to be appointed from a DLGSC-maintained panel. _Mandate application of the 10-year re-advertising rule in all circumstances, with Council certification of compliance on contract renewal. _Prescribe minimum CEO performance criteria standards. _Clarify application of the Standards during the CEO probationary period.	Future Regulation (Draft)	Expected 2026 (TBC)	Drafting	In progress	Manager Governance & Risk	Draft regulations pending. The City has proactively established governance processes, including panel arrangements and contract certification requirements. Noting: (1) Council must approve CEO appointments and employment contracts by absolute majority in accordance with Local Government Act 1995 s.5.39B and the CEO Model Standards. (2) Certification of compliance must be provided to the Director General within 14 days under Local Government (Administration) Regulations r.18FB. (3) Inspector scrutiny expected following regulatory commencement.	Emerging Reform Risk
CEO KPIs (Framework)	Establishes minimum structure and evidentiary requirements for CEO performance criteria. Draft regulations (expected 2026) will require each CEO KPI to clearly define: _the relevant aspect of the CEO role _the performance indicator _the target outcome _the evidence used to verify achievement	Future Regulation (Draft)	Expected 2026 (TBC)	Drafting	In progress	Manager People & Culture	City of Albany Position: Advanced — performance framework already aligned in anticipation of regulatory requirements. Comment: City preparatory work substantially complete; minor refinement expected once regulations are finalised.	Emerging Reform Risk



Reform Item	What is it?	How is it required?	When is it required?	DLG Status	CoA Status	Accountable Manager	Notes	Assurance Status
CEO KPIs (Publication Requirements)	Requires public disclosure of CEO performance review outcomes following Council assessment. The CEO performance review report is to set out: _The target to be achieved _If the target was achieved, not achieved, or no determination of achievement could be made _If the target was not achieved, if this was beyond the CEO's control and why _If no determination could be made, why The performance review report must be published on the local government's website alongside the minutes of the meeting at which it was conducted, including any response from the CEO	Future Regulation (Draft)	Expected 2026 (TBC)	Drafting	Not Yet Available	Manager Governance & Risk	Future transparency requirement expected. Governance processes flagged for update once regulations finalised.	Emerging Reform Risk
PUBLIC REGISTERS REFORM PACKAGE								
Lease Register	Draft regulations will require a register of all active leases and licences in relation to land containing: _The type of agreement _The parties to the agreement _If the local government is the lessee or lessor _The property address _The permitted uses _The date the lease was entered into _Details around when the lease might end _The amount of rent payable	Future Regulation (Draft)	Expected 2026 (TBC)	Draft Regulations	Not Yet Available	Team Leader Property, Leasing and Customer Service	Preparatory work underway pending final regulation scope. Early compliance approach adopted.	Transition / Preparation
Grants Register	Draft regulations will require a register of grants and sponsorship given in the last 5 years that are worth more than \$500 containing: _The date the agreement was entered into _A summary of the purpose of the grant or sponsorship _The name of the recipient _The total value (including in-kind) _The final reporting date for the agreement _If that date is passed if all relevant reports or acquittals have been received	Future Regulation (Draft)	Expected 2026 (TBC)	Draft Regulations	In progress	Manager Community Relations	Executive Director Comment: Five-year register compiled in anticipation of reform. Awaiting final DLGSC guidance before publication.	Transition / Preparation
Developer Contributions Register	Draft regulations will require a register of developer contributions or cash in lieu contributions held by the local government which contains: _The name of the party that gave the money _The address of the development _The purpose for which it was given _The amount of the money _The date the money was given _The date the money must be spent, if any _The interest earned on that money _Each item of infrastructure or facility the money was expended on	Future Regulation (Draft)	Expected 2026 (TBC)	Draft Regulations	Not Yet Available	Manager Development Services	Existing reserve accounting aligns substantially with anticipated reform intent. Final configuration pending regulations.	Transition / Preparation



Reform Item	What is it?	How is it required?	When is it required?	DLG Status	CoA Status	Accountable Manager	Notes	Assurance Status
Goods & Services Contracts Register	Draft regulations will require a register of current contracts for goods and services worth more than \$50,000 which must contain: _The name of the supplier _If the contract arose from a tender process, and if not the summary of the method by which the supplier was chosen _The date the contract was entered into _A summary of the goods or services to be provided _If the contract has a fixed period, the date that period ends including extensions _If the contract was varied, on what occasions and for what purpose _The funds spend under the contract and the expected remaining payments Link: https://www.dlgsc.wa.gov.au/local-government/local-government-reform	Future Regulation (Draft)	Expected 2026 (TBC)	Draft Regulations	Not Yet Available	Manager Finance	Transparency reform monitored. Procurement systems expected to support compliance once regulations commence.	Transition / Preparation
GOVERNANCE OPERATING REFORMS								
Model Code of Conduct	Legislative compliance via default application – adoption not completed	On Assent	30-Jun-26	Operational	Not Yet Started	Manager Governance & Risk	The Model Code applies by operation of the legislation; however, Council has not formally adopted the updated Code. This has been recorded for transparency and ongoing governance monitoring.	Default compliance, adoption not completed
Communications Agreement	The Communications Agreement reform requires local governments to establish a formal agreement outlining the standards and protocols for internal and external communications. This includes: _Ensuring clear, consistent, and transparent communication practices. _Defining the roles and responsibilities of council members and staff in communication processes. _Establishing guidelines for public engagement and information dissemination.	Future Regulation (Draft)	Expected 2026 (TBC)	Drafting	Not Yet Available	Manager Governance & Risk	High-governance reform regulating communication roles between Council and administration. Awaiting State template or final regulation release.	Emerging Reform Risk
Standardised Meeting Procedures	Public consultation on the proposed content of the standardised meeting procedures was conducted from 28 February 2024 to 7 June 2024. A total of 139 survey responses were provided. Drafting of the standardised meeting procedures will progress as a priority in 2025	Future Regulation (Draft)	Expected 2026 (TBC)	Drafting	Not Yet Available	Manager Governance & Risk	Reform progressing through State drafting process. Local procedures to be reviewed following publication.	Regulatory Pending
Committee Chair	Committee chairs are to be appointed by an Absolute Majority of Council.	Act Amendment	1-Jul-25	Implementation	Complete	Manager Governance & Risk	Requirement implemented. Committee establishment procedures updated accordingly.	Embedded Compliance
LOCAL GOVERNMENT INSPECTOR REFORMS								



Reform Item	What is it?	How is it required?	When is it required?	DLG Status	CoA Status	Accountable Manager	Notes	Assurance Status
Inspector Regulations	To implement the reforms associated with the creation of the Office of Local Government Inspector, regulation amendments will be made This will include provisions to issue infringement notices to council members or employees for some offences under the Local Government Act 1995 and regulations The inspector will assess 'Conduct' and 'Specified' breaches, previously 'Minor' and 'Serious' breaches.	Regulation	1-Jan-26	Implementation	Complete	Manager Governance & Risk	Office of Local Government Inspector operational from January 2026. Represents significant shift to active external oversight environment.	Operational - Monitoring
Closed Meetings Reforms	By default, under the reforms, council and committee meetings must be open to the public. In certain circumstances, part of a meeting may be closed to deal with specific information where there is a clear public interest for that information to remain confidential. The proposed reforms aim to provide a much stronger definition of the limited reasons to close a meeting.	Regulation	1-Jan-26	Implementation	Complete	Manager Governance & Risk	Increased scrutiny expected under Inspector powers. Governance practices aligned to presumption of open meetings.	Operational - Monitoring
Mandatory Training Compliance	The proposed inspector regulations under the Local Government Act 1995 include specific details on mandatory training compliance for council members. Here are the key points: _Mandatory Training: All newly elected council members must complete mandatory training within 12 months of their election. This training covers essential topics such as governance, ethics, financial management, and the roles and responsibilities of council members. _Ongoing Professional Development: Council members are required to participate in ongoing professional development programs. These programs are designed to keep council members updated on best practices, legislative changes, and emerging issues in local government. _Compliance Monitoring: Local governments are responsible for ensuring that their council members complete the required training. They must maintain records of training completion and report on compliance as part of their annual reporting. _Enforcement by Inspectors: The Local Government Inspector will have the authority to monitor and enforce compliance with mandatory training requirements. This includes reviewing training records and taking action if council members fail to meet their training obligations.	Regulation	1-Jan-26	Operational	In progress	Manager Governance & Risk	Enforceable training requirements commenced January 2026. CEO responsible for maintaining auditable compliance records.	Emerging Reform Risk



Reform Item	What is it?	How is it required?	When is it required?	DLG Status	CoA Status	Accountable Manager	Notes	Assurance Status
Prohibiting Legal Expenses	The proposed reforms to the Local Government Act 1995 include new regulations regarding the prohibition of legal expenses for council members. Here are the key details: _ Prohibition on Legal Expenses: Council members will be prohibited from using public funds to cover personal legal expenses. This includes legal costs incurred in defending actions brought against them in their personal capacity. _Exceptions: There are specific exceptions where legal expenses may be covered, such as when the legal action is directly related to the performance of their official duties and is in the public interest. _Approval Process: Any request for covering legal expenses must go through a stringent approval process, ensuring transparency and accountability. This process involves assessment by an independent panel or the Local Government Inspector.	Future Regulation (Draft)	Expected 2025-26 (TBC)	Development	Not Yet Available	Manager Governance & Risk	Regulations anticipated. Governance monitoring continues pending finalisation.	Regulatory Pending
CONSEQUENTIAL & ARIC REFORMS								
Consequential Regulations	Status: Operational Stage 1.	Regulation	17-Dec-25	Operational	In progress	Manager Governance & Risk	Package partially implemented December 2025. Further amendments expected. Reform tracked as rolling legislative program. Rolling reform package expected to continue beyond 2026.	Transition / Preparation
Audit, Risk and Improvement Committee	Status: Operational Stage 1. Following the assent of the Local Government Amendment Act 2024, it is intended to draft regulations that will: _Implement Audit, Risk and Improvement Committees _Follow through with the clarification of roles and responsibilities in the regulations _Strengthen penalties in regulations _Make other minor amendments	Regulation	Oct-25	Implementation	Complete	Manager Governance & Risk	ARIC reforms commenced January 2026 with transition period to June 2026. Committee now central assurance mechanism under amended Act.	Transition / Preparation
Roles and Responsibilities (Further Clarification)		Act Amendment	Commenced December 2024	Implementation	Not Yet Available	Manager Governance & Risk	Legislative amendments in force. Additional regulatory clarification may follow.	Operational - Monitoring



Reform Item	What is it?	How is it required?	When is it required?	DLG Status	CoA Status	Accountable Manager	Notes	Assurance Status
Strengthen Penalties in Regulations	<p>The proposed reforms to the Local Government Act 1995 include strengthening penalties to ensure greater accountability and compliance. Here are the key details:</p> <p>_Increased Fines: The reforms propose higher fines for breaches of the Act, including non-compliance with mandatory training, failure to disclose conflicts of interest, and misuse of public funds</p> <p>_Disqualification and Suspension: Council members found guilty of serious breaches may face disqualification or suspension from office. This aims to maintain the integrity of local government operations</p> <p>_Enforcement by Inspectors: The Local Government Inspector will have enhanced powers to investigate breaches and enforce penalties. This includes the authority to issue fines, recommend suspensions, and take legal action if necessary</p> <p>_Public Reporting: There will be increased transparency in reporting breaches and penalties. Local governments will be required to publicly report any penalties imposed on council members, ensuring accountability to the community</p>	Regulation	Commenced January 2026	Implementation	Not Yet Available	EMT	<p>Enforcement capability materially increased through Inspector framework. Remaining reforms expected via future regulations.</p> <p>Published update: Strengthen Penalties in Regulations (for conduct and complaints) Penalty strengthening has been implemented via Inspector and Complaints Regulations, including: New categories of conduct and specified breaches.</p> <p>Infringement notices, SAT publication requirements, and escalation mechanisms.</p> <p>These commenced 1 January 2026 and materially increase enforcement capability.</p> <p>Implication: Penalty reforms are operational, though broader financial/administrative penalties may still follow later regulations.</p>	Operational - Monitoring
FINANCIAL REFORM STREAM								
Financial Regulations	<p>These regulations outline the financial management responsibilities of local governments, including the security and banking of money received, maintenance of financial records, and management of assets, liabilities, and revenue. AustLII</p>	Future Regulation (Draft)	Unknown	Development	In progress	Manager Finance	<p>MGR: Future reform flagged by State Government. Existing Financial Management Regulations remain operative.</p> <p>Financial Regulations (General) Published update: No (reform phase) Existing Local Government (Financial Management) Regulations 1996 remain in force. DLGSC reform materials confirm future changes are intended, but no new financial regulations have been made or exposed yet.</p>	Regulatory Pending
Borrowing	<p>Local governments are empowered to borrow funds to perform their functions and exercise their powers. The Act specifies the conditions under which borrowing can occur, ensuring that such financial activities are conducted responsibly.</p>	Future Regulation (Draft)	Unknown	Development	In progress	Manager Finance	<p>MGR: Reform proposals under development only. No legislative change commenced.</p> <p>Financial Regulations (General) Published update: No Borrowing reforms (including expanded powers and links to regional subsidiaries) are explicitly listed as "regulations being developed". No draft or final regulations published as at February 2026.</p>	Regulatory Pending



Reform Item	What is it?	How is it required?	When is it required?	DLG Status	CoA Status	Accountable Manager	Notes	Assurance Status
Building Upgrade Finance	This reform enables local governments to provide loans to property owners for financing building improvements, facilitating upgrades that might otherwise be financially challenging for property owners	Future Regulation (Draft)	Unknown	Development	Not Yet Available	Manager Finance	MGR: Enabling reform anticipated but no regulations released. Monitoring only. Building Upgrade Finance Published update: No Identified by DLGSC as a future financial management reform. No regulations, exposure drafts, or commencement dates published.	Regulatory Pending
Regional Subsidiaries (Regulations)	Local governments can form regional subsidiaries to collaborate on shared services and projects, enhancing efficiency and resource sharing among neighboring councils.	Future Regulation (Draft)	Unknown	Development	Not Yet Available	Manager Governance & Risk	Existing regulations remain in force. Reform expansion under consideration by State Government.	Regulatory Pending
Rates and Revenue Policy	This policy governs how local governments set rates and manage revenue, ensuring that taxation and revenue collection processes are fair, transparent, and aligned with community expectations.	Act Amendment	From Assent – Policy adoption required prior to next rating cycle	Implementation	In progress	Manager Finance	MGR: Legislative requirement introduced. Policy development underway to ensure compliance once guidance issued. Rates and Revenue Policy Published update: Act-level only The requirement for councils to adopt a Rates and Revenue Policy is now legislated. No prescribed regulations or model policy have yet been issued. Policy development will progress as a priority.	Transition / Preparation
Integrated Planning and Reporting	Local governments are required to engage in integrated planning and reporting to align their strategic plans, operational plans, and budgets. This ensures that resources are allocated effectively to meet community needs and priorities.	Existing Framework	Unknown	Development	In progress	Manager Finance	MGR: Current framework continues. Internal working group established to prepare for future reform direction. Integrated Planning and Reporting (IPR) Published update: No new reform regulations Existing IPR framework and guidelines continue to apply. Reform material confirms future changes are intended, but no regulations, standards, or exposure drafts have been released. An internal working group has been established to begin developing future form of IPR.	Transition / Preparation
Reform Assurance Reporting	Establishes ongoing organisational assurance reporting confirming compliance with the Local Government reform program.	Administrative Governance Practice	Ongoing	Operational	In progress	Manager Governance & Risk	Reform register now functions as ongoing legislative assurance tool reported to ARIC confirming organisational compliance maturity across the Local Government reform program.	Operational - Monitoring



Reform Item	What is it?	How is it required?	When is it required?	DLG Status	CoA Status	Accountable Manager	Notes	Assurance Status
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ASSURANCE STATUS MODEL

Status: Meaning: ARIC Interpretation

- **Embedded Compliance:** Fully implemented and operating business-as-usual. No active reform risk.
- **Operational – Monitoring:** Implemented but requires periodic assurance review. Normal governance oversight.
- **Transition / Preparation:** Reform known but regulations or internal changes pending. Management action underway.
- **Regulatory Pending:** Awaiting State regulations or guidance. External dependency.
- **Emerging Reform Risk:** Reform likely to materially change governance. Active executive oversight.

This register functions as the City's legislative reform assurance framework and is reported periodically to the Audit, Risk and Improvement Committee.

PROJECT TITLE: ENTERPRISE RESOURCE PLANNING IMPLEMENTATION	
LOCATION: N/A	
Reporting Directorate	: Corporate and Commercial Services (M Gilfellow)
Responsible Officers	: Manager Information Technology (A Catterall)
Reference Documents	: CO24544642 Contract C23007 ERP System Replacement City of Albany and Datacom Solutions (Au) Pty Ltd
Project Duration	: June 2024 – June 2027

1. PROJECT SUMMARY & STATUS

OFF TRACK	
GENERALLY ON TRACK	Project is on generally on track
ON TRACK	

The City of Albany’s current Enterprise Resource Planning (ERP) Software System is at its end of life and requires replacing. As the current ERP is an older system, the change into a more modern ERP will give the City the opportunity to increase integration into other software, bring efficiencies into current processes, better use information in everyday decision making and improve the customer experience (CX).

The visible face of the project is the replacement of the current ERP with a more modern ERP and the implementation of other software solutions for more specific tasks undertaken by the city.

The project though will have greater impacts that just software implementation. It will have the following components:

- ERP and other Software Implementation;
- Cyber Security Improvements to current day standards;
- Organisational Culture Change and Improvements;
- Policy and Procedures Updates;
- Staff Training;
- Internal and External Communications and Engagement.

The ERP Project aims to deliver three key objectives:

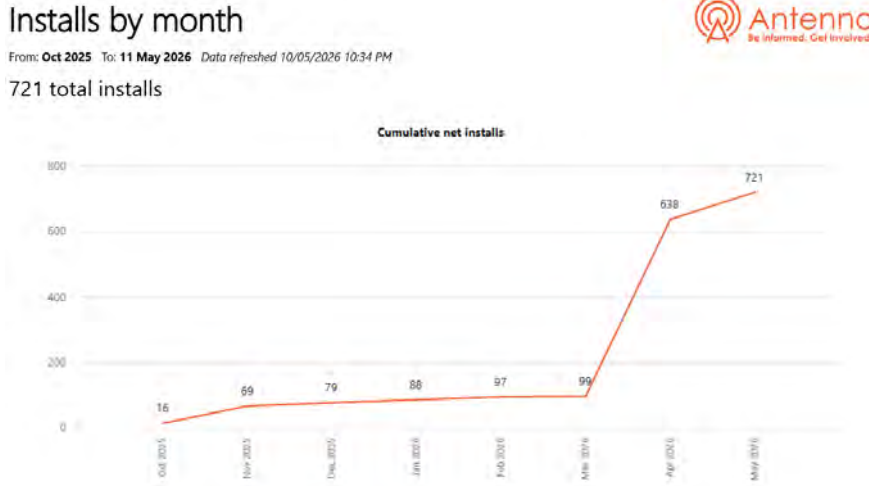
- **Experience:** Elevate the experience for both customers and staff.
- **Workflow:** Implement digital workflows and mobile solutions to boost user productivity and flexibility.
- **Information:** Gain control over our data to support informed decision making.

To date the ERP Project team has delivered Pulse HR Core, Learning Management and Onboarding modules, the Datascape Finance and Property & Rating Modules, Customer Relationship Management and the SharePoint integration to Datascape for records retention.

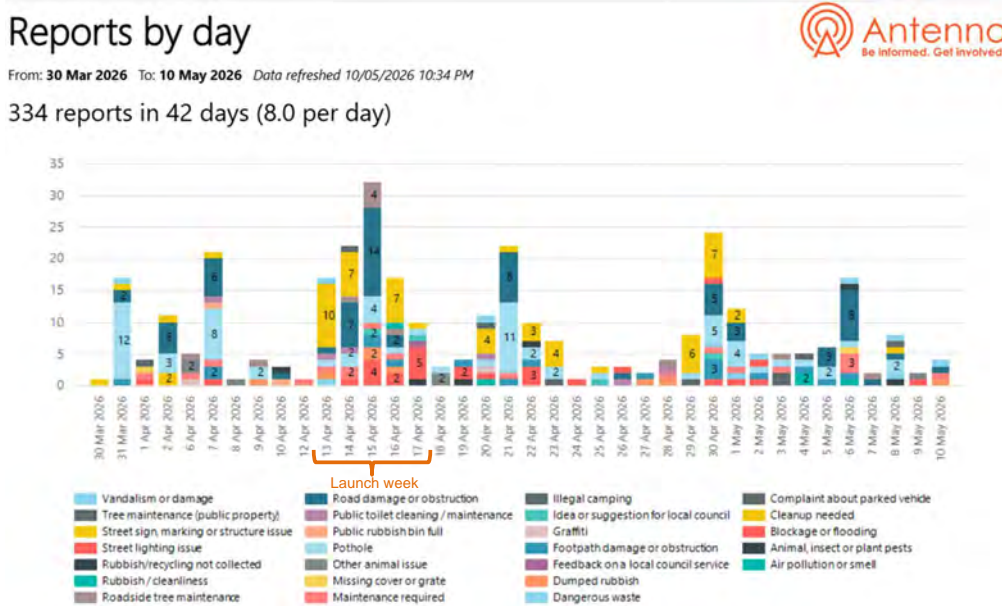
Major deliverables including successful rates billing run, creditor payment runs and set up of new online payments for customers through MyDatascape to Datascape Enterprise have been achieved on time.

2. MONTHLY UPDATES

The Communications team launched the Antenna public campaign 13 April 2026 which drove a jump in installments and engagement by the community. Bin reminders have been set up until December 2027 providing an alternative to the service provided by the retired Recycle Right app.



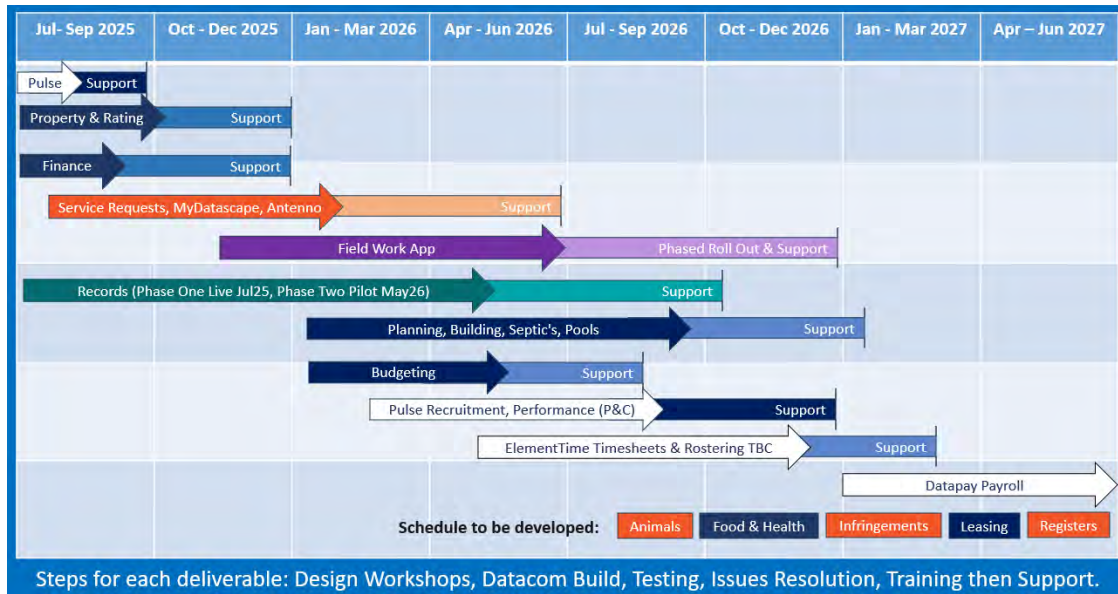
The number of community requests increased as a result of the launch with a flurry of activity in the week of the launch, as demonstrated in the chart below, however the activity is starting to settle back to lower levels.



Planning and Building data mapping continues to progress. Migration of 14 months of Building data is underway and will be available for team review during May. Final field mapping for Planning data is nearing completion, with migration of the initial dataset anticipated in May. Datacom has not yet provided an updated project plan for these modules; however, they have advised that September 2026 go-live is the current expectation. This represents a significant delay to the original schedule due to the departure of key Datacom personnel. A replacement consultant is being onboarded and trained.

Final review of the proposed Workforce Management & Timesheet solution, ElementTime, will occur during May with the demonstration of the Award Interpretation capability of the system. Sign off is expected, pending outcome of the demonstration, by May with the project to commence imminently.

The project timeline has been updated following changes to the Planning, Building, Septic's & Swimming Pool modules. The Project team have requested updated project plans from Datacom for those modules and the remaining outstanding modules.



3. PROJECT TEAM & GOVERNANCE

- **Project Sponsor:** Executive Director Corporate and Commercial Services (M Gilfellon)
- **Project Manager(s):** Manager Information Technology, ERP Project Manager
- **Reference Group:** ERP Project Oversight Committee, Datascape Steering Committee
- **Provider:** Datacom, Pulse, IBIS, AvePoint

4. KEY ACTIVITES

Program - Module	Activity	Status
Datascape - Finance	<ul style="list-style-type: none"> • Preparing for first end of year in Datascape – process testing in dedicated environment. • Conducting clinics during June to provide staff with support to close completed purchase orders and review outstanding transactions in Datascape. 	Support
IBIS– Management Reporting	<ul style="list-style-type: none"> • IBIS Breeze Management Reporting training sessions commence during May. 	Training
IBIS – Property & Rating	<ul style="list-style-type: none"> • Datascape Rates Modelling integration to IBIS Breeze is being configured to facilitate the implementation of the IBIS Breeze module. Completion is expected mid-May. 	Configuration
Datascape Planning & Building	<ul style="list-style-type: none"> • Review and validation of 14 months historical data migrated to project environment. • Datacom training new consultant to lead implementation. 	Data Migration

Datascape Field Work	<ul style="list-style-type: none"> Pilot successful. Awaiting remaining three product development tickets with Datacom product team to commence roll out to further teams. 	Awaiting Product Enhancements
Datascape Service Requests	<ul style="list-style-type: none"> Service Request Working Group reviewing current service request outcomes, workflows and processes. ERP Trainer developing additional staff training based on findings and recommendations. 	Support
Payroll & Workforce Management	<ul style="list-style-type: none"> Final review of Award Interpretation functionality of elementTime & target sign off and commence design of timesheet solution by end of May. 	Scoping
Records Management	<ul style="list-style-type: none"> Detailed feedback outlining identified issues with solution and associated impacts has been provided to Datacom. The matter has been escalated to the Head of Datascape, and Datacom is reviewing and investigating potential solutions for the issues raised. 	Testing & Configuration
Human Resources	<ul style="list-style-type: none"> Pulse Performance module configuration nearing completion, training development due to commence. 	Configuration

FINANCIAL STATUS

FINANCIAL SUMMARY				
Project Budget	Previous F/Y(s) Expenditure	Current F/Y Budget	YTD Actual	% of Total Budget Spent
\$2,322,519	\$835,113	\$600,039	\$559,920	60%

Funding Status: Fully budgeted in the 2024/25 and onwards financial years.

5. FUNDING MILESTONES / OBLIGATIONS

N/A

6. KEY STAKEHOLDERS / COMMUNITY ENGAGEMENT

Community engagement commenced during April as the City rolled out the Antenna app as part of the Customer Relationship Management Solution. The library digital drop-in sessions staff have been engaged and are comfortable supporting any enquiries.

7. KEY RISKS + CHALLENGES

Risk	Management Measures
Resourcing – Both for CoA and Datascape	<ul style="list-style-type: none"> • Resourcing on both sides has continued to be increased. • Implementing modules alongside Business-as-Usual activities continues to pose a risk.
Data – It is difficult to draw data from the current system and dual processing may continue to put data integrity at risk.	<ul style="list-style-type: none"> • Additional checks and processes to ensure data integrity.
User Training and Support	<ul style="list-style-type: none"> • Training officer has been appointed.
Technology Only Implementation – Transformation required change in People, Process and Technology. Due to resourcing, implementation may only be of the technology.	<ul style="list-style-type: none"> • Continue some positions following the technology implementation to ensure that desirable implementation is achieved.

8. NEXT STEPS

Next major milestone is end of financial year with staff clinics being run from 2-5 June 2026 & process testing by Rates and Finance teams in the new test environment.

End Document

1) Standard ARIC Attachment Template

“Significant Project Assurance Pack (SPAP)” (Repeatable every meeting)

Design principle: ARIC doesn’t need a long project narrative — it needs a **repeatable assurance instrument**: signal, trend, evidence, and early warning.

Cover Details (Header Block)

- **Project Title:**
- **Reporting Period:** (Month/Quarter + year)
- **Sponsor:**
- **Senior Responsible Officer (SRO):**
- **Project Manager:**
- **Delivery Partner(s):**
- **Contract Ref / Council Ref:**
- **Approved Duration:**
- **Approved Budget (Whole-of-life where possible):**

(These fields exist in your current ERP report format already; you’d keep them but reposition them beneath the dashboard.)

SECTION 1 — ARIC Assurance Dashboard (1 page only)

1. Overall Assurance Status

Domain	RAG	Trend (↑/→/↓)	1-line rationale	“What ARIC should know”
Delivery (Schedule)				
Cost & Forecast				
Benefits Realisation				
Data Migration & Integrity				
Records Continuity & Compliance				
Cyber & Access Controls				
Vendor & Contract				
Change Readiness & Adoption				

Rule: Every line must have an **evidence reference** to where it is demonstrated in the pack (e.g., “See Section 4.2”).
Rule: “Generally on track” is not a RAG — the RAG must be tied to plan, cost, and control evidence.

(Your current ERP report uses “generally on track” as a project statement; ARIC needs the assurance basis beneath it.)

2. Movements Since Last Update (max 3 bullets)

- **Change 1:** (what changed + why it matters)
- **Change 2:**
- **Change 3:**

3. Top 3 Risks This Period (ARIC-level)

Each risk expressed in the ARIC format:

- **Risk statement:** (cause → event → impact)
- **Current controls:**
- **Residual risk:** (RAG)
- **ARIC assurance ask:** (what evidence / what review)

4. Key Decisions / Escalations Required (if any)

- **Decision required:**
- **Escalation:**
- **Consequence of delay:**

SECTION 2 — Delivery & Milestone Assurance

2.1 Milestones (Plan vs Actual vs Forecast)

Milestone	Baseline Date	Current Forecast	Variance	Confidence (H/M/L)	Notes / dependency

2.2 Delivery Health Metrics (choose 5–8, consistent each month)

Examples:

- Milestones achieved vs planned (%)
- Critical path slippage (weeks)
- Open high priority defects (#)
- Rework rate (%)
- UAT pass rate (%)
- Go-live readiness criteria met (#/total)

Why ARIC cares: This turns activity into delivery control evidence.

SECTION 3 — Financial Assurance (Whole-of-life emphasis)

3.1 Financial Summary

Item	Approved	Actual to Date	Committed	Forecast at Completion	Variance

3.2 Cost Drivers & Variance Explanation (max 5 bullets)

- Driver 1 (what changed, why, mitigation)

3.3 Whole-of-life / Parallel Run / Legacy Cost Exposure

Exposure	Status	Estimated cost range	Timeframe	Owner	Mitigation
Legacy system retention					
Parallel licensing					
Specialist support					
Cyber uplift/controls for legacy					

This directly operationalises the “whole-of-life” and “legacy retention” risk theme you are intentionally bringing into ARIC reporting.

SECTION 4 — Benefits Realisation (Capability vs Cost)

4.1 Benefits Map (must include non-FTE benefits)

Capability delivered	Benefit type (CX/Control/Compliance/Speed/Quality)	Measure	Baseline	Current	Target	Confidence

4.2 Cost vs Capability Delivered (ARIC snapshot)

Stream	Cost to date	Capability delivered	Evidence reference	Commentary (incl. why manpower not reduced)

You already have the concept; this makes it a repeatable assurance artefact.

SECTION 5 — Data Migration & Records Assurance

5.1 Data Migration Scorecard

Dataset	% mapped	% migrated	% validated	Defects (#)	Reconciliation pass?	RAG	Notes

5.2 Records Continuity & Compliance Position

- **Records continuity statement:** (what will remain accessible, how, for how long)
- **Metadata mapping status:**
- **Retention/disposal controls preserved?**
- **Evidence of lawful access to historical records post cutover:**

This is the section that usually distinguishes “project reporting” from “assurance reporting”.

SECTION 6 — Vendor & Contract Assurance

6.1 Vendor Performance Summary

Metric	Target	Current	Trend	Notes
Milestone adherence				
Defect turnaround				

Metric	Target	Current	Trend	Notes
Key personnel continuity				
Escalations open/closed				

6.2 Contract Controls (ARIC-level)

- Variations executed this period (Y/N + value)
- Disputes or claims (Y/N)
- Exit / data extraction provisions tested (Y/N)
- Vendor dependency hotspots (top 3)

SECTION 7 — Cyber, Controls & Go-live Assurance

(This complements your separate AR190 cyber posture reporting — ARIC will want confirmation that ERP go-lives do not weaken controls.)

7.1 Go-live Control Gates (minimum set)

- Access control model approved (Y/N)
- Segregation of duties reviewed (Y/N)
- Logging/monitoring in place (Y/N)
- Backup/restore tested (Y/N)
- BCP/DR tested for ERP services (Y/N)

SECTION 8 — Change Readiness & Adoption

8.1 Adoption Indicators

Indicator	Measure	Current	Target	RAG	Notes
Training completion	%				
Support tickets	#				
User satisfaction	score				
Process compliance	%				

Appendices (Evidence Pack)

- Integrated project plan (latest baseline & forecast)
- Risk register extract (top risks + treatments)
- Financial ledger extract / budget tracking summary
- Data migration reconciliation reports
- UAT outcomes summary
- Vendor steering committee minutes (extracts)
- Go-live readiness checklist

ERP ASSURANCE DASHBOARD – APRIL 2026

(Proposed front-page summary for attached Significant Project Report)

1. Overall Status

Area	Status	Trend	Commentary
Overall Project Status	● Generally, On Track	→	Core modules delivered; emerging delays in Planning/Building modules due to vendor resourcing changes
Delivery Confidence	● Moderate	↓	Revised timelines for key modules (Sept 2026) indicate schedule pressure

2. Delivery, Cost and Benefits

Assurance Area	Status	Key Insight	ARIC Focus
Schedule (Milestones)	●	Delay to Planning/Building modules; updated integrated project plan pending	Critical path clarity and recovery strategy
Budget & Cost Control	●	~\$2.32M budget; ~60% expended; within approved funding	Forecast at completion and contingency position
Capability Delivered vs Cost	●	Major modules delivered (Finance, CRM, HR); benefits emerging but not yet fully quantified	Link cost-to-date to measurable outcomes

Assurance Area	Status	Key Insight	ARIC Focus
Benefits Realisation	●	Benefits primarily in controls, service quality and CX—not workforce reduction	Define benefit measures and tracking approach

3. Risk and Assurance Profile

Risk Area	Status	Key Risk Drivers	Current Controls / Gaps
Data Migration & Integrity	●	Dual systems, data extraction complexity, mapping limitations	Additional validation processes in place; further assurance required
Records Continuity & Compliance	●	Records solution issues escalated; potential migration limitations	Requires clear records retention and legacy access strategy
Vendor Performance	●	Loss of key vendor personnel; impact on delivery timelines	Replacement onboarding; updated plans pending
Cyber & Access Controls	●	New platforms introduce control transition risk	Cyber uplift included in program; assurance checkpoints required
Change & Adoption	●	Training and organisational change still progressing	Training officer appointed; user readiness still maturing
Resourcing (Internal & Vendor)	●	Delivery alongside BAU impacting capacity	Resource uplift applied, but remains a constraint

4. Legacy System & Whole-of-Life Cost Considerations

Area	Status	Commentary
Legacy System Retention Risk	● (TBC)	Potential need to retain legacy systems for historical data access and compliance
Parallel Operating Costs	● (TBC)	May include licensing, infrastructure, cyber, and specialist support
Whole-of-Life Cost Visibility	◆ Emerging	Not yet fully quantified in reporting; recommended to incorporate into future ARIC updates

5. Cost vs Capability Snapshot (High-Level)

Capability Delivered	Status	Value Delivered	Nature of Benefit
Finance & Rating Systems	✓ Delivered	Core financial operations stabilised; successful billing and payments	Control strength, reliability (not FTE reduction)
CRM / Antenno	✓ Delivered	Increased community engagement	Customer experience, visibility
HR (Pulse Modules)	✓ Delivered	Improved onboarding and HR workflows	Process efficiency, compliance
Records Integration	● Partial	Integration achieved; issues under resolution	Governance/compliance benefit
Planning & Building	🔄 In progress	Data migration underway; delayed go-live	Benefits delayed
Workforce Management	🔄 Scoping	Solution under evaluation	Compliance and payroll accuracy

Note: Benefits predominantly realised through **improved controls, service quality, compliance and data visibility** rather than workforce reduction.

6. Key Movements Since Last Update

- CRM (Antenno) launched – spike in engagement observed
- Planning/Building timelines revised (now expected September 2026)
- Vendor resourcing changes impacting delivery confidence
- Records management issues escalated to vendor executive level

7. Next Key Milestones

- End-of-financial-year processing in new system
- Staff support clinics (June 2026)
- Planning/Building data validation and migration review
- Workforce management solution sign-off (May 2026)

8. Key Assurance Gaps / Focus Areas for ARIC

- Clear forecast at completion (cost and schedule)
- Defined benefits realisation framework and measures
- Data migration assurance outcomes (defect rates, reconciliation)
- Records continuity and legacy system strategy
- Vendor performance monitoring and escalation mechanisms

Audit and Risk Committee
STRATEGIC RISK REGISTER

No.	Risk	Cause	Consequence	Likelihood	Consequence	Risk Rating	Existing Risk Treatments & Action Required	Residual Risk Profile	Audit & Risk Rating	Accountable Officer	Responsible Officer(s)
COA001	Loss due to fraud / theft	<ul style="list-style-type: none"> _Inadequate internal controls _People acting inappropriately 	<ul style="list-style-type: none"> *Minor equipment loss *Financial loss *CCC intervention *Reputation impact 	Possible	Moderate	Medium	<ul style="list-style-type: none"> _Address findings of internal and external audits to improve governance _Improve processes to achieve more efficient teams and enhance internal controls for transparency and efficiency _Staff inductions, training and performance management processes _Compulsory code of conduct induction training is provided to staff _Fraud awareness training. _IT Security Audits and Penetration Testing. 	Medium		Executive Director CCS	<ul style="list-style-type: none"> Manager Finance Manager Governance & Risk
COA002	Revenue levels fall significantly	<ul style="list-style-type: none"> _Regional economic downturn results in reduced ability for residents to pay for services _Loss of investment revenue due to mistakes in fees and charges _Failure to secure grants, resulting from inaccurate financial data and acquittal information provided to grant makers 	<ul style="list-style-type: none"> _Reduction in service levels, inability to provide expected services to community _Lack of confidence or perceived lack of importance by grant makers and investors _Reduced service level to maintain sustainability _Intervention by State Government 	Possible	Moderate	Medium	<ul style="list-style-type: none"> _Controls in place to review of costs/income to ensure correct fees and charges _High priority major projects are identified and planning pre-work is completed in preparation for grant applications _Grant opportunities are actively explored and applications supported by high quality submissions _Regular review of medium and long term financial plan to provide an indication of projected financial position _Explore alternative revenue streams 	Medium		Chief Executive Officer	Executive
COA003	Poor financial management	<ul style="list-style-type: none"> _Budget overruns and or failure to achieve budget _Poor/inadequate budget forecasting _Unexpected costs not incorporated _Lack of or incorrect information leading to poor financial decisions _Failure to account for "whole of life" project costs 	<ul style="list-style-type: none"> _Intervention by State Government _Reduced projects/works and service _Unhappy community and Councillors _Insufficient funds available for long term financial commitments affecting sustainability _Council classified as poor performing (i.e. Unstable) 	Unlikely	Moderate	Medium	<ul style="list-style-type: none"> _Implement recommendations of Audit Reviews _Regular review charging methodology _High priority major projects are financially modelled prior to being endorsed by Council in preparation for Grant Applications _Regular review of medium and long term financial plan to provide an indication of projected financial position _Maximise plant, machinery, building infrastructure utilisation 	Medium		<ul style="list-style-type: none"> Chief Executive Officer Executive Director CCS 	CCS - Finance Team
COA004	Inappropriate or ineffective decision making by staff or Councillors	<ul style="list-style-type: none"> _Staff and Councillors inadequately trained/informed _Poor communications _Human error _Wrong or inadequate information _Reactive decisions due to community pressure _Lack of accountability _Poor planning 	<ul style="list-style-type: none"> _Poor project delivery _Legal implications _Reputational damage (increased complaints) _Financial loss _Creating bad precedents _Fines _Inefficiencies and confusion _CCC / Ombudsman / State Government intervention 	Possible	Moderate	Medium	<ul style="list-style-type: none"> _Ongoing development and review of the Integrated Planning Framework _Implement a performance management system linked to Corporate and Operational Planning framework _Improve processes to achieve more efficient teams and enhance internal controls, transparency and efficiencies. _Provide end to end business solutions and standard reporting tools for the organisation _Commence working towards a knowledge management systems 	Medium		<ul style="list-style-type: none"> Chief Executive Officer Elected Members 	<ul style="list-style-type: none"> Council Executive Management Teams
COA005	Failure to adequately resource the organisation	<ul style="list-style-type: none"> _Inadequate systems _Failure to keep records _Staff turnover _Loss of premises or assets 	<ul style="list-style-type: none"> _Service decline or disruption _Loss of corporate knowledge _Non-compliance with legislative requirements 	Possible	Moderate	Medium	<ul style="list-style-type: none"> _Review services to identify: <ul style="list-style-type: none"> a. Current services provided and resources required b. Future service delivery obligations c. Costs per Unit Output d. Alternative service delivery models _Guide the operations over next 5 years to ensure alignment with Community/Council objectives as the Integrated Planning Framework matures (better linkage between Community Plan, Corporate Plans and Operations) _Lead Leadership Team in reviewing Core Services and Service Levels in consultation with Councillors, according to financial constraints. _Review overheads models to ensure a simplistic system which is understood throughout the organisation which achieves the allocation of full costs to activities where appropriate. More informed reporting and financial decision making. _Develop long term cultural changes to improve workforce productivity and performance. _Timely delivery of high quality design and services _Completion of asset management plans' _Ongoing review of Business continuity plan for the City and City risk and opportunity management framework _Review full cost pricing models to ensure equitable allocation of costs across business activities and that pricing reflects levels that ensure long term financial sustainability _More informed reporting and financial decision making. 	Medium		<ul style="list-style-type: none"> CEO Executive Director CCS 	Executive

Audit and Risk Committee
STRATEGIC RISK REGISTER

No.	Risk	Cause	Consequence	Likelihood	Consequence	Risk Rating	Existing Risk Treatments & Action Required	Residual Risk Profile	Audit & Risk Rating	Accountable Officer	Responsible Officer(s)
COA006	Loss of reputation - reputation risk	<ul style="list-style-type: none"> _Community not provided with correct or adequate information _Community expectations not adequately identified or not realistic _Repeated or serious mistakes _Significant breach of code of conduct _Failure to maintain assets _Poor or negative publicity _Failure to deliver on perceived promises _Staff or Councillors acting outside level of authority 	<ul style="list-style-type: none"> _Service is reactive rather than strategic _Loss of confidence in organisation by community or elected members _Legal action _Council not funded due to lack of confidence _Bad publicity _Spending additional resources to recover reputation 	Unlikely	Moderate	Medium	<ul style="list-style-type: none"> _Expand communication to the public in addition to current social media mediums and standard media releases by including a report card on Council activities in newspapers and on website _Review complaint handling processes _Review Policies for relevance and consistency _Address industry identified and City identified issues to improve governance _Ongoing review of Business continuity plan _Drive a proactive customer service culture, delivering improved service levels. _On a regular basis, review the performance of each group including, but not limited to: <ul style="list-style-type: none"> a. Operating Budget Management b. Capital Works Program c. Strategic Initiatives d. Workplace Health and Safety _Facilitate timely / improved response to customer service requests through the introduction of Customer Relationship Management systems 	Medium		CEO Elected Members	All Staff
COA007	Risk of injury / death from major community incident (death or disablement of an external party)	<ul style="list-style-type: none"> _Inadequate response to incident _Human error _Policies and procedures not followed or in place _Community members hurt _Failure to identify and address high risks 	<ul style="list-style-type: none"> _Financial Impact _Reputation impact _Community morale (Confidence) _Increased insurance premiums _Litigation 	Likely	Moderate	High	<ul style="list-style-type: none"> _Continue to review and develop the Local Disaster Management Plan (Arrangements), including the ongoing development of the Pandemic Response and Business Continuity Plans _Continue to support fire fuel load reduction programs _Continue to review and enhance the safety culture to ensure safe workplaces and practices are current _Review and improve the quality road and drainage maintenance services to the municipality _Facilitate timely responses to customer service requests for maintenance services _Evolve current community resilience education practices and volunteer management from best practice that is emerging across the country 	High		LEMC Executive Director IDE	Management Team Team Leaders
COA008	Risk of injury/death from major workplace incident (death or disablement of an internal party)	<ul style="list-style-type: none"> _Human error / accident _Policies and procedures not in place or failure to follow _Inappropriate vehicles and assets _Lack of communication _Compacency _Employees/contractors not trained properly _Failure to maintain assets _Inadequate OH&S 	<ul style="list-style-type: none"> _Reputation damage _Legal implications _Involvement by regulator _Workcover _Absent from work _Increased premiums _Staff morale decreased _Work hours lost 	Possible	Major	High	<ul style="list-style-type: none"> _Continue to develop and review the safety culture to ensure safe workplaces and practices _Focus on a safe workplace and contribute to safety initiatives _Drug and alcohol management policy _Continue to promote Employee Assistance Programs (i.e. Mental Health, Whole of life well-being through exercise and diet) 	Medium		CEO	Executive Public & Culture Team Safety Committee All staff
COA009	Non compliance with legislation	<ul style="list-style-type: none"> _State Government requirements change _New Legislation introduced or changed _Lack of knowledge of legislation and or regulations 	<ul style="list-style-type: none"> _Resources not available to keep up with changes _Increased work loads to adapt to changed legislation _Fines (i.e. Environmental, loss of SAT appeals etc) _Litigation _Loss of reputation 	Possible	Moderate	Medium	<ul style="list-style-type: none"> _Ensure compliance with conditions of approval and investigate complaints regarding unlawful development activity, compliance resource application prioritised based on building classification _Ensure compliance with regulatory requirements (i.e Evacuation Plans, Risk & Opportunity Management, OH&S responsibilities, Public Health & Safety Plans - Asbestos Management of Public Buildings, Crime Prevention etc.) _Update desktop review for compliance in addition to annual Compliance Annual Return (CAR) _Have in place appropriate agreements (Emergency Response, Noongar Agreements, Public Health, etc) _Continue Better Practice Review projects (i.e. Process Review) 	Low		Executive	Manager Governance & Risk Management Team Team Leaders
COA010	Failure to provide adequate essential services now and in the future	<ul style="list-style-type: none"> _Projects not fit for purpose _Inability to sustain critical processes _Decrease service delivery levels and loss of confidence _Increase risk to community safety and infrastructure _Failure to adequately respond to major changes _Political decisions that disadvantage the region 	<ul style="list-style-type: none"> _Reputation loss _Loss of investment confidence _Negative impacts on environmental and community health _Debt _Lost opportunities 	Likely	Moderate	High	<ul style="list-style-type: none"> _Understand the implications of implementing increased charges _Progress Council's economic development initiatives have a regional focus, opportunity to capitalise on regional investment and development initiatives. _Work in partnership with surrounding municipalities, chambers, business and community groups to develop a regional understanding of what advantages the NBN can provide and develop real examples of how the Albany and regions will utilise NBN when it arrives. Use this information to lobby the Federal & State Gov't _Council plays a lead role in Regional Alliances and provides appropriate support to initiatives that result from this _Develop strategic partnerships with clearly defined roles and responsibilities and funding mechanisms for the ongoing development of the region _Identify strategic opportunities for large scale investment within the region and secure sustainable expansion of existing industries or the introduction of new industries _Facilitate community resilience education sessions for emergency response personnel and community members on natural disaster management (fire, storm) _Provide opportunity to learn from best practice and lessons learnt across the state and country 	Medium		Councillors Excutive	Executive

Audit and Risk Committee
STRATEGIC RISK REGISTER

As at 22/05/2026

No.	Risk	Cause	Consequence	Likelihood	Consequence	Risk Rating	Existing Risk Treatments & Action Required	Residual Risk Profile	Audit & Risk Rating	Accountable Officer	Responsible Officer(s)
COA011	Failure to meet community development (built environment, natural environ) and cultural expectations	<ul style="list-style-type: none"> _Not meet community needs _Failure to adequately respond to meet future community needs 	<ul style="list-style-type: none"> _Reputation loss _Loss of investment confidence _Loss of Community Confidence (Morale) _Lost opportunities 	Possible	Major	High	<ul style="list-style-type: none"> _Continue to review and develop community opportunities for the arts and foster new initiatives _Review plans for infrastructure: transport, stormwater and open space _Continue to review infrastructure charges _Understand the land Council has: <ul style="list-style-type: none"> a. vested in its care and control; b. owns; c. maintains; and d. would like to acquire _Strategic land is acquired for future City development _Ensure applications assessed in a timely manner and the impacts of development are managed _Ongoing development of the City's website with online forms etc and make more user 	Medium		Councillors Executive	Executive



Risk & Opportunity Management Framework Policy

22 May 2026

How consequences are assessed

Consequence describes how serious the impact would be if the risk occurred. Impacts are assessed using the Risk Tolerance Table, which provides clear examples across different areas such as:

- safety
- service delivery
- finances
- governance
- reputation
- workforce capability

Refer to the Risk Tolerance Table. (This ensures everyone assesses impacts consistently.)

Control effectiveness (what this means)

When reviewing risks, controls are rated as:

- **Effective** – controls work as intended
- **Partially effective** – controls exist but need improvement
- **Ineffective** – controls do not reduce risk

Use evidence where possible (inspections, audits, reviews, performance data).

Reporting and escalation

Effective risk reporting shows how well key risks and opportunities are being managed, whether by reducing potential harm or by maximising organisational benefits.

How risks are reported

Risks are reported using two main categories:

- **Strategic Risks:** Risks that could affect the City’s long-term direction, strategic objectives or priorities set out in the Strategic Plan.
- **Operational Risks:** Risks arising from day-to-day activities, systems, people, processes or external events that may affect service delivery.

This distinction helps ensure risks are reviewed and escalated at the right level.

Who reports and escalates risks

- **Risk Owners** – Identify and manage risks, keep risk information up to date, monitor controls and report risks in line with this framework.
- **Managers** – Report operational and strategic risks to their Executive Director, especially where risks are beyond their authority to manage.
- **Executive Directors** – Review risks within their portfolios and escalate High and Extreme risks to the Executive Management Team (EMT).
- **Executive Management Team (EMT)** – Provides enterprise-level oversight and determines which risks require coordinated action, additional resources or further escalation.
- **Audit, Risk & Improvement Committee (ARIC)** – Receives High and Extreme strategic risks endorsed by EMT for independent oversight and assurance to Council.

Only risks formally endorsed by EMT are included in the Enterprise Risk Management Register reported to ARIC.

Key message: *If something could seriously affect safety, services, reputation, finances or our people: raise it early.*

Good risk management is about speaking up, not getting it perfect.

*If a risk is **High** or **Extreme**, or beyond your authority, escalate it early. Escalation is expected and supports better decisions and organisational learning.*

Risk Management Responsibility Matrix

Level of Risk	Description	When is the Risk Acceptable?	Responsibility and Minimum Review Cycle
Low 1-4	Acceptable	Managed through routine procedures	Responsible Officer - Every 6 months
Medium 5-9	Monitor	Controls in place; monitor and improve as needed	Responsible Officer - Every 3 months or as per the Risk Register
High 10-18	Attention Required	Reviewed and/or new controls required to reduce risk	Executive & CEO - Every month or as per the Risk Register
Extreme 17-25	Unacceptable	Acceptable only with executive oversight and strong controls	ARIC oversight - Controls implemented within 1 week; review fortnightly

Risk Categories

The City uses the following risk categories to understand where a risk would have the biggest impact on our people, community or services.

- **Health, Safety & Wellbeing** – Impacts on physical or mental wellbeing (including psychosocial risks) for staff, contractors, volunteers, elected members or the community.
- **Environmental Management** – Impacts on the natural environment, biodiversity, waterways and climate resilience.
- **Information & Cybersecurity** – Impacts on the security, reliability or availability of information and digital systems (including privacy).
- **Reputation** – Impacts on community trust and confidence in the City.
- **Service Delivery** – Impacts on service quality, access, timeliness or continuity.
- **Strategic Alignment** – Impacts where work or decisions don’t support Council plans, priorities or community outcomes.
- **Organisational Capability & Workforce** – Impacts on people, skills, leadership, culture or capacity to deliver work well.
- **Financial Management** – Impacts on responsible use of public funds and budget sustainability.
- **Governance** – Impacts on ethical leadership, accountability, transparency and sound decision-making.
- **Property & Infrastructure** – Impacts on safety, condition or performance of buildings, assets and infrastructure.
- **Compliance & Legal** – Impacts from not meeting legal, regulatory, contractual or policy requirements.

Staff reminder: *Choose the category that best reflects the most serious impact, not the cause.*

Document Control

Document Development Officer: Manager Governance & Risk

Adoption References: OCM 01/07/2025 Resolution AR178

Review Reference: Resolution AR178 | **Version:** 22 May 2026 – Draft_v10

Document Reference: PU21854(010)

Purpose (What this framework is for)

This framework helps everyone at the City of Albany identify, understand and manage risks and opportunities in their day-to-day work.

Good risk management:

- helps us deliver services safely and reliably
- supports good decision-making
- protects our people, the community and the organisation

Risk management is not just paperwork — it is part of how we plan work, make decisions and improve over time.

Governance Statement (Everyone has a role)

Under the Risk & Opportunity Management Policy, all staff and contractors are responsible for:

- identifying risks in their work
- managing risks, they control
- escalating risks when they are beyond their authority
- monitoring and reviewing actions taken

You are not expected to manage everything yourself; escalation is part of good risk management.

Key Definitions – AS/NZS ISO 31000:2018

- **Risk Management:** The culture, processes, and structures used to realise potential opportunities while managing adverse effects.
- **Risk Owner:** The officer accountable for managing a risk, implementing treatments and ensuring ongoing monitoring.
- **Risk:** The effect of uncertainty on objectives. This includes potentially positive (opportunity) and negative impacts from future events.
- **Likelihood:** The chance, probability, or frequency of an event occurring.
- **Consequence:** The outcome or result of an event.
- **Hazard:** The source or situation with the potential to cause harm or risk.
- **Risk Analysis:** The systematic use of available information to estimate how often specific events may occur and the magnitude of their consequences.
- **Risk Treatments:** Actions, policies, standards, or procedures implemented to eliminate or minimise adverse risks.
- **Residual Risk:** The level of risk remaining after risk treatments have been applied.
- **Risk Tolerance:** The level of risk or residual risk the City is willing to accept in the context of day-to-day operations, projects, or events.
- **Level of Impact Definitions and Ratings:**
 - **Insignificant:** Localised impact with no organisational consequence.
 - **Minor:** Limited impact requiring routine management response.
 - **Moderate:** Noticeable impact affecting service delivery or objectives.
 - **Major:** Significant disruption to operations or strategic outcomes.
 - **Severe:** Critical failure causing sustained organisational impact.

Risk Management Process

When planning daily tasks, projects, events, or service delivery, all stakeholders must identify risks that could affect outcomes for internal and external parties.

Step (1): Communicate and consult

Talk with the right people early: supervisors, colleagues or subject matter experts.

Step (2): Establish the context

Be clear about:

- what you are doing
- what could go wrong
- what success looks like

Step (3): Assess the risk

- Identify the risk
- Assess likelihood
- Assess consequence
- Determine the risk rating

Step (4). Treat the risk

Put controls in place to:

- reduce the likelihood
- reduce the impact
- or, for opportunities, increase the benefit

Introduce the appropriate control measures based on the nature of the risk.

For negative risk treatments, such as Health & Safety Risks, use the hierarchy of controls:

- **Eliminate** – Remove the hazard entirely.
- **Substitute** – Replace with a safer alternative.
- **Engineering Controls** – Isolate people from the hazard.
- **Administrative Controls** – Change the way work is performed.
- **PPE** – Provide personal protective equipment to reduce exposure.

For Positive Outcomes, risk of missed opportunity):

- **Accept** – Proceed with the opportunity as is.
- **Improve** – Strengthen existing resources to increase success.
- **Exploit** – Invest additional resources to maximise benefits (e.g., develop a business case to secure external funding).
- **Transfer** – Engage a specialised team or partner (e.g., collaborate with experts to enhance outcomes).

Step (5). Monitor , Review, Report & Record

Check that controls are working and update risks if circumstances change.

The **Risk Owner** is responsible for ensuring risks and controls remain effective over time by:

- **Monitoring controls and treatments:** Regularly check that risk treatments are in place, operating as intended, and remain aligned with the City’s risk tolerance.
- **Reviewing risks when circumstances change:** Update risk ratings, controls and actions when there are changes to activities, systems, legislation, incidents, or operating conditions.
- **Reporting risk status and issues:** Report risk information through appropriate management and governance channels, including emerging issues, control weaknesses, or changes in risk exposure.
- **Recording and maintaining risk information:** Ensure risk registers, treatment plans and supporting records are accurate, current and retained in the relevant system.
- **Supporting performance and continuous improvement:** Use monitoring and review outcomes to inform performance management, assurance activities and ongoing improvement of risk practices.
- **Evaluating effectiveness:** Periodically assess:
 - the effectiveness of risk treatments and controls; and
 - the effectiveness of the risk management process itself.

Key message for staff: Risk management does not stop once controls are in place: it requires regular checking, updating and reporting.

How likelihood is assessed

Likelihood describes how often a risk might happen.

When assessing likelihood, consider:

- how often it has happened before
- how likely it is to happen again
- whether this is part of routine operations or a one-off project

Use evidence where possible (past incidents, experience, data).

Refer to the Likelihood Rating table. (The table shows ratings from Rare to Almost Certain, with examples.)

Likelihood Rating Table

Level	Description	Context (Operational Frequency)	Context (Project Frequency)	Probability (Indicative)
5	Almost Certain	Expected to occur in most circumstances	More than once in 12 months	Greater than 90% chance of occurrence
4	Likely	Will probably occur in most circumstances	At least once every 12 months	60% - 90% chance of occurrence
3	Possible	Should occur at some time	At least once every three years	40% - 60% chance of occurrence
2	Unlikely	Could occur at some time	At least once in ten years	10% - 40% chance of occurrence
1	Rare	May occur only in exceptional circumstances	Less than once in fifteen years	Less than 10% chance of occurrence

Risk Tolerance Table

The table provides a consistent way to assess the potential impact of risks across the City.

The City aims to minimise Severe risks and requires active treatment of all High and Extreme risks, unless formally accepted by the Chief Executive Officer.

Risk Category	Insignificant	Minor	Moderate	Major	Severe
Health, Safety & Wellbeing	First aid only.	Medical treatment; minor lost time.	Lost time injury/illness.	Serious injury or long-term harm.	Fatality or multiple serious injuries.
Environmental Management	Negligible; no-remediation.	Minor, short-term impact.	Moderate impact requiring remediation.	Significant, widespread or long-term impact.	Catastrophic, irreversible damage.
Information & Cybersecurity	Brief slowdown; no loss.	Minor outage or small privacy issue.	Hours-long outage or minor breach.	Days-long outage or large breach.	Total system failure or major breach with penalties.
Reputation	Isolated complaint.	Minor local concern.	Sustained concern or local media attention.	State-level or widespread criticism.	Severe, national-level scrutiny.
Service Delivery	Negligible disruption.	Minor disruption; few complaints.	Noticeable service interruption.	Major disruption to key services.	Long-term or complete service failure.

Risk Category	Insignificant	Minor	Moderate	Major	Severe
Strategic Alignment	Minimal effect on goals.	Minor resource diversion; goals unaffected.	Moderate resource impact; some goals affected.	Significant impact; key goals materially affected.	Critical impact; goals at risk; strategic review required.
Organisational Capability & Workforce	No impact on workforce capability	Localised workforce pressure, minimal impact	Workforce issues affecting some services	Significant workforce failure impacting performance	Systemic workforce failure threatening services
Financial Management	Impact contained within an individual budget line.	Impact managed within a team or program budget.	Impact requires Directorate-level budget adjustment or reprioritisation.	Impact requires Executive-level intervention and affects multiple services or budgets.	Impact affects the City-wide budget, financial sustainability or requires Council decision.
Governance	Minor lapse; no effect.	Small weakness; limited impact.	Failures reduce confidence.	Major lapse; external scrutiny.	Systemic failure; Council intervention.
Property & Infrastructure	Cosmetic damage.	Minor, repairable damage.	Moderate repair/replacement needed.	Major damage to a key asset.	Destruction of critical assets.
Compliance & Legal	Minor breach; easily fixed.	Repeated low-level breaches.	Breach requiring regulator action.	Major breach with fines or legal action.	Systemic breach; prosecution or licence loss.

How risk ratings are determined

Risk ratings are calculated by combining likelihood and consequence using the Risk Rating Matrix. Refer to the Risk Rating Matrix. (The matrix determines whether a risk is: Low, Medium, High or Extreme).

LIKELIHOOD		Risk Rating Matrix				
		CONSEQUENCES				
		Insignificant	Minor	Moderate	Major	Severe
		1	2	3	4	5
Almost Certain	5	Medium (5)	High (10)	High (15)	Extreme (20)	Extreme (25)
Likely	4	Low (4)	Medium (8)	High (12)	High (16)	Extreme (20)
Possible	3	Low (3)	Medium (6)	Medium (9)	High (12)	High (15)
Unlikely	2	Low (2)	Low (4)	Medium (6)	Medium (8)	High (10)
Rare	1	Low (1)	Low (2)	Low (3)	Low (4)	Medium (5)

What happens at each risk level

Each risk rating has a clear management expectation:

Rating	Management Expectation
Low	Manage locally as part of normal work
Medium	Manager oversight required
High	Executive visibility required
Extreme	Immediate escalation to the Executive Management Team (EMT)

If you are unsure, escalate; escalation is expected and supported.